

George S. Low
Dean's Annual Report to the Faculty
College of Business and Economics
Radford University
July 1, 2014 - March 27, 2015

Goals for 2014-2015 (from September 1, 2014)

1. Listen and learn.
 - a. Meet individually with all faculty and staff in the College in their offices to hear their concerns and ideas for the future of the College. Gain their trust and respect.
 - b. Gain a solid understanding of University and College governance, faculty committees, and policies/procedures.
2. Work with the faculty and appropriate committees to develop a comprehensive implementation plan for the College mission/strategy which focuses on innovation and analytics, and which will include:
 - a. Preliminary stages of comprehensive curriculum revisions and consideration of new majors/programs, both undergraduate and graduate
 - b. Co-curricular programs, global partnerships and experiences, experiential learning, internships and career preparation, and stronger links to University High Impact Practices including honors, Scholar-Citizen, Learning Communities, and International Education.
 - c. Align College budget allocations with strategic priorities in the implementation plan, with responsible committees and individuals, and performance metrics for ongoing tracking and assessment.
 - d. Submit a unified, bold, new initiative funding proposal to the University Administration and Board of Visitors summarizing this new implementation plan and requesting resources to facilitate its implementation.
3. Successfully launch the first year of the Executive-in-Residence program in the College.
4. Train the newly-hired MBA Director, focusing on the recruitment of more and higher quality students. Help and support her in developing a plan to strengthen all aspects of the MBA Program.
5. Fill two vacant staff positions in the Dean's Office; develop a fair and proactive reservations and usage policy for the COBE building; hire a professional Executive Secretary housed in the COBE Dean's Suite reception area; help the Assistant to the Dean to focus on external relations efforts.
6. Strengthen outreach and external relations efforts for the College
 - a. Alumni relations
 - b. Fundraising, case for need, work closely with new Advancement Vice President
 - c. Business community and visibility
 - d. Start regular external relations (alumni relations and development) task force/coordinating council in COBE
 - e. Spend at least one day per week in planning and implementing outreach activities, events, visits, and developing relationships with stakeholders and potential donors.
 - f. Lay the foundation for a comprehensive, integrated marketing communications and branding effort for the College in 2015-2016.
 - g. Investigate new sources of revenue for the College and University, and propose innovative, entrepreneurial ideas to be implemented through a profit-sharing arrangement if approved by senior administration.

Accomplishments Related to Responsibilities and Goals, July 1, 2014 - March 27, 2015

- Met individually with all College faculty and staff members to get to know them personally and to listen to their concerns, ideas, suggestions, and goals for the future of the College.

- Led an effort, working with the College Leadership Team, to distribute more than \$60,000 in research grants and more than \$25,000 in course and program development grants to faculty.
- Distributed an additional \$2,000 to each of the four departments to supplement faculty travel.
- Initiated the funding and hiring of two temporary staff assistants for the two departmental administrative assistants in the Spring Semester 2015 to alleviate the heavy workloads they face in assisting four departments and 47 full-time faculty.
- Supported the Management and Marketing departments in hiring two new tenure-track assistant professors to fill open positions.
- Initiated monthly meetings with individual department chairs to support and assist departmental initiatives. Approved funding to send two department chairs to the AACSB department chairs seminar in 2015. The other two chairs will attend in 2016.
- Planned and implemented a series of “meet the dean” events to get to know as many of our more than 1,500 students as possible by visiting 30 classes, giving out donut holes, coffee, juice, and bottled water, and by inviting students to a “lunch with the dean,” and “dinner with the dean.” This series of events touched an estimated 900 students over four weeks in January/February 2015.
- Led the development of a comprehensive implementation plan for the College’s five-year strategic plan. This implementation plan included the alignment of initiatives with the College’s four strategic goals, some new, innovative initiatives for further development by the faculty, persons responsible for implementation of each initiative, metrics to measure improvement and success, and allocated financial resources (summary implementation grid attached).
- Planned an undergraduate curriculum retreat for May 4, 2015 to explore improvements to the BBA program to include more innovation, analytics, and career preparation components.
- Initiated a series of alumni events to meet alumni from the Radford University College of Business and Economics in Virginia Beach, Richmond, Radford, Northern Virginia, and Atlanta. The purpose of these events was to outline a vision for the College and to build relationships with alumni to encourage involvement and financial giving in the future.
- Planned a COBE alumni, faculty, staff, and students night at the Radford baseball game vs. High Point on April 24, 2015. The purpose of the event is to bring the entire COBE family together for networking and celebrating our collective successes and promising future.
- Met individually with alumni and potential donors while traveling for other purposes to San Diego, Dallas, and Northern Virginia.
- Worked with the new Advancement Vice President to develop a strategy for more decentralized fundraising efforts at Radford University. Served on the search committee for the Advancement Vice President and major gifts officer, leading to the hiring of an experienced vice president who started in September of 2014, and a development officer for the College, who started on March 25, 2015. Set a goal of increasing the College of Business and Economics endowment from near zero to \$10 million in the next four years.
- Led efforts to improve relationships with businesses, civic organizations, and non-profit economic development offices in the New River Valley in order to improve the partnerships between Radford University and the community. Met with President Kyle to discuss improved coordination of business and community relations across the University.
- Reorganized the Dean’s Advisory Council to add new members and to move less-active members to a group called “Friends of the Dean’s Advisory Council.” Engaged the Advisory Council to focus on career preparation and fundraising.
- Attended the SBDC sponsors meeting in Richmond in December, 2014, and discussed ways that SBDCs can become more integrated into the academic mission of the College. Met with the Virginia SBDC Executive Director on the campus of George Mason University to better understand the mission and operations of SBDCs.
- Applied for and was accepted in the LEAD Virginia class of 2015. This will facilitate networking across the Commonwealth with business, government, and education leaders.

- Attended the AACSB Deans' Conference in February, 2015, networking with deans from peer institutions and learning more about how other schools are transitioning to the new AACSB standards.
- Met with the dean, associate dean, staff, and faculty in the Pamplin College at Virginia Tech in order to explore ways we can collaborate on areas of common interest. Planned a COBE alumni lunch event on the Virginia Tech campus in April, 2015. Ten COBE alumni will attend for the purpose of networking and feedback.
- Completed a re-organization and staffing plan for the College of Business Economics Dean's Office, hired staff, and implemented weekly staff meetings to improve productivity in the office.
- Appointed a new department chair for the Management Department.
- Hired a new Director of the MBA Program, led the development of and supported financially a strategy to increase enrollment.
- Helped initiate an effort to train faculty and staff in the area of suicide prevention on campus.
- Achieved recognition as one of the Best Business Programs by the Princeton Review 2015.
- Trained as a certified volunteer for AACSB accreditation visits.
- Led an initiative to enhance professional development and career services for students, working with student leaders, Radford Career Services staff, COBE Advising Center staff, and COBE Dean's Advisory Council members. The goal is to achieve higher levels of job placement and starting salaries for graduating students.
- Worked with faculty committees to gain approval for curriculum changes to the MBA Program to include courses in analytics and innovation.
- Worked with faculty committees to revise the Faculty Policies and Procedures Manual to clarify and expand on faculty qualifications to align them with new AACSB standards, and to encourage and recognize the quality and impact of peer-reviewed journal publications.
- Recruited two high-profile speakers to visit campus for the BB&T Global Capitalism series.
- Launched the Executive-in-Residence Program in the College, welcoming three visitors to campus in the inaugural semester, Fall 2014, and continued to build the program in Spring 2015 with seven executive visits completed or planned, for a total of ten during the academic year.

Goals for 2015-2016

1. Advocate for continuous improvement within the University.
 - a. Work with the Provost, Vice President for Finance, and the President to explore potential models for Responsibility Centered Management that would be beneficial to the College and entire University.
 - b. Lobby for streamlined administrative systems that are paperless and less cumbersome and more efficient.
 - c. Advocate for additional faculty and administrative staff positions to address needs within the College.
 - d. Actively participate in the next University strategic planning process.
2. Execute the comprehensive implementation plan for the College mission/strategy focusing on innovation and analytics by working with and on behalf of the faculty and departments in the following areas:
 - a. Consider curriculum revisions, new majors/programs, both undergraduate and graduate
 - b. Co-curricular programs, global partnerships and experiences, experiential learning, internships and career preparation, and stronger links to University High Impact Practices including honors, Scholar-Citizen, Learning Communities, and International Education.
 - c. Launch the first annual campus-wide Business Plan Competition, focusing in innovation and analytics.
 - d. Plan and implement an annual "Business Boot Camp" all-day event for all students focusing on career opportunities and preparation in Fall, 2015.

- e. Align College budget allocations with strategic priorities in the implementation plan, with responsible committees and individuals, and performance metrics for ongoing tracking and assessment.
 - f. Submit a unified, bold, new initiative funding proposal to the University Administration and Board of Visitors summarizing this new implementation plan and requesting resources to facilitate its implementation.
3. Prepare for the next AACSB continuous improvement review by strengthening faculty research efforts, assessment and curriculum improvements, and more closely aligning the activities of the College with the Strategic Plan.
 4. Continue the successful Executive-in-Residence program in the College as funds are available to do so.
 5. Assist in the recruitment of more and higher quality MBA students. Help and support the MBA director in developing a strategy to strengthen and enhance the MBA Program.
 6. Strengthen outreach and external relations efforts for the College in the following areas:
 - a. Alumni relations
 - b. Fundraising, case for need, work closely with new Advancement Vice President and our new College development officer. Begin work towards the goal of raising a \$10 million endowment for the College in four years to support student scholarships, faculty chairs and professorships, and innovative academic programs.
 - c. Business community and visibility
 - d. Lead a regular external relations (alumni relations and development) task force/coordinating council in COBE.
 - e. Spend at least one day per week in planning and implementing outreach activities, events, visits, and developing relationships with stakeholders and potential donors.
 - f. Plan and implement an expanded Homecoming/Family Weekend event for October, 2015.
 - g. Begin planning a comprehensive, integrated marketing communications and branding effort for the College.
 - h. Investigate new sources of revenue for the College and University, and propose innovative, entrepreneurial ideas to be implemented through a profit-sharing arrangement if approved by senior administration.

Alignment of Initiatives with Strategic Goals and Financial Implications

| Initiative | Description | Goal 1 Active Learning | Goal 2 Analytics | Goal 3 Innovation | Goal 4 Invest in People | Responsible | Time Frame | Assessment | \$K 14- 15 | Notes |
|--|---|------------------------------|---------------------|----------------------|-------------------------------|---|-------------------------------------|--|------------------|--|
| Executive-in-Residence Program | Bring executives with experience in innovation and/or analytics to campus to interact with students and faculty. | | | | | Dean's office staff | Funded for 2014-2015. | Number of executives, number of students exposed | 42 | Funding may not continue in 2015-2016 |
| BB&T Global Capitalism Speaker Series and Classes | Speaker twice a year focusing on global capitalism and discussion of capitalism in classes. | | | | | Dean's office staff | Ongoing, twice a year | Number of attendees | 20 | Foundation funds |
| Undergraduate Program | Comprehensive review of undergraduate programs and curriculum to infuse innovation and analytics throughout. | | | | | UCC, leadership team | Spring 2015 | Depends on recommendations | 2 | retreat |
| MBA Program | Implementation of proposed, new MBA program curriculum to include innovation and analytics courses. | | | | | GCC, leadership team | Spring 2015 | Applications, enrollment | 5 | For international recruiting |
| Business Plan Competition | Campus-wide competition to give students an opportunity to practice innovation and analytics in a real-world active learning project. | | | | | Dean's Office, faculty director | Plan in Spring 2015, launch in Fall | Number of business plans presented, number of students participating | 5 | Development grant |
| COBE Fellows Program | Cohort undergraduate program with a Learning Community option to attract and retain the very best students. Focus on innovation, analytics, and global business concepts in an integrated experience. | | | | | UCC, Advising Center Director, faculty director | Plan in 2015, launch in Fall 2016 | Student retention, average starting salaries following graduation | 5 | Development grant |
| Fundraising | Increase the COBE annual fund and endowment to support enhanced academic programs. | | | | | Dean, advancement staff | ongoing | COBE annual fund and major gifts received per year | 10 | Advancement travel and annual fund development |

