

**Davis School of Business
Strategic Plan 2021 – 2026**

Mission Statement

Colorado Mesa University's Davis School of Business is focused on preparing students to be sound decision makers who transform businesses in the Rocky Mountain region, the nation, and the world. We strive to develop students who demonstrate strong ethical principles, superior critical thinking, effective communication, and robust business acumen.

Vision Statement

The Davis School of Business' Vision is to be the premier school of business in Western Colorado, providing excellence in education by focusing on students through engagement, experiential learning, community involvement, and impact.

Values

Davis School of Business values:

- a learning community that develops and promotes the skills of inquiry, reflection, critical thinking, problem-solving, innovation, teamwork, and communication in students with an emphasis on continuous improvement;
- student choice in academic programming that prepares future leaders to function as productive, ethical, and responsible members of a global society;
- faculty, staff, and administration committed to the highest quality of service to the University, a balanced exchange of ideas, and a focus on student success, and community impact;
- a vibrant and inclusive environment that encourages diverse experiences, applied learning, and involvement and interaction inside and outside the classroom;
- a culture committed to integrity and academic and intellectual freedom; making a positive societal impact on the Rocky Mountain region, the nation, and the world.

Primary Goals

- Future Leaders (Students, graduates)
- Talented Personnel (Faculty, staff)
- Societal Impact (Community engagement, community contributions)
- Continuous Improvement (Foundation of a world-class business school)

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Strategic Initiatives

1. (Future Leaders) To actively engage students of all backgrounds in on- and off-campus activities which broaden their educational experiences and enhance their successes.
2. (Talented Personnel) Recruit, support, and retain faculty from diverse backgrounds who have teaching as their highest priority as well as a commitment to scholarly activity, advising, and service to the Davis School of Business, University, and community.
3. (Societal Impact) To be the pinnacle business resource for our community, our region, and beyond by creating synergies with external stakeholders to engage in projects that contribute to solutions for societal problems.
4. (Continuous Improvement) The three initiatives above are hallmarks of world-class business schools. Periodic review and improvement of the policies and procedures to accomplish these initiatives will be ongoing in the Davis School of Business.

DSB Strategic Initiative 1: Future Leaders (Aligned with CMU SI Student Sense of Belonging & Educational Programs)					
Goal	Objective	Tactics	Measures of Success	Timeline	Owner
1a. Real-world, applied business-related opportunities for students	To develop future leaders through the application of current, relevant, and practical business theories throughout the business programs' curricula.	Internships, mock interviews, course consulting projects, culminating projects, student clubs, student research projects and assignments,	<ol style="list-style-type: none"> 1. Placement of students in chosen disciplines, 2. Employer and student satisfaction surveys, 3. Number of internships, 	<ol style="list-style-type: none"> 1. Alumni Survey deployed every 5 years; LinkedIn Query every two years (See Standard 6 for example). 2. Develop and Deploy AY23-24 3. Annual Report from Banner starting AY23-24 	<ol style="list-style-type: none"> 1. DH & IR 2. DH 3. DH & Intern coordinator(s) 4. Program Coordinators

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DSB Strategic Initiative 1: Future Leaders (Aligned with CMU SI Student Sense of Belonging & Educational Programs)					
Goal	Objective	Tactics	Measures of Success	Timeline	Owner
		experiential learning,	4. Advisory committee feedback	4. Annual Meeting minutes from Advisory Boards	
1b. Current and relevant degree programs	To successfully prepare students for the modern business environment in the areas of personal and social responsibility, civic engagement, ethics, and intercultural/global learning.	Ongoing assurance of learning activities, review of curricula by advisory committees, program reviews	1. Employer and student satisfaction surveys, 2. Curriculum changes, 3. Advisory committee feedback	1. Develop and Deploy AY23-24 2. Annual reporting via AOL reports...see Standard 4 and 5. 3. Annual Meeting minutes from Advisory Boards	1. DH 2. AOL Chair 3. Program Coordinators

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DSB Strategic Initiative 2: Talented Personnel (Aligned with CMU SI Recruit & Retain Employees for a Human Scale University)					
Goal	Objective	Tactics	Measures of Success	Timeline	Owner
2a. Faculty deployment and sufficiency	To attract and retain faculty with a passion for teaching and commitment to scholarship.	Continue to define and recruit optimal person-organizational fit; Continue developing a culture that supports the teacher-scholar model	Faculty turnover, size and quality of applicant pools, maintain sufficient participating faculty balance, percentage of faculty meeting or exceeding expectations on performance appraisal	Annual Faculty Summary Report AY23-24	1. DH
2b. Faculty scholarship support	To provide opportunities and resources for faculty to pursue scholarly activities.	University faculty development funds, university provided travel allowance, sabbaticals, school of business scholarship funds, collaborative projects	Scholarly activity and impact, percentage of faculty meeting or exceeding expectations on performance appraisal	Annual Scholarship Summary Report AY23-24	1. DH

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DSB Strategic Initiative 3: Societal Impact (Aligned with CMU SI Cultivating Collaboration & Innovation)					
Goal	Objective	Tactics	Measures of Success	Timeline	Owner
Societal impact	Engage in community, regional, national, and/or international activities that positively impact society.	Initial focus on the local community and 14 county region with an emphasis on connections and co-operation with surrounding businesses and organizations, emphasis on the opportunities which can benefit students, professor engagement in technical reports, presentations, training, and consulting activities, that have a positive impact on society.	Post-project stakeholder surveys, Number of external stakeholders served and region of impact, number of students and faculty engaged in societal impact projects, number of class projects working with external stakeholders	Survey deployed each semester to capture engagement activities	1. Societal impact committee?

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DSB Strategic Initiative 4: Continuous Improvement (Aligned with CMU SI Promoting & Enhancing the Value of Higher Education)					
Goal	Objective	Tactics	Measures of Success	Timeline	Owner
World-class business school	Attain and maintain AACSB Accreditation	Meet or exceed the nine 2020 AACSB accreditation standards:	Annual AACSB initial accreditation progress reports, accreditation, 5-year continuous improvement reviews	1. Initial AACSB Accreditation visit Fall 2023. 2. Establish CIR Plan Spring 2024.	<ol style="list-style-type: none"> 1. DH& AACSB Steering Committee 2. DH & AACSB Steering Committee 3. Continuous Improvement Committee (CiC)

Societal Impact

The Davis School of Business (DSB) desires continuous engagement with businesses and communities. The DSB seeks to create synergies with local and regional stakeholders to develop projects to solve societal problems. Over time, the DSB will work to expand our impact at the state, national, and international level. The DSB seeks to be the pinnacle business resource for our region and beyond. DSB will establish baseline metrics to ensure we are making progress year over year. These can be reviewed within our AACSB Standard 9 progress report.

Contingency Planning

It is difficult to plan for the unknown; however, Colorado Mesa University showed an amazing ability to join together (students, faculty, staff, and community) to combat the COVID pandemic in early 2020. The strategies CMU put into place became the model for responses to the pandemic [and recognized nationally](https://www.nytimes.com/2021/05/17/health/coronavirus-broad-colorado-mesa-sabeti.html) for our collaboration with the Broad Institute of M.I.T. (insert this link once edit is accepted: <https://www.nytimes.com/2021/05/17/health/coronavirus-broad-colorado-mesa-sabeti.html>).

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CMU continues to maintain [strong operating performance](#) , a result of a proven record of growth, conservative spending and disciplined investment in facilities and infrastructure. The University took a very conservative approach to spending during the COVID-19 pandemic by pausing spending such as hiring, travel, and cost of living adjustments to salaries, to name a few. Due to these sacrifices and careful management of COVID precautions, the financial results through December 2022 are not significantly different from pre-pandemic levels with nearly flat student enrollment and room and board revenues.

The Davis School of Business plans for the future by analyzing faculty resources with administration on an annual basis. The DSB has senior faculty mentoring junior faculty in teaching, scholarship, advising, and service. The DSB has put co-chairs in place for critical committees that enable seamless transitions from one chair to the next. During the COVID pandemic, faculty leadership quickly analyzed resources and developed a three-tier plan of spending based upon three hypothetical assumptions in terms enrollment and financial contingencies.

Monitoring

This strategic plan was approved April 2021 by the DSB faculty and regular monitoring during school of business meetings will be ongoing with semi-annual review of our progress towards achieving the initiatives, goals, and objectives.

Stakeholder Involvement

The Davis School of Business defines stakeholders as individuals, businesses, organizations, communities, governments, and others who are not directly part of, but have common interests in or are impacted by the activities of CMU’s Davis School of Business. The DSB utilizes Advisory Boards for individual disciplines and programs to assist in increasing stakeholder involvement.

The Davis School of Business desires continuous engagement with businesses and communities. As faculty continue research on issues of impact to the regional, community, and business stakeholders, opportunities continue to arise that foster working relationships with stakeholders and increase impact. We seek to create synergies with local and regional stakeholders to develop projects to solve societal problems.

Date	Revision
4/21	Original Adoption – Voted and approved during DSB Faculty Meeting
10/22	Updated with current DSB name and modified units of measure
11/22	Updated mission statement – Voted and approved during DSB faculty meeting

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5/23	Added Timeline and Revision block
10/23	Updated Timeline and measures