



Paul & Virginia Engler
College of Business

Navigating the Future of Business Education Excellence

2024-2029 Strategic Plan



Message from the Dean

Dear Engler College of Business Community,

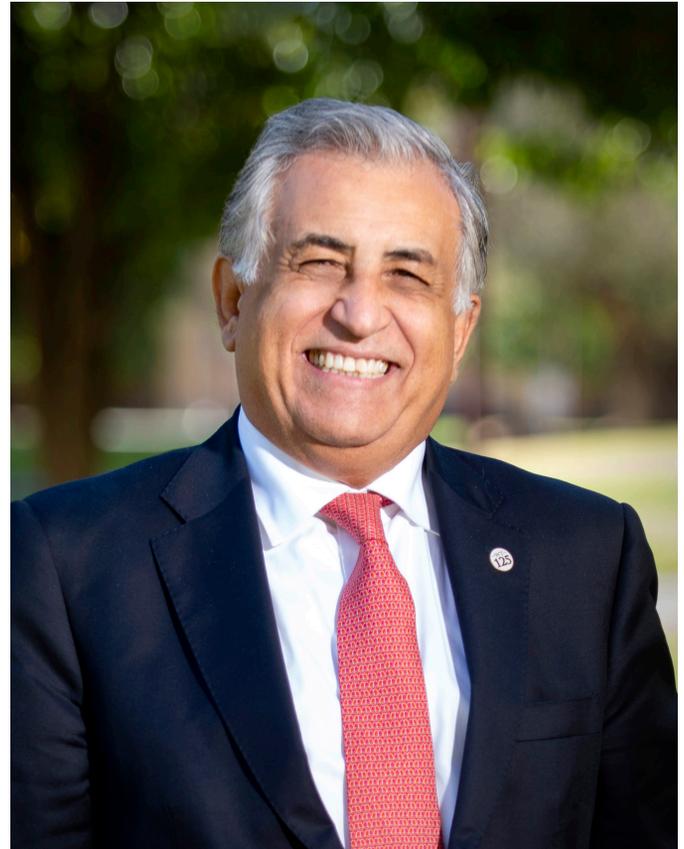
I proudly present the Paul and Virginia Engler College of Business (Engler College of Business) Strategic Plan for 2024-2029, "Navigating the Future of Business Education Excellence." This roadmap, crafted through the collaborative efforts and insights of our entire community, including students, faculty, staff, and external stakeholders, outlines our commitment to addressing future challenges while remaining true to our core values of relevant teaching and student success.

Our strategy emphasizes a values-centered education, innovative teaching paradigms, and a holistic approach to student welfare, ensuring our graduates are career-ready and equipped to make significant societal contributions. As the business education landscape evolves, we remain agile, responding to the demands for skilled graduates and shifting pedagogical needs.

Acknowledging the rapid changes in technology and Artificial Intelligence, our plan recognizes the importance of staying at the forefront of educational and business advancements. Our commitment to agility and innovation ensures that we prepare our students and faculty to lead in an increasingly digital and interconnected world.

We have outlined key initiatives, including expanding enrollment, sustaining national recognition, strengthening student engagement, refining learning assurance processes, expanding scholarship funding, strengthening community connections, and advancing faculty development. These areas are not mere objectives but pledges to our community's sustained growth and impact.

As we navigate the convergence of our rich heritage and promising future, the Engler College of Business continues to be a foundational element of West Texas A&M University's (WTAMU) legacy and forward trajectory. Our journey in business education is marked by academic excellence, innovative practices, and deep community engagement, which have collectively contributed to our distinguished reputation.



We are embarking on the crucial implementation phase. Our focus remains on supporting our faculty's excellence and prioritizing our students' well-being. This collective endeavor aims to uphold our tradition of excellence while embracing tomorrow's opportunities.

I am grateful for your ongoing support and commitment to the Engler College of Business. Together, we will continue to build on our legacy and embrace future innovations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dr. Amjad Abdullat". The signature is fluid and cursive.

Dr. Amjad Abdullat
Dean & Paul Engler Professor of Computer Information Systems



Graduate students in the MSFE program



Engler College of Business Studio



Students attend Buff Nation

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About the Paul and Virginia Engler College of Business

The Paul and Virginia Engler College of Business is an integral part of the past, present, and future of West Texas A&M University. Business programs in the Engler College of Business have achieved distinction, with many graduates receiving the University Distinguished Alumni Award. The Engler College of Business has sustained AACSB and ABET accreditations and facilitates economic development throughout the Texas Panhandle. The Engler College of Business has a reputation for offering relevant business programs and almost every business organization in the region employs our graduates. Engler College of Business faculty foster exceptional student learning, engage in meaningful research, and extend their expertise through program-specific and community outreach services.

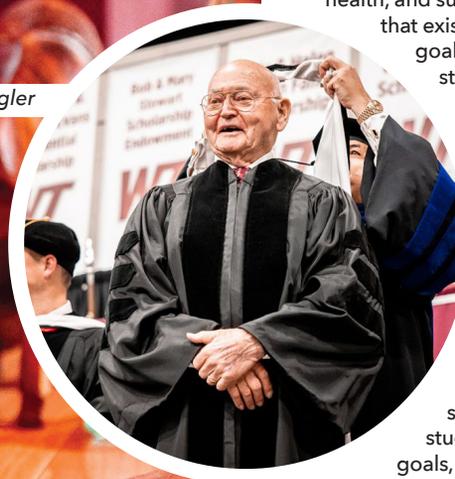
This strategic plan outlines the goals, objectives, strategies, metrics, and processes that strategically focus Engler College of Business resources and efforts to achieve the missions of the Engler College of Business and WTAMU. Students, faculty, staff, administrators, graduates, business leaders, and other stakeholders inform the strategic plan and process. Ongoing and future focus areas for Engler College of Business include expanding enrollment, achieving national rankings, increasing student engagement, enhancing learning assurance processes, boosting scholarship funding, enriching the community, and supporting faculty development. The Engler College of Business's 2024-2029 Strategic Plan, "Navigating the Future of Business Education Excellence," aligns with the university's overarching goals while leveraging the college's strengths in teaching, regional economic development, and support for the local business community.

For the Engler College of Business to fulfill its mission and achieve the goals put forth in the strategic plan, it is imperative that we secure adequate resources to maintain effective faculty, financial health, and support infrastructure. Prudent oversight ensures that existing resources are consistently utilized to meet our goals. Sustainability involves a combination of financial strategies to obtain the incremental resources required, including the justification of additional public funding, acquiring additional private donations, enhancing revenue-generating educational programs, and adapting to environmental changes by reorganizing existing resources toward greater efficiency.

To address students' educational needs across varied and growing degree programs and broaden our research impact, the college intends to strategically leverage funding from the Paul and Virginia Engler Foundation. This vital support will be instrumental in attracting quality students and high-caliber faculty, advancing college goals, expanding student services, increasing private-sector involvement, and enhancing support for faculty, staff, and administrative operations to ensure continuous improvement.



Dr. Paul Engler



WT 125 Strategic Plan

Launched in 2020, WTAMU's strategic plan, "The Pioneering Spirit: Pursuit of WT 125," builds on the foundational guidance of the "WT 125: From the Panhandle to the World" Generational Plan.

The Engler College of Business's 2024-2029 Strategic Plan, "Navigating the Future of Business Education Excellence," is structured with clearly defined goals at its core. These goals are further delineated through specific objectives, each underpinned by comprehensive strategies designed to fulfill the intent behind every objective.

WTAMU's strategic plan is centered around six key goals.

Goal 1
Enhance the Academic
Experience of All Students

Goal 2
Become a Regional Research
University

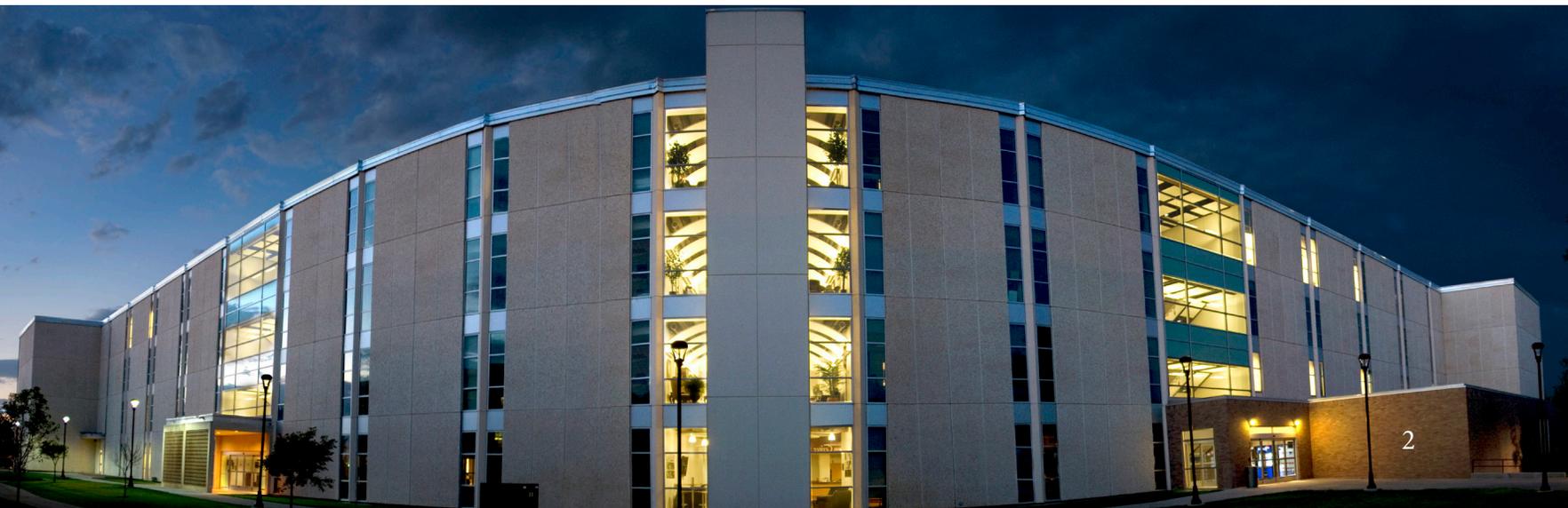
Goal 3
Increase Enrollment Through
Student Recruitment and Degree
Attainment

Goal 4
Enhance the Digital Experience

Goal 5
Enhance the Campus Experience

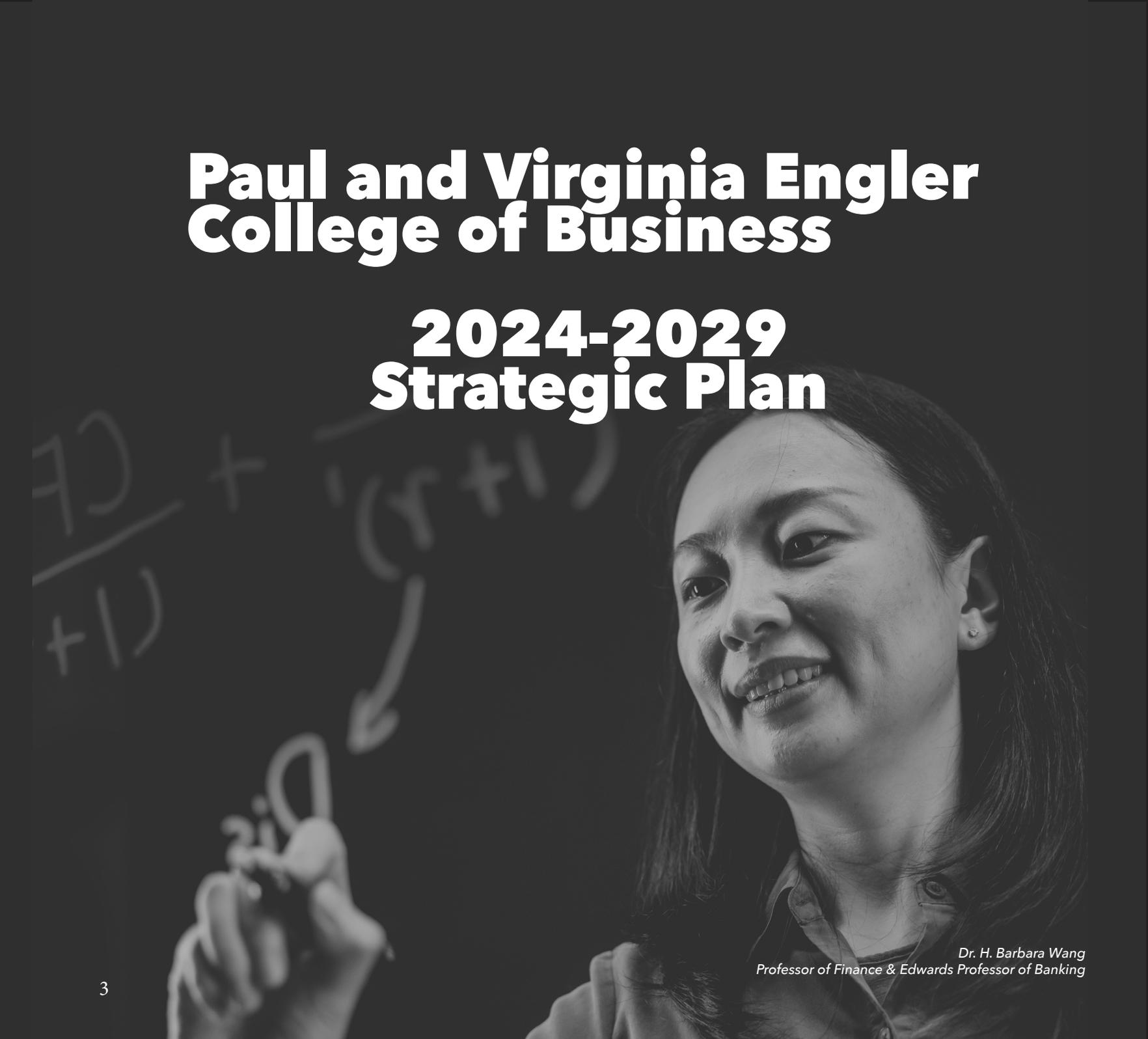
Goal 6
Strengthen Existing and Create
New Strategic Relationships

Engler College of Business's 2024-2029 Strategic Plan was heavily influenced by "The Pioneering Spirit: The Pursuit of WT 125" plan, which served as a critical guide during our planning. We conducted in-depth assessments at each stage to align our plan with the University's overarching goals. This alignment process was vital, allowing for the careful selection and integration of specific initiatives, ensuring our strategic approach is both focused and aligned with our objectives.



Paul and Virginia Engler College of Business

2024-2029 Strategic Plan



*Dr. H. Barbara Wang
Professor of Finance & Edwards Professor of Banking*



VISION STATEMENT

The Paul and Virginia Engler College of Business at West Texas A&M University places students at the heart of every initiative. A student-centric approach is key to sustaining our vitality, relevance, and meaningful impact on the communities we serve.

MISSION STATEMENT

The Paul and Virginia Engler College of Business at West Texas A&M University is dedicated to delivering a transformative and impactful business education grounded in leadership, citizenship, and innovation. This commitment is brought about through exceptional teaching, enriched by scholarly inquiry, and supported by dedication to professional service.

CORE VALUES

- **Excellence:** We uphold *high standards for teaching and learning*, emphasizing innovative and comprehensive business education to ensure our students achieve successful outcomes.
- **Leadership:** We cultivate our students' *leadership skills*, so they are poised to become *ethical leaders* within a *dynamic global marketplace*.
- **Innovation:** We encourage *creativity and innovation* in business problem-solving that reflects the dynamic nature of the contemporary business landscape.
- **Engagement:** We foster *strong relationships* with *local and global business communities* to elevate the lives and well-being of stakeholders and constituents.
- **Integrity:** Our practices and decisions are guided by a deep commitment to *ethics, fairness, honesty, and integrity*.
- **Empowerment:** We are committed to providing opportunities for the empowerment and enrichment of all constituents and stakeholders.
- **Lifelong Learning:** We support the pursuit of *lifelong learning and continuous professional development* among our students, faculty, and staff, fostering a culture of perpetual growth and advancement.
- **Collaboration:** We promote *collaboration within a learning community*, connecting students, faculty, and the business world.
- **Thought Leadership:** We value and *support research and scholarly inquiry* as an *intellectual resource* that advances knowledge, informs teaching, and empowers insights that support the positive societal impact of the Engler College of Business.

Goals, Objectives, and Strategies

This Strategic Plan is built around four key goals deeply rooted in our core values and outlines the path to achieving our vision.

Although each goal holds equal importance, they are distinguished by their direct or indirect contribution towards realizing this vision. The goals of the Paul and Virginia Engler College of Business are to:

GOAL 1: Stay Focused on Student Success

Prepare undergraduate and graduate students for success through learning experiences that foster personal growth and development in a modern business environment.

OBJECTIVE 1:

Promote positive personal and professional student outcomes in business education.

STRATEGY 1: Launch a comprehensive student success initiative focused on promoting and enhancing students' personal and professional growth by promoting students' business skills, digital readiness, emotional intelligence, ethical disposition, leadership, resilience, and well-being.

STRATEGY 2: Enhance students' digital readiness by focusing on students' development of industry-ready use of emerging technologies in preparation for success in the contemporary business environment.

STRATEGY 3: Develop student portfolios to help students manage their academic, professional, and career development successes that facilitate continuous career development.

OBJECTIVE 2:

Integrate experiential learning across all business disciplines through partnerships, practical projects, internships, and dedicated resources to promote practical skills and real-world relevance in undergraduate and graduate student learning outcomes.

STRATEGY 1: Collaborate and partner with local, national, and global businesses and organizations to facilitate the availability of internships for undergraduate and graduate students.

STRATEGY 2: Increase access to immersive onsite learning experiences that expose undergraduate and graduate students to broader perspectives, cultures, and business practices, nationally or globally.

STRATEGY 3: Facilitate resources, training, and incentives for Engler College of Business faculty to incorporate experiential learning, professional development, and mentoring into their course development and pedagogy.

OBJECTIVE 3:

Support and facilitate positive career outcomes for students and alumni.

STRATEGY 1: Collaborate with the WTAMU Office of Career and Professional Development to enhance undergraduate and graduate students' career readiness by directly supporting personalized career counseling, job fairs, networking opportunities, resume development, and interview workshops to provide comprehensive career guidance.

STRATEGY 2: Expand undergraduate and graduate student mentoring and leadership initiatives to provide students access to business professionals and alumni networks for career and professional growth.

STRATEGY 3: Develop online communities in undergraduate and graduate programs to enhance networking and increase student engagement.



Students from the Women in Business Student Organization

GOAL 2: Be Innovative in Learning, Teaching, and Curriculum

Provide transformative learning experiences inside and outside the classroom to facilitate student success.

OBJECTIVE 1:

Facilitate using technologies that support innovative teaching and curriculum in undergraduate and graduate programs.

STRATEGY 1: Develop a continuous improvement process for the adoption, infrastructure, and application of emerging educational and instructional technologies in the business curriculum.

STRATEGY 2: Support faculty development and training on current educational and instructional technologies to encourage the design and use of engaging learning experiences and innovative pedagogical methods.

STRATEGY 3: Support online learning using a dedicated production studio for instructional content design.

OBJECTIVE 2:

Align the business curriculum with industry and professional standards and trends to assist students in achieving innovative, relevant, and competitive learning outcomes.

STRATEGY 1: Review and monitor undergraduate and graduate academic programs to find areas for improvement and ensure alignment with ongoing assessment efforts.

STRATEGY 2: Embed experiential learning and community engagement into the undergraduate and graduate business curricula using industry experts, practical case studies, and co-curricular fieldwork.

STRATEGY 3: Involve business community stakeholders in curriculum development to facilitate alignment with current market demands and trends.

OBJECTIVE 3:

Enhance student choice and success by broadening learning opportunities and curricula within the Engler College of Business.

STRATEGY 1: Increase student choice and flexibility through stackable certificates, microcredentials, non-degree education, accelerated or combined programs, and the expansion of online programs.

STRATEGY 2: Develop programs at the undergraduate and graduate levels to meet students' continuing education and degree completion needs in alignment with industry needs.

STRATEGY 3: Expand the number of specialty undergraduate and graduate degree programs to meet and align with existing and emerging industry needs.

GOAL 3: Manage Student Enrollment and Retention

Embrace agile approaches to managing enrollment, recruitment, and retention to promote sustainable growth.

OBJECTIVE 1:

Increase enrollment in Engler College of Business programs by 5% by end of 2029 using focused marketing, retention strategies, program improvements, and promotional campaigns that emphasize the academic value of its programs.

STRATEGY 1: Develop a measurable and outcomes-driven marketing and communications plan that leverages digital media outreach and engagement to identify, promote, and benchmark a distinct Engler College of Business brand identity to internal and external constituents.

STRATEGY 2: Engage with school districts, education service centers, and community colleges in the Texas Panhandle to determine and meet the needs of incoming students.

STRATEGY 3: Expand early entry pathways to graduate business programs for Engler College of Business students.

OBJECTIVE 2:

Increase student retention at the Engler College of Business by 5% by end of 2029 through targeted academic support, preemptive and proactive intervention measures, enhanced engagement, and agile student-centric services.

STRATEGY 1: Establish and utilize key performance indicators that measure and monitor retention and student success, such as, but not limited to, student engagement, first-year course outcomes, and student connectedness.

STRATEGY 2: Develop orientation programs and packages for transfer students, highlighting available resources and activities to facilitate effective integration into WTAMU campus life.

STRATEGY 3: Support student success through extracurricular activities, student organizations, networking events, academic advising, and career counseling to promote community, belonging, and personal investment in their education experience.



OBJECTIVE 3:

Partner with university units to *improve the overall applicant journey for all business programs.*

STRATEGY 1: Leverage web and CRM tools to enhance process mapping, communication, and engagement with prospective students through personalized follow-ups, interaction analysis, and transparent dissemination of targeted information about programs, admissions processes, and timelines.

STRATEGY 2: Enhance the prospective student experience through personalized engagement strategies such as one-on-one virtual information sessions, student ambassador programs, and tailored communications.

STRATEGY 3: Explore processes to facilitate practical and seamless credit transfer.

GOAL 4: Serve as a Resource to the Community

Prudently manage intellectual, cultural, financial, physical, and virtual resources to sustain its vision and achieve its mission to serve as a societally impactful resource to its alumni, business, and civic communities.

OBJECTIVE 1:

Achieve positive societal impact by positioning the Engler College of Business to serve as an intellectual resource to its stakeholder alumni, business, and civic communities.

STRATEGY 1: Cultivate thought leadership and knowledge sharing platforms where faculty, students, and alumni share intellectual insights with its stakeholder alumni, business, and civic communities.

STRATEGY 2: Launch an innovation and entrepreneurship hub within the Engler College of Business to support startups and new projects, contributing to economic growth and job creation in the Texas Panhandle.

STRATEGY 3: Establish a unit within the Engler College of Business to promote community-focused engagement, initiatives, and events.

STRATEGY 4: Support faculty research activities and intellectual contributions that enhance the value and brand of the Engler College of Business as an asset to the community.

OBJECTIVE 2:

Establish a robust alumni network program to facilitate ongoing dialogue, mentorship, and professional opportunities between alumni and current students.

STRATEGY 1: Leverage dedicated professional communication channels to strengthen alumni outreach.

STRATEGY 2: Connect alumni with students via guest lectures, speaking engagements, and mentoring programs.

OBJECTIVE 3:

Maintain the Engler College of Business as a cohesive community by developing and applying thoughtful talent management practices for hiring, retaining, developing, and recognizing exceptional faculty, staff, and administrators.

STRATEGY 1: Develop targeted and competitive recruitment strategies to attract qualified and high-caliber faculty, staff, and administrators.

STRATEGY 2: Support and fund high-impact professional development and career growth opportunities to mentor, cultivate, and retain faculty and staff talent.

STRATEGY 3: Preserve the Engler College of Business as a welcoming community by implementing and applying considerate talent management strategies for recruiting, retaining, advancing, and acknowledging outstanding faculty, staff, and administrators.

OBJECTIVE 4:

Preserve and maintain the academic reputation and mission-driven operations of the Engler College of Business.

STRATEGY 1: Attain and maintain national ranking and recognition for all Engler College of Business programs.

STRATEGY 2: Prepare and validate contingency plans to mitigate the impact of risks to the Engler College of Business's operations and resources.

STRATEGY 3: Secure donor support to expand investments in human capital, such as scholarships and endowments.

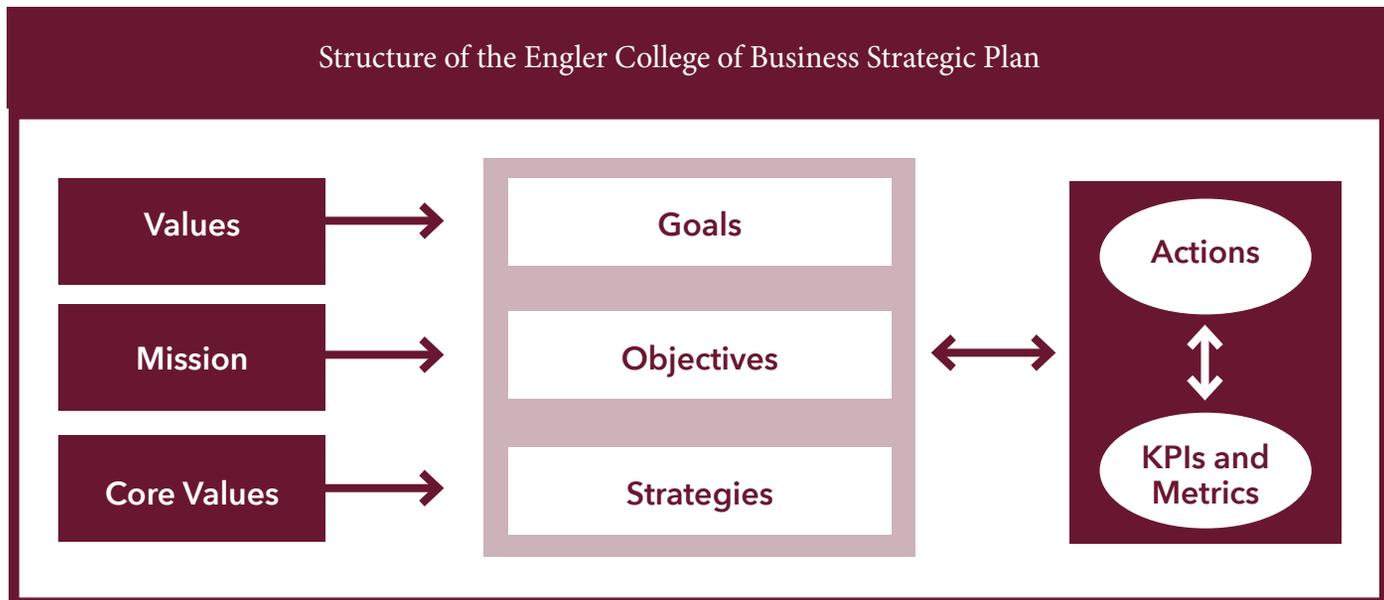
STRATEGY 4: Commit to identifying, utilizing, and tracking key performance indicators to facilitate continuous improvement and accountability in all Engler College of Business endeavors.

Plan Structure

The Engler College of Business Strategic Plan consists of seven elements:

- 1 The **Vision** articulates our aspirational destination and operational state by 2029, outlining what we strive to become.
- 2 The **Mission** is our compass for action and decision-making, guiding our daily efforts and strategic choices.
- 3 The **Core Values** are the principles that underpin our ethical framework and influence our perspective, shaping our culture and behaviors.
- 4 The **Goals** identify broad, enduring focal points that delineate the areas of activity essential for realizing our vision, setting the stage for sustained effort and attention.
- 5 The **Objectives** are defined as the specific outcomes necessary to progress toward our goals and clarify what success looks like at various milestones.
- 6 The **Strategies** are the detailed approaches and methods we will employ to achieve the objectives, providing a roadmap for action.
- 7 Details for **Action Plans** and **Performance Monitoring** involves the development of detailed action plans and establishing a performance monitoring system to ensure effective implementation and track progress towards achieving our strategic aims.

The Engler College of Business Strategic Plan is a dynamic and flexible roadmap for our future. Crafted to guide and inform all our internal stakeholders' decision-making and action planning, it is the essential blueprint sustaining our success.



Engler College of Business Strategic Plan Timeline



Plan Development Process

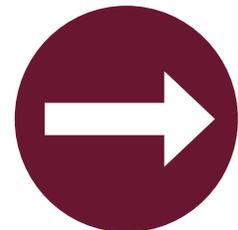
Beginning in April 2023, the Engler College of Business initiated a comprehensive strategic planning process to define its direction through 2029. This process was spearheaded by the College's Strategic Planning Committee and attendant subcommittees, which served a crucial role in guiding the process from inception to completion.

The strategic planning process was segmented into three distinct stages throughout 2023, designed to meticulously develop the Engler College of Business's blueprint for future success. An external strategic consultant was involved at crucial points to provide expert guidance and an objective viewpoint, enhancing the planning efforts.

Central to this process was active engagement with various stakeholders. The Engler College of Business sought and integrated feedback from students, faculty, advisory board members, and employers to ensure that the strategic plan was shaped by a broad range of insights and expectations thus, reflecting the needs and aspirations of various constituencies within the community.

The strategic planning process concluded in the spring of 2024, successfully establishing a clear and forward-thinking strategic direction for the Engler College of Business. The resulting strategic plan will guide the College's initiatives, decisions, and resource allocation for the next five years to sustain our success and influence in business education.

The three main stages of the strategic planning process were designed to build upon the insights and decisions at each successive stage. This structured approach ensures that the Engler College of Business is positioned for success and impact towards the future of business education.



1

STAGE 1: Analysis of Strategic Context

In the first stage, beginning in spring 2023, we undertook a comprehensive analysis of our external and internal strategic contexts through extensive stakeholder consultations. This phase aimed to comprehend the broader strategic landscape affecting the Engler College of Business.

The process advanced in summer 2023 when the Strategic Planning Focus Group, a subset of the Strategic Planning Committee, refined our initial findings. This group's efforts culminated in recommendations presented to the Dean, guiding the selection of an appropriate strategic planning process and the integration of an external consultant.

A key event was the college-wide strategic planning retreat held in September 2023, involving all faculty and staff. Coordinated by the external facilitator and the Dean, this retreat featured an in-depth SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis used to generate collaborative discussion and reflection among participants.

The outcomes from this retreat, combined with earlier inputs from the Dean's Business Executive Advisory Board and the Strategic Planning Focus Group, were synthesized into a comprehensive SWOT analysis report. This document laid the foundational insights for the next phases of the strategic planning process, encapsulating the collective understanding of our internal capabilities and external environment.

2

STAGE 2: Development of Strategic Initiatives

The second stage of the strategic planning process was divided into two key parts:

Part One: Utilizing the SWOT analysis, we generated a list of potential strategic initiatives, focusing on those that could best leverage the Engler College of Business's identified strengths and opportunities. This phase was crucial for aligning our future actions with our core competencies and market possibilities.

Part Two: In October 2023, the Strategic Planning Committee undertook the task of evaluating and prioritizing the proposed goals, strategies, and initiatives. This was achieved through a dynamic multi-criteria live ranking process, which allowed for open-ended questions and discussions. Based on these deliberations, priorities were reassessed and re-ranked, ensuring that the most impactful initiatives were identified. The prioritization was further refined through insights gained from a comprehensive stakeholder survey, resulting in a list of well-regarded and strategic objectives.

Subsequently, the administrative team and key stakeholders convened to organize these selected initiatives into coherent thematic areas, forming the structure of a preliminary strategic plan. To validate and enhance this draft, an online workshop was conducted, inviting feedback from all committee members. The draft plan was meticulously refined based on this collective input, ensuring a well-rounded and representative strategic direction for the college.

3

STAGE 3: Finalization and Implementation Planning

In spring of 2024, the Strategic Planning Committee undertook the third and final stage by synthesizing all feedback and insights to refine and finalize the plan's structure, goals, objectives, and strategies. This process was augmented by final requests for comment and input from both the Dean's Business Executive Advisory Board and WTAMU administrative leadership.

With the Engler College of Business Strategic Planning Committee's completed work, and final comments received, the Dean of the Engler College of Business developed implementation plans for the realization of the plan. For every objective set forth, detailed strategies were crafted to clearly identify project owners, timelines, milestones, key performance indicators (KPIs), and the resources needed for execution. A focus on accountability and transparency guided the creation of a framework for continuous review and monitoring, ensuring the plan's flexibility to adapt to new challenges and opportunities. This approach ensures the strategic plan remains dynamic and adaptable, capable of responding effectively to emerging challenges and opportunities.

This final stage also solidified the commitment and framework for constituent and stakeholder progress reporting on the outcomes of the actions that support the plan. This reporting will inform the cycle such that the plan will serve as a living document that guides the continuous improvement and growth of the Engler College of Business.



