

**Strategy Pathways
Tactical Plan for College Growth
For Staff Town Hall 7/14/15**

Introduction

The tactical plan outlined below is derived from LeBow's strategic plan and is designed to improve the College's academic quality and financial stability. The plan recognizes that LeBow operations are primarily funded by tuition.

Tactical Plan

I-Invest in LeBow faculty and staff

Investing in faculty and staff will empower people to better support college objectives and enable the College to retain top faculty and staff. This includes increasing College funds to support research and providing staff opportunities for professional development, which will also empower staff to help the College build its brand.

II-Focus on student success

In order to better support academic programs, research and the professional development of faculty and staff, it will be necessary to maximize the college's net tuition revenue via stronger recruiting and improved retention and graduation rates. The following tactics may be the most effective way to achieve this:

- LeBow must change its approach to student advising
 - Currently, faculty, academic advisors and career advisors operate in silos. A unified approach to developmental advising would significantly improve the quality of our programs and the student experience.
 - With an integrated approach, faculty can "advise" through their teaching by: 1) teaming with career services in courses that focus on integration of co-op and academics 2) teaming with academic advising to help students explore majors 3) help students gain experience and exposure to companies through class projects
- Expand experiential learning to improve the student experience
 - Includes not only creating innovative, new experiences, but also expanding experiential learning opportunities within current courses and building a body of research into the effects of experiential learning to better prove its effectiveness and define it as a differentiator for LeBow. This will require stronger corporate partnerships.
- Better align faculty incentives to support student success
 - Additional support for departments based on student success measures (e.g. retention and graduation rates) can provide incentive for faculty to support unified advising and expanded experiential learning opportunities. It will be critical to design appropriate measures of student success and a corresponding system that effectively maps student success outcomes to resource allocations.

III-Grow programs by expanding corporate partnerships and strengthening the LeBow brand of connecting research, teaching and industry.

Corporate partnerships are critical to the student experience for both graduate and undergraduate students. Building these relationships will enhance co-op and internship experiences for students and can significantly expand experiential learning opportunities in our courses. To be successful, we need to ensure that applicants, high school counselors and the academic and business communities are more familiar with our strengths and the things that distinguish LeBow from our

peers. Building the LeBow brand will be important for student recruiting, engaging the business community and improving our rankings.

-Dean to lead LeBow effort to develop corporate partnerships around:

- research
- experiential learning
- executives in residence
- co-op and internships
- corporate and executive education
- our new building (unique assets like the behavioral lab, etc.)

-Staff (and faculty) should be presenting LeBow core strengths with consistent aligned messaging to all stakeholders.

Funding

In the long run this implementation plan should be self-funding if we are more successful in recruiting and have higher graduation rates. However, as we initiate the tactics outlined above we are also likely to be experiencing a decline in enrollment due to demographic changes. The decline in undergraduate enrollment over the next five years may require a temporary adjustment in the size of the research faculty.

In the next five or so years, funds for the strategic plan could be attained by replacing some departing tenure track faculty with adjuncts or clinicals. This would not be a hiring freeze but rather a temporary adjustment in the size of the tenured and tenure track faculty in the College to better fit the total enrollments we can expect between 2015 and 2020.