



The vision of the Belk College of Business is to be a leading urban research business school.

To fulfill this vision we must:

- Offer a full array of rigorous and innovative undergraduate, graduate, and professional education programs,
- Employ nationally renowned scholars and teachers on our faculty, and
- Be a driving force in the economic development of the Charlotte region and the State of North Carolina.

To meet this vision, the Belk College must have necessary financial and human resources, modern facilities and a strong network of community and alumni engagement and support. We have four major strategies for garnering and deploying these resources over the next five years:

1. Expand our graduate and executive education programs;
2. Revise our undergraduate programs to provide a relevant, streamlined business education with an emphasis on increasing student quality;
3. Leverage our research and teaching resources to solve problems and examine policies that are relevant to the firms and industries of Charlotte and North Carolina; and
4. Engage our alumni, friends and the Charlotte business community to connect with and support the College.

These strategies will be accomplished in a manner that is consistent with our core values:

- Integrity: We embrace integrity as the fundamental basis for trust, leadership, and organizational culture.
- Knowledge and Innovation: We are dedicated to encouraging intellectual curiosity, advancing knowledge, and promoting innovation.
- Excellence: We have a passion for excellence in business, research, and education.
- Diversity and Inclusion: We foster an environment that is based on mutual respect, broadens understanding, and builds trust.
- Global Citizenship: We promote ethically principled and sustainable global practices that foster economic and social value.

Our shared values are inherent in everything we do and we are committed to maintaining and strengthening a culture within the College that reflects our shared values.

Below is a discussion of each strategy and how these strategies will help the College fulfill its vision.

### **Strategic Goal #1 – Expand our graduate and executive programs.**

Masters programs, doctoral programs, and non-degree Executive Education programs are vital to the College and will be even more so as the College continues to evolve. These programs serve the College's primary educational mission, provide talent and training to support economic development, serve to enhance the College financially, develop our faculty intellectually, and connect our faculty's research to the business community. In addition, our strategy aligns with that University goal of expanded graduate education.

Although they share some common traits, our master's, doctoral, and executive education programs are each designed to accomplish different goals and to provide different benefits to the College, the Charlotte region and State. Below is a brief description of the unique benefits that each program delivers.

The Belk College Master's Programs:

1. Educate the future business leaders of Charlotte;
2. Provide highly specialized educational programs in a cost-efficient and flexible manner suitable for working professionals;
3. Engage with the Charlotte business community through a variety of methods including program advisory boards, student recruitment efforts, invited guest lecturers, hiring, and student internships and placement;
4. Provide the College with significant financial resources through CBTI that enhance and support all of our programs including our undergraduate programs.

The Belk College Doctoral Programs:

1. Educate the future faculty of North Carolina and globally;
2. Enable doctoral students to conduct cutting edge research that solves problems directly relevant to businesses;
3. Enhance our ability to attract and retain nationally recognized faculty members;
4. Will educate senior executives (once the proposed DBA program is approved and implemented.)

The Belk College Executive Education Programs:

1. Engage senior executives in Charlotte and North Carolina to develop talent and solve business problems;
2. Advances the basic and applied business research conducted by our faculty;
3. Provide financial resources which enhance our ability to hire and retain faculty.

To meet the strategic goal of expanding our graduate and executive programs, the College will utilize the following tactics:

1. Implement the proposed DBA program;
2. Continue to grow current master's programs where appropriate, potentially using hybrid or other alternative delivery models;
3. Continue to grow and develop both custom and open enrollment Executive Education programs;
4. Examine the potential for adding a new fifth-year master's degree(s) for students with a background in the STEM disciplines or exceptional non-business undergraduate students;
5. Participate in the establishment of a Ph.D. program related to the Data Science Initiative;
6. Ensure that we have early and accelerated entry programs for our various master's level programs, where appropriate;
7. Search for additional opportunities for dual and joint master's degrees with our overseas partner institutions and strengthen our ties with our current partners which subsequently enables us to recruit a diverse student population;
8. Support our MBA and Master of Science in Mathematical Finance programs in efforts to receive national rankings which in turn increase our ability to attract top students to our programs.

**Strategic Goal #2 - Revise our undergraduate programs to provide a relevant, streamlined business education.**

Undergraduate education is a core activity of the Belk College. These programs we develop the future workforce of Charlotte and North Carolina while providing economic opportunity for citizens of the State. Students see the value of this education. Our majors and minors are some of the most popular on campus, and the popularity of these programs continues to increase. Employers value the skills our graduates have, as evidenced by the placements of our graduates.

The business world is in a time of disruptive change, so we must continually adapt our programs and degrees to stay ahead of that change. We prepare students for immediate entry into the workforce, as well as developing within them the intellectual curiosity, professionalism, and flexibility they need for long-term career success. We provide diverse and inclusive learning environments and experiences, and our programs teach students about business both in the United States and globally.

Stewardship of both State and private resources requires efficient and innovative delivery of our programs. Future growth in the University undergraduate population will likely be mirrored in our undergraduate population, most likely without a commensurate increase in faculty or facilities. This requires us to find new and innovative ways to deliver our programs efficiently. Further, both the UNC System and UNC Charlotte continue to emphasize improving graduation and retention rates.

To meet the strategic goal of revising our undergraduate programs to provide a relevant, streamlined business education we will utilize the following tactics:

1. Review the mix and design of our undergraduate programs to ensure that we are teaching our students skills and abilities which are relevant to business today;
2. Acknowledge the likely future growth in our undergraduate student body and develop a plan to leverage growth successfully;
  - a. Each department will develop a plan for serving enrollment growth that is consistent with University and College growth;
  - b. Ensure that our growth plans reflect workforce demand and commitment to our core value of diversity and inclusion;
  - c. Explore the use of alternative delivery methods;
3. Reduce time to degree for undergraduate business majors by:
  - a. Giving new freshman and transfer students better tools and advice for determining their majors early in their time in the Belk College;
  - b. Leveraging the Undergraduate Advising Center and the Student Center for Professional Development to help students make better decisions about their majors early in their career;
  - c. Prioritizing course scheduling to emphasize access to classes required for graduation over breadth of course offerings;
4. Leverage the Advising Center and the Student Center for Professional Development to enhance the undergraduate experience;
  - a. Utilize technology to improve student access to career development services and information;
  - b. Continue to increase student participation in career coaching and development activities;
  - c. Partner with faculty and departments to offer industry career development opportunities;
  - d. Implement the Women in Business leadership program being funded by MetLife;
  - e. Continue to support the Business Honors Program, Business Learning Community, and varied student organizations within the College to serve the professional development needs of students with diverse backgrounds and interests;
  - f. Increase student participation in internship opportunities for course credit to maximize applied learning for students;
  - g. Continue to build strategic partnerships with industry leaders and develop key employer partnerships resulting in job opportunities and/or employment pipelines for students;
5. Leverage our graduate programs, where appropriate, to supplement our undergraduate programs;
  - a. Implement the accelerated entry option for Business Analytics students into the PSM DSBA, MS MAFI, and MS ECON programs;

- b. Ensure that all students are aware of early entry options into the MS ECON and MS MAFI programs;
- c. Explore early entry options into the MBA, MACC, and MSRE programs;
- 6. Increase or enhance our commitment to global education in our undergraduate programs;
  - a. Continue to increase the number of courses with travel abroad components;
  - b. Increase the number of students studying abroad, particularly at our partner business schools in Europe and Asia.

**Strategic Goal #3 - Leverage our research and teaching resources to solve problems and examine policies that are relevant to the major firms and industries of Charlotte and North Carolina.**

For more than a decade the College has invested heavily in building a faculty filled with world-class researchers who are also excellent teachers. These faculty members have helped the College to develop very strong programs, especially at the master's and doctoral levels. They are publishing both theoretical and applied research in the most prestigious and important journals in business.

We can leverage the abilities of these faculty members to work with regional industries in two distinct ways. First, they can work directly with industry to solve specific problems. The second way they can work with industry is by translating their academic research into industry-ready formats. This can be done through teaching in executive education, addressing industry groups directly or through media and social media outlets.

Engaging our research and teaching resources in this way will help the College meet the University mission of economic development for the Charlotte region. It will also provide ways for both the College and the faculty members to monetize their research. Finally, it will continue to help cement the reputation of the College and University as the intellectual leaders of the region.

To meet the strategic goal of leveraging our research and teaching resources to solve problems and examine policies that are relevant to the major firms and industries of Charlotte and North Carolina, the College will utilize the following tactics:

1. Engage in research funded by businesses in the Charlotte region;
  - a. Continue to work on projects associated with the Data Science Initiative with industry partners;
  - b. Identify and support privately funded research that is not related to the DSI;
2. Support the application for and administration of federally and state funded research grants;
3. Translate basic research conducted by our faculty into applied knowledge through executive education programs and the proposed DBA program;

4. Support the economic development efforts of outside entities such as the Charlotte Chamber of Commerce, the City of Charlotte, the State of North Carolina, and others. Be an active resource to help attract firms and businesses that are considering moving to the region, while building partnerships and programs with those in the region;
5. Communicate the work and published research of our faculty to the broader business community through media appearances, public talks, and social media outlets.

**Strategic Goal #4 - Engage our alumni, friends and the Charlotte business community to connect with and support the College.**

To meet our vision of being a leading urban research business school the College must connect continuously with companies, business leaders and influencers of Charlotte. This engagement helps recruit students, develops opportunities for our students and alumni, provides direction for new avenues of applied research, and cultivates the relationships that will lead to fundraising opportunities. It also allows us to continuously develop and propagate the College's brand.

The College has a very significant population of alumni in the Charlotte region. They have an integral stake in the long term success and growth of the College and want to help the College develop. As the College has grown in both strength and stature it has also developed non-alumni supporters at the highest levels of business in Charlotte and beyond. These supporters understand the value to the Charlotte region of having a local business school that conducts research, offers advanced degrees and executive education, and which is an active civic partner. Engagement with alumni and non-alumni business leaders lays the foundation for future fundraising and consolidation of our role as the major business school in the region.

In addition to direct engagement and partnership, the College uses the website, publications, events, social media, and other outlets to engage with the larger Charlotte community. These strategies help build the brand awareness of the College in the Charlotte community which leads to opportunities to cultivate new friends and supporters. These efforts also help to instill a sense of pride and ownership in the College among students and alumni, which enhances the effectiveness of our direct engagement activities.

To meet the strategic goal of engaging our alumni, friends and the Charlotte business community to connect with and support the College, the College will utilize the following tactics:

1. Work with University Advancement to continue planning and executing the Capital Campaign;
2. Continue to reconnect with the nearly 27,000 Belk College alumni, 60 percent of whom are living and working in the Charlotte region;
  - a. Continue to organize and support alumni groups at the major employers in the region;

- b. In addition to our general alumni efforts, such as the Alumni Council, develop programs and events that leverage the special connections that alumni from our graduate programs have with the College;
3. Develop and execute an overall strategic plan for our external relations efforts to build, market and promote the College's brand;
4. Increase the visibility and enrollment in the College's graduate programs;
  - a. Advertise and promote graduate programs based on targets set by program leaders;
  - b. Develop and market content that increases interest in the programs and celebrates success;
5. Build the Belk College brand and reputation as a regional leader in business education through our executive education programs;
6. Nurture the formal active partnerships the College has with business and civic organizations in the greater Charlotte region. Identify other opportunities which may exist to establish new partnerships;
  - a. Continue to leverage the Center for Real Estate and the Babson Capital/UNC Charlotte Economic Forecast to promote brand identity while reflecting our vision, mission, and shared values;
7. Demonstrate and advance our core value of diversity and inclusion in all of our engagement efforts.