

# **BREECH SCHOOL OF BUSINESS ADMINISTRATION STRATEGIC PLAN 2015-2020**

## **OVERVIEW**

### **INTRODUCTION**

The Breech School of Business Administration embraces the responsibility of preparing students for leadership roles in today's ever-changing, fast-paced business world. Our vision is to be a premium source of leaders to the business community. Our programs are designed to prepare ethical, knowledgeable, and engaged business graduates who are capable of making immediate contributions at work and in their community.

To prepare ethical leaders for the global business community we aspire to engage our students through current, innovative business classes taught by experienced and credentialed faculty who purposefully connect theory with practical learning experiences. To achieve our vision, the Breech School of Business Administration requires that we continue offering high quality business programs that focus on collaborative learning and dynamic interaction between students and faculty. Additionally, exposing students to academic and professional opportunities is also instrumental to our vision, to help students be "job ready" when leaving the Breech School.

Mission: Preparing ethical business leaders for the global business community.

To accomplish The Mission, our goals (objectives) are to instill the ability in our students to:

1. Think critically while embracing change in a dynamic global environment.
2. Demonstrate professional competency in their field.
3. Value diversity, lifelong learning, professionalism, and social responsibility.

These goals (objectives) will be achieved for students through diverse educational experiences with individual faculty who:

1. Develop innovative curricula, pedagogies and programs to challenge and mentor students.
2. Engage in relevant scholarship with an emphasis on pedagogical and applied research.
3. Engage in professional and community activities.
4. Integrate professional business education with the liberal arts.

Drury University is an independent university, church-related in the liberal arts tradition, and committed to personalized education in a community of scholars who value the arts of teaching and learning. A Drury education seeks to cultivate spiritual sensibilities and imaginative faculties as well as ethical insight and critical thought, to foster the integration of theoretical and practical knowledge, and to liberate persons to participate responsibly in and contribute to a global community.

The Breech School of Business Administration (“Breech”) is one of three professional schools at Drury University. Breech enrolls 473 majors at the undergraduate and MBA levels and offers six undergraduate BBA majors, a business administration minor, and MBA program. Breech earned its initial AACSB accreditation in 2010.

Recent reorganization of the university has provided the leadership of a Dean and Associate Dean. In addition there are four coordinators overseeing the major academic areas. These Academic Coordinators along with the Dean, Associate Dean, and MBA director comprise the Leadership Team for the school. Three faculty committees provide continuous oversight and review for the continuous review process of the school’s policies and procedures. They are the Scholarship and Mission, Curriculum and Assessment, and Community and Outreach Committees. An additional Strategic Planning Committee is composed of the Leadership Team and the chairs of the standing committees. (See Appendix: Breech School Organizational Chart, Breech Committee Membership 2015-16)

The Breech Advisory Board and student advisory boards provide information, input, and engagement through regular meetings with the Dean. The Breech Advisory Board is organized in a committee structure to actively engage members. (See Appendix: Breech Advisory Board Roles and Responsibilities, Breech Advisory Board Membership). Student advisory boards exist for the specialized majors, the general business degree and the graduate program.

The Breech School of Business Administration is committed to a student-centered learning model where innovation and engagement are incorporated throughout the curriculum and programs offered.

### **STRATEGIC PLANNING PROCESS**

Traditionally the faculty of Breech participated in the strategic management actions through a decentralized organizational structure facilitated by the Director. With the reorganization of the University as well as structural changes in the Breech school, the strategic planning process was updated.

The Breech Strategic Planning committee consists of the Leadership Team and standing committee chairs. Headed by the Dean, in conjunction with the Associate Dean, this committee is responsible for the development and oversight of the plan. Input from the faculty is continually solicited throughout the process. A timeline developed and distributed notes key dates for faculty input in the development of the 2015-2020 plan (See Appendix: Strategic planning timeline 2015-2020). Additionally working documents are stored on the Breech Committee Blackboard site for easy access.

The development of the plan began in spring of 2015 with meetings in the academic areas and a full faculty meeting. A strategic planning team was established and work continued on the plan during the summer. A fall strategic planning workshop was held in August 2015 to review, update and finalize the plan. At this time the faculty approved the new strategic planning process and reviewed the current goals and action steps. In addition the faculty identified responsibilities, established a time line, and set the budget for the action items. (See Appendix: Strategic Planning Process). Information from this workshop is included in the charges to the Academic Coordinators and standing committees. Oversight is provided by the Dean and Associate Dean to monitor and report on the key performance indicators (KPIs) (See Appendix: Dashboard – Key Performance Indicators).

Our plan outlines a method for continual monitoring and adjustments to the plan. This includes annual reports from the Academic Coordinators and standing committee chairs on progress on the plan provided to the Dean. This information along with the changes in the KPIs will be shared with the full faculty, staff,

Drury administration and Breech Advisory Board. Updates and recommendations will be made by the Breech Strategic Planning Committee in preparation for the 2016-17 fall workshop where results will be recorded, priorities set, and necessary adjustments made. This process should ensure we are held accountable to our goals and can modify the plan as needed.

## **OUR FUTURE**

Achieving and maintaining faculty qualifications, currency, and deployments as mandated by the association to Advance Collegiate Schools of Business (AACSB) are essential to our ability to provide quality business education. We must be intentional about maintaining the quality and relevance of our academic program. Additionally, this type of education requires specific learning spaces, designed to provide a dynamic place to work and learn. As such, our programs need to be housed in an outstanding building which serves to attract quality students to Drury University and provides our alumni, and the surrounding business community, a signpost of the prominence of the Breech School of Business. All of the above are central to our long term strategic plan.

In May of 2015 Drury University adopted a strategic plan with the following goal.

*To become the premier university in the 21<sup>st</sup> Century that we envision, we will create and demonstrate Drury University's competitive edge, articulate its competitive differences, align all of its academic programs with strategic objectives, build endowment to support its strategic objectives, measure its success and manage by results.*

The 2015-2020 strategic plan for the Breech School of Business was built with consultation of faculty, staff, students, Breech Advisory Board members, alumni, business community leaders, and administration. It supports the Drury mission and outlines a way for the Breech School of Business to play a key role in refining Drury University's competitive position.

## **THE PLAN**

Our plan is separated into two parts. First are some foundational requirements that need to be addressed in order to support and launch the second part, our strategic initiatives. Strengthening our reputation through maintaining our AACSB accreditation and updating our building facilities are top priorities to meet the university goals of becoming a premier university. Improving our coordination with the College of Continuing Professional Studies ("CCPS") and planning for faculty succession will allow us to continue to deliver excellent education and maintain our reputation. In order to make these plans a reality, we need the support of a strong and actively engaged advisory board.

Addressing our foundational requirements will allow us to launch our strategic initiatives which are designed to build on our past successes and take us into the future. We have identified four areas of focus which are central to our ability to continue to educate ethical leaders for the global business community and provide a competitive advantage in Drury University's push to become a premier university. These focal points are: Global Engagement, Professional Preparation, Community Impact, and Educational Excellence.

Our unique study abroad program has been central to our emphasis on global engagement. We are now ready to expand this initiative by reaching out to our international students and alumni. This group of

worldwide leaders can help us educate our students to be true global citizens. While we are enhancing our global connections we also want to make an impact in the communities we serve and visit. As global citizens, programs like our service learning study abroad program should be enhanced.

Community engagement has always been important to Drury University and the Breech School. We plan to build on programs like the Volunteer Income Tax Assistance Program (“VITA”) and the 2015 Solar Decathlon Team to enhance engagement and service in our community. These community connections can help us ensure our students are professionally prepared, not just for their careers, but for life.

Breech Business Week has increased our connection with professionals in the community and provided a way to provide professional workshops for our students. Professional preparation needs to be improved and become part of the day-to-day work we do. A plan and space for career planning and community outreach can help us meet these needs.

While all of these initiatives add value to the educational experiences of our students, our curriculum is the true cornerstone of the Breech experience. We are committed to developing innovative pedagogy that truly engages our students. Our plans to continue to hire top educators, develop honors programming, and further integrate the liberal arts with business education are ways we can continue to deliver the education that will serve our students now and in their future.

We have ambitious plans. As a small school we will have to find creative ways to fund and staff these initiatives. Our success will rely on the commitment of all the stakeholders: administration, faculty, staff, students, advisory boards, alumni, and the community.

In developing and executing this plan we hope to honor the wishes of school founder Ernest R. Breech, that the Breech School would “graduate future business statesmen (and women) who are prepared in general knowledge and specific training to meet the problems of their time.”

## GOALS – OBJECTIVES – ACTION STEPS – KEY PERFORMANCE INDICATORS

This section provides an outline of our goals with objectives and action steps required for each, as well as the key performance indicators to be monitored. The action plan for each goal is included as a chart in the appendix. Each action plan identifies responsibility, timeline, and budget requirements (See Appendix: Strategic Goals Action Plan).

### FOUNDATIONAL REQUIREMENTS

There are some foundational needs to be addressed to support the Breech School of Business's mission. These are essential to completing our strategic initiatives. Policies and procedures described and developed here will be included in the development of our strategic priorities.

#### AACSB Accreditation

##### 1. Goal: Maintain our AACSB accreditation.

##### Objectives and Action Steps

- 1.1 Refine the processes and procedures to ensure our continued compliance with AACSB standards.
- 1.2 Maintain faculty sufficiency and qualification standards in the specialized majors, BADM, and MBA program.
  - 1.2.1 Scheduling of faculty in all programs according to faculty sufficiency and qualifications will be overseen by the Associate Dean and Director for Academic Support Services.
  - 1.2.2 Any faculty scheduled by any programs will need to be approved by credential review team comprised of the Dean, Associate Dean, and AACSB coordinator.
  - 1.2.3 Support research of current faculty to maintain qualifications.
- 1.3 Engage faculty, students, alumni, as well as business and non-profit communities.
  - 1.3.1 Incorporate engagement into all four areas of the strategic plan.
  - 1.3.2 Each Academic Coordinator will provide an annual report outlining progress on initiatives related to engagement.
  - 1.3.3 Each committee chair will include updates on engagement in their end of year report.
  - 1.3.4 The Dean will include an update on engagement in the State of the Breech report. The report will be posted on website and distributed through newsletter every fall.
- 1.4 Make an impact.
  - 1.4.1 Incorporate impact into all four areas of the strategic plan.
  - 1.4.2 Each Academic Coordinator will provide an annual report outlining progress on initiatives related to impact.
  - 1.4.3 Each committee chair will include updates on impact in their end of year report.
  - 1.4.4 The Dean will include an update on impact in the state of the Breech report. The report will be posted on website and distributed through newsletter every fall.
- 1.5 Continually innovate.
  - 1.5.1 Incorporate innovation into all four areas of the strategic plan.
  - 1.5.2 Each Academic Coordinator will provide an annual report outlining progress on initiatives related to innovation.
  - 1.5.3 Each committee chair will include updates on innovation in their end of year report.
  - 1.5.4 The Dean will include an update on innovation in the state of the Breech report. The report will be posted on website and distributed through newsletter every fall.

- 1.6 Clearly describe strategic planning process and responsibility for review and implementation.
  - 1.6.1 Strategic planning team consisting of the Leadership Team and all committee chairs will be established.
  - 1.6.2 Strategic plan will outline responsibilities for goals and time line.
  - 1.6.3 Strategic plan will be distributed to faculty, administration, advisory board and posted on website annually.
  - 1.6.4 Strategic planning team will make updates to the strategic plan every fall and provide an update of goals met and changes at the fall workshop.
- 1.7 Address concerns related to CIR2 review.
  - 1.7.1 Strategic planning team will outline the CIR2 issues and provide a plan and guidance for addressing.
- 1.8 Address concerns related to 2019 review
  - 1.8.1 Strategic planning team will identify areas of concern for the 2019 review and include progress toward at the fall workshop.

**Key Performance Indicator:**

- Reaffirmation of AACSB accreditation.

**Business School Facilities**

2. **Goal:** Obtain a Breech School of Business Administration facility that serves the needs of our students, faculty, and community. These needs include: technology, flexibility, space that provides for educational engagement and collaboration, adequate faculty office space and meeting areas as well as adequate space for events with various stakeholders.

**Objectives and Action Steps**

- 2.1 Explore alternatives: new building verses various possible renovations of the existing structure.
  - 2.1.1 Faculty, staff, administration, students, and potential supporters will meet with architects to develop plan for the replacing our updating the building.
- 2.2 Provide information to alumni and administration about the need for the space.
  - 2.2.1 Updates will be provided to alumni in newsletter about the project.
- 2.3 Work to help the office of Development and Alumni Relations to obtain funding for the project.
  - 2.3.1 Dean will work with the Vice President of Development and Alumni Relations and the President to develop a funding plan.

**Key Performance Indicators:**

- Approval by the Board of Trustees ("BOT") for planning options
- Hiring of architect
- Funds pledged

**BBA online degree and relationship with CCPS**

3. **Goal:** Strengthen our general business administration degree. Providing a degree that serves adult learners, is distinct from the specialized majors, and maintains our commitment to educational quality and academic rigor.

**Objectives and Action Steps**

- 3.1** Rebrand the program as a generalized business degree versus the specialized majors in the day program.
  - 3.1.1** All discussions and internal communications will use BADM verses specialized majors to maintain a clear distinction.
- 3.2** Review Curriculum.
  - 3.2.1** Review current alignment of course curriculum and tools courses.
- 3.3** Monitor faculty deployment
  - 3.3.1** Faculty will continue to be reviewed and approved by the credential review team.
  - 3.3.2** Associate Dean and Director of Academic Support Services will determine the mix needed to maintain appropriate deployment.
- 3.4** Develop opportunities for engagement with BADM students.
  - 3.4.1** Beta Gamma Sigma Honor Society will continue to include BADM, specialized majors, and MBA students. The advisors will consist of faculty from each of those areas.
  - 3.4.2** BADM students will be recognized for academic achievements with other students.
  - 3.4.3** Appropriate ceremonies and events will be developed either in conjunction with or comparable to the specialized major programming.
  - 3.4.4** Assess space available for BADM and MBA students. Include engagement space in new building plans.

**Key Performance Indicators:**

- Number of BADM majors
- Exit survey of students
- Number of events and attendance at events by students and faculty

**Faculty Succession**

- 4. Goal:** Establish a plan for replacement of retiring faculty in key areas that addresses the challenges of hiring new faculty that meet AACSB standards consistent with budget constraints.

**Objectives and Action Steps**

- 4.1** Prepare for the retirement of accounting and economics faculty.
  - 4.1.1** Assess the accounting and economics program to determine optimal staffing configurations.
- 4.2** Develop a hiring plan for obtaining the faculty with needed credentials to meet or exceed AACSB standards
  - 4.2.1** Use current endowed chairs and obtain additional endowed chairs to fund appropriate faculty.
  - 4.2.2** Explore options for developing future faculty from adjuncts and other pools.

**Key Performance Indicators:**

- Obtaining quality faculty replacements
- Number of fully funded endowed chairs

**Breech Advisory Board**

- 5. Goal:** A Breech Advisory Board that advises, promotes, and proactively supports the interests of Drury University and the Breech School of Business Administration to improve the visibility and enhance the reputation of the school in the regional, national, and international business community. The Board helps Breech achieve its mission of providing quality undergraduate and graduate programming,

resulting in graduates who possess the skills and abilities needed to excel as ethical professionals in the global business community.

### **Objectives and Action Steps**

**5.1** Clarify the roles and responsibilities of the Breech Advisory Board.

**5.1.1** Rewrite the roles and responsibilities. Gain support and approval from current board.

**5.1.2** Appoint chair and vice-chair and establish committee membership.

**5.2** Monitor membership to reflect a diverse background of expertise.

**5.2.1** Establish members that wish to continue and their terms.

**5.2.2** Identify and invite additional people to join the board.

### **Key Performance Indicators:**

- Financial contribution by board members
- Number of board members attending meetings
- Student internship satisfaction surveys
- Student enrollment, measured by declared majors

## **STRATEGIC PRIORITIES**

Our strategic priorities focus on these key areas that are of primary importance to the Breech School of Business: Global engagement, Professional preparation, Community impact, and Educational excellence.

The goals are described below, followed by objectives and actions steps needed to meet each. In the appendix are tables which outline timelines, responsibilities, and resource requirements and sources.

### **Global Engagement**

1. **Goal:** Students, faculty, and alumni who are culturally competent and actively engage the global community.

### **Objectives and Action Steps**

1.1 Enrich the study abroad experience through additional preparation and reflection.

1.1.1 Redesign the assignment for the MGMT 205-208 classes. (Note this was part of the recommendation from the AOL&A workshop April 2015.)

1.2 Provide opportunities for international service projects for students, faculty, and alumni.

1.2.1 Plan rotation schedule for the winter study abroad trip service-learning trip to make sure it continues.

1.2.2 Send faculty on Project Hope trips.

1.2.3 Plan a service trip with Project Hope or others that includes student, faculty and alumni.

1.3 Increase interactions between international and US students to gain additional experiences.

1.3.1 Plan discussions with international students and international alum to see how these experiences can be encouraged.

1.3.2 Plan engagement activities during international education week.

1.3.3 Ask SAB to provide suggestions.

1.4 Increase internship opportunities for international students.

1.4.1 Learn more about the rules and regulations.

1.4.2 Use the Breech Advisory Board ("BAB") to reach out to local companies and develop internships.

1.5 Provide opportunities for BADM students to increase global engagement.



- 1.5.1 Share information about study abroad options, including short-term service options.
- 1.5.2 Include BADM students in study abroad scholarship.
- 1.6 Increase participation of international alumni.
  - 1.6.1 Contact international alumni for opportunities for international internships.
  - 1.6.2 Contact international alumni to help with international job placements.
  - 1.6.3 Work with international alumni to design study abroad opportunities.

**Key Performance Indicators:**

- Results of global perspective and intercultural competence assessments
- Donations by international alum
- Number of International internships
- Number of study abroad trips led by Breech faculty
- Student satisfaction measured via exit survey

**Professional Preparation**

- 2. **Goal:** Students, faculty, and alumni that are prepared for their professions and have strong networks for career and educational support.

**Objectives and action steps**

- 2.1 Provide opportunities for students to pursue professional certifications.
  - 2.1.1 Review options for delivering CPA review support.  
The concern here is the low number of students when held as a class. Need to increase class size or develop other options.
  - 2.1.2 Add and assess the success of the Series-7 option to the Investment class.
  - 2.1.3 Identify other opportunities for certification for specialized majors and BADM.
  - 2.1.4 Explore certificate programs.
    - 2.1.4.1 Class credit leading to exam waiver for CPCU (Charter Property Casualty Underwriter) exams.
    - 2.1.4.2 Develop CFA Level-1 prep program with CCPS.
- 2.2 Provide opportunities for students to develop a network of career support.
  - 2.2.1 Offer at least two networking events each semester.
  - 2.2.2 Provide support for students and faculty to attend professional programs.
  - 2.2.3 Include appropriate programing in Breech Business Week.
  - 2.2.4 Use LinkedIn to increase connections between students and alumni.
- 2.3 Encourage and support faculty professional development.
  - 2.3.1 Outline policies for faculty support for professional certifications.
- 2.4 Increase connections with alumni.
  - 2.4.1 Expand options for the Business Essential program as option for other Drury majors.
  - 2.4.2 Provide opportunities for alumni to strengthen professional networks.
  - 2.4.3 Provide opportunities for alumni to share expertise.
    - 2.4.3.1 Professor for a day during Breech Business Week.
    - 2.4.3.2 Plan for common interest groups.
    - 2.4.3.3 New Alumni Group – ten years out.
    - 2.4.3.4 Finance Circle.

- 2.4.4 Provide opportunities for alumni to continue life-long learning.
  - 2.4.4.1 Include alumni in opportunities for certification.
  - 2.4.4.2 Offer programming or updates for alumni.
- 2.5 Develop standards for professional behavior.

**Key Performance Indicators:**

- CPA pass rate
- Certification numbers and pass rates
- Business Essentials numbers
- Business Week sponsorship
- Alumni donations increase
- Internship supervisor satisfaction survey

**Community Engagement**

- 3. Goal:** Students, faculty, and alumni will impact the business and non-profit community while building their leadership skills and support networks.

**Objectives and action steps**

- 3.1 Provide service opportunities.
  - 3.1.1 Encourage each student group to include one service learning activity a semester.
  - 3.1.2 Plan one project that students, alumni and faculty can work on together.
  - 3.1.3 Request that students record service hours with Office of Community Outreach and Leadership Development and request a report on service hours.
- 3.2 Provide support to work on developing collaborative opportunities.
  - 3.2.1 Support collaborations within the university – Center for Nonprofit; Edward Jones Center for Entrepreneurship.
  - 3.2.2 Support undergraduate and MBA class projects that encourage collaborations with nonprofit and for-profit businesses.
- 3.3 Recognize alumni that are making a community impact.
  - 3.3.1 Nominate for awards.
  - 3.3.2 Invite to speak to classes.
- 3.4 Encourage and support faculty to engagement in community-service work.
  - 3.4.1 Recognize faculty engaged in community-service work in newsletter and on website.
  - 3.4.2 Nominate engaged faculty for university and community awards.

**Key Performance Indicators:**

- Number of projects delivered to community
- Number of tax payers served in VITA program
- Number of service hours recorded by Office of Community Outreach and Leadership Development for Breech majors
- Number of majors

**Educational Excellence**

4. **Goal:** Programs with an innovative approach to delivering excellent education that prepares students to be active participants in their careers and communities.

**Objectives and action steps**

- 4.1 Continually assess and modify program curriculum.
  - 4.1.1 Each program will review curriculum and come up with suggestions for updating and including engagement, impact and innovation in the program.
  - 4.1.2 Explore three-year degree completion plans for programs in Management and Marketing.
- 4.2 Encourage use of new and innovative teaching techniques and share with each other.
  - 4.2.1 Hold teaching workshops where faculty share expertise.
  - 4.2.2 Invite teaching experts to hold workshops or work with Teaching and Excellence Center.
- 4.3 Develop collaborations with other universities for graduate acceptance into top graduate programs.
- 4.4 Hire top educators.
  - 4.4.1 Work with Center for Teaching and Excellence on a teacher fellowship program for visiting instructors to help with sabbatical coverage.
  - 4.4.2 Fund endowed chairs to enable hiring of top educators.
- 4.5 Support faculty with access to teaching development.
  - 4.5.1 Develop process and procedures for allocating support to faculty for development related to teaching.
  - 4.5.2 Develop process and procedures to support faculty for pedagogical research.
- 4.6 Recognize innovative programing.
  - 4.6.1 Innovative programs should be submitted for publication or for other recognition.
- 4.7 Develop honors programing.
  - 4.7.1 Explore how the Economic and Finance program could develop honors programming.
  - 4.7.2 Other majors review and consider developing honors programming.
- 4.8 Find innovative ways to incorporate liberal arts.
  - 4.8.1 Support collaborations with programs across campus.
  - 4.8.2 Develop suggestions for appropriate liberal arts minors that pair with business majors and provide to students.
- 4.9 Support and encourage faculty and student collaborations.
  - 4.9.1 Process and procedures should be developed for supporting faculty and student research.
  - 4.9.2 Develop process and procedures for MBA international experience cases to be submitted for presentations and publication.
  - 4.9.3 A possible in house publication for MBA international cases should be considered.

**Key Performance Indicators:**

- Number of pedagogical research publications
- Number of students enrolled in honors programming
- Student satisfaction on exit surveys
- Employer satisfaction on surveys
- Internship supervisor satisfaction on surveys

- Number of majors

## **Appendix**

Breech School of Business Committee Membership 2015-16

Breech Advisory Board – Roles and Responsibilities

Breech Board Advisory Members

Breech School of Business Organizational Chart

Strategic Planning Timeline

Strategic Planning Process

Performance Dashboard

Action plans for each goal

## **Committee Assignments and Leadership for 2015-16 As of August 10 2015**

### **Curriculum and Assessment**

Gary DeBauche, chair  
Angie Adamick  
Wes Boyce  
Tiffany Cossey  
Ken Scislaw  
Charlie Pettijohn  
John Taylor  
Steve Mullins, ex-officio

### **Scholarship and Mission**

Gary Holmes, chair  
Penny Clayton  
Clif Petty  
Rod Oglesby  
James Simmerman  
Steve Mullins, ex-officio

### **Community and Outreach**

Kelley Still, chair  
Linda Pettijohn  
Janis Prewitt  
Bill Prince  
Bill Rohlf  
Steve Mullins, ex-officio

### **Leadership Team**

Accounting coordinator – Penny Clayton  
Economics and Finance coordinator– James Simmerman  
Management and Marketing coordinator – Clif Petty  
CCPS coordinator – Gary DeBauche  
Associate Dean – Steve Mullins  
Dean – Robin Sronce

### **Strategic Planning Committee**

Dean – Robin Sronce  
Associate Dean – Steve Mullins  
Accounting coordinator – Penny Clayton  
Economics and Finance coordinator– James Simmerman  
Management and Marketing coordinator – Clif Petty  
CCPS coordinator and Curriculum and Assessment chair – Gary DeBauche  
Scholarship and Mission chair – Gary Holmes  
Community and Outreach – Kelley Still  
Faculty – Bill Rohlf

## **Breech Advisory Board Roles and Responsibilities Revised July 2015**

### **Mission**

The mission of the Breech School Advisory Board (“BAB”) is to advise, promote and proactively support the interests of Drury University and the Breech School of Business Administration to improve the visibility and enhance the reputation of the Breech School of Business Administration in the regional, national, and international business community. The Board helps the School achieve its mission of supporting quality undergraduate and graduate programming, resulting in graduates who possess the skills and abilities needed to excel as ethical professionals in the global business community.

### **Board Membership**

Members shall consist primarily of business leaders and others who are acquainted with the needs of the corporate and not-for-profit world. Members will represent a large range of institutions including publicly-held companies, small businesses, and not-for-profit institutions. Membership will include Drury alumni/alumnae; no specific proportion of representation is assigned.

The Advisory Board will consist of at least twenty but not more than thirty members, who shall be appointed for three-year terms, renewable at the discretion of the Dean, consistent with all university policies. Members will rotate off the board after two consecutive terms, after a one term hiatus they will be eligible to be invited back to the board.

There shall be two yearly meetings of the Board. These will generally be on the second Thursday of October and April or as set by current board members. Two additional meetings will be required of the executive committee and other committees will meet as necessary to carry out their duties. Additional meetings may be scheduled by the Dean as needed to conduct the business of the Board.

A member can be removed from the Board for cause, defined primarily by (1) failure to participate or (2) unethical business dealings.

### **Board Member Responsibilities**

**Awareness.** The BAB will function as an advocacy group for Drury University and the Breech School of Business Administration. The BAB members will actively promote the School and its programs to their respective companies, industries, and business communities.

**Planning.** The BAB will advise the Dean, faculty and university administration on the strategic direction of the Breech School of Business Administration. The BAB members will provide feedback on missions, goals, programs, and strategic direction.

**Communication.** The BAB will enhance communication between the Breech School and the business community through the professional exchange of ideas related to current and future business and academic issues. This includes keeping the School informed on current and emerging educational research needs and opportunities among the various constituencies. The BAB members should provide feedback on how the School’s curricula, programs, and other offerings are meeting the needs of these constituents.

**Programs.** The BAB will provide advice and feedback about the perceived effectiveness of Breech School of Business programs. This includes suggesting, recommending, and reviewing additional programming opportunities.

**Students.** The BAB will provide advice, guidance, and assistance in placing Breech graduates in career positions and internship opportunities. The BAB members will assist in actively recruiting students for the School. The BAB members will be resources in the business community, providing business and professional community contacts to share expertise in classrooms and at other networking events.

**Development.** The BAB will work with the Dean and other members of the University faculty and administration to promote Breech, build its reputation and prestige, and acquire the resources necessary to support its mission and objectives. Board members will make an annual personal and/or corporate contribution to the School of Business. The suggested minimum contribution is \$1,200 annually, with the greatest need being the Breech Fund.

## **Board Structure**

### **Leadership and Officers**

**Presiding officer – Chair of BAB.** The chair of the BAB will be appointed by the Dean for a one-year term. Ideally, the chair will have served as vice-chair the previous year. Duties will include: presiding at all BAB and executive committee meetings, coordinating activities of BAB with Dean, and representing the BAB at official university functions.

**Vice-Chair.** The vice-chair will be appointed by the Dean for a one-year term, with the expectation of a follow-up one year appointment to Chair. Duties will include: assisting and supporting the Chair and Dean, presiding at BAB meetings where the Chair is unable to attend, and representing the BAB at official university functions at the request of the Chair or Dean.

### **Committees**

Various committees will be constituted by the Chair and the Dean. Committee chairs will serve as part of the executive committee. The Dean in consultation with the BAB chair will appoint chairs of the committees. These chairs will hold a 2 year appointment. Duties will include: presiding at committee meetings, presenting reports/recommendations to/at BAB meetings and planning and carrying out tasks.

### **Standing Committees**

**Strategic Planning/Executive Committee.** Members will provide advice/counsel to the Dean concerning the strategic planning initiatives of the School. The committee will identify/recommend BAB candidates to the board. Members will include: Chair, Vice Chair, and Committee Chairs

**Academic and Programming Committee.** Members will provide advice/counsel to the Dean and faculty about current and emerging educational and research needs and opportunities in the business and non-



profit community. The committee will review and provide feedback on how the School's curricula, programs, and other offerings are meeting the needs of various constituents. This includes suggesting, recommending, and reviewing additional programming opportunities.

**Development Committee.** Members will review and recommend fundraising and development strategies and programs to assist the Breech School in accomplishing its goals. This will include supporting the Breech Study Abroad scholarship fund. This committee will serve as support for the Dean and university administration who maintain responsibility for planning and executing development activities.

**Marketing/Events Committee.** Members will provide advice/counsel to the Dean on marketing issues for the Breech School. Members will assist and support the Dean and the faculty/staff in planning/executing special events to promote the goals of the Breech School working in conjunction with the University Office of Marketing and Communication.

### **Process and procedures**

**Minutes/Reports.** Staff will record minutes of all BAB meetings. The Dean and committee chairs will work on yearly committee charges. Committee chairs will provide reports and minutes to the Breech staff for record keeping. Annual reports concerning the activities of the BAB shall be prepared and shared with faculty, university administration, and alums.

**Correspondence.** The Breech Office Coordinator will maintain Board contact information and schedules, serving as the communication liaison.

## Breech Advisory Board Membership

### Strategic Planning Committee

Julie Barker	Sr. VP Metropolitan National Bank	2017
Rob Dickerson	Owner, Rob & Bud's Pizza, LLC	2016
Brent Garrison	Sr. Account Mgr, Acosta Sales & Marketing	2016
Jan Baumgartner	Executive VP Springfield First Community	2016

### Academic Programming

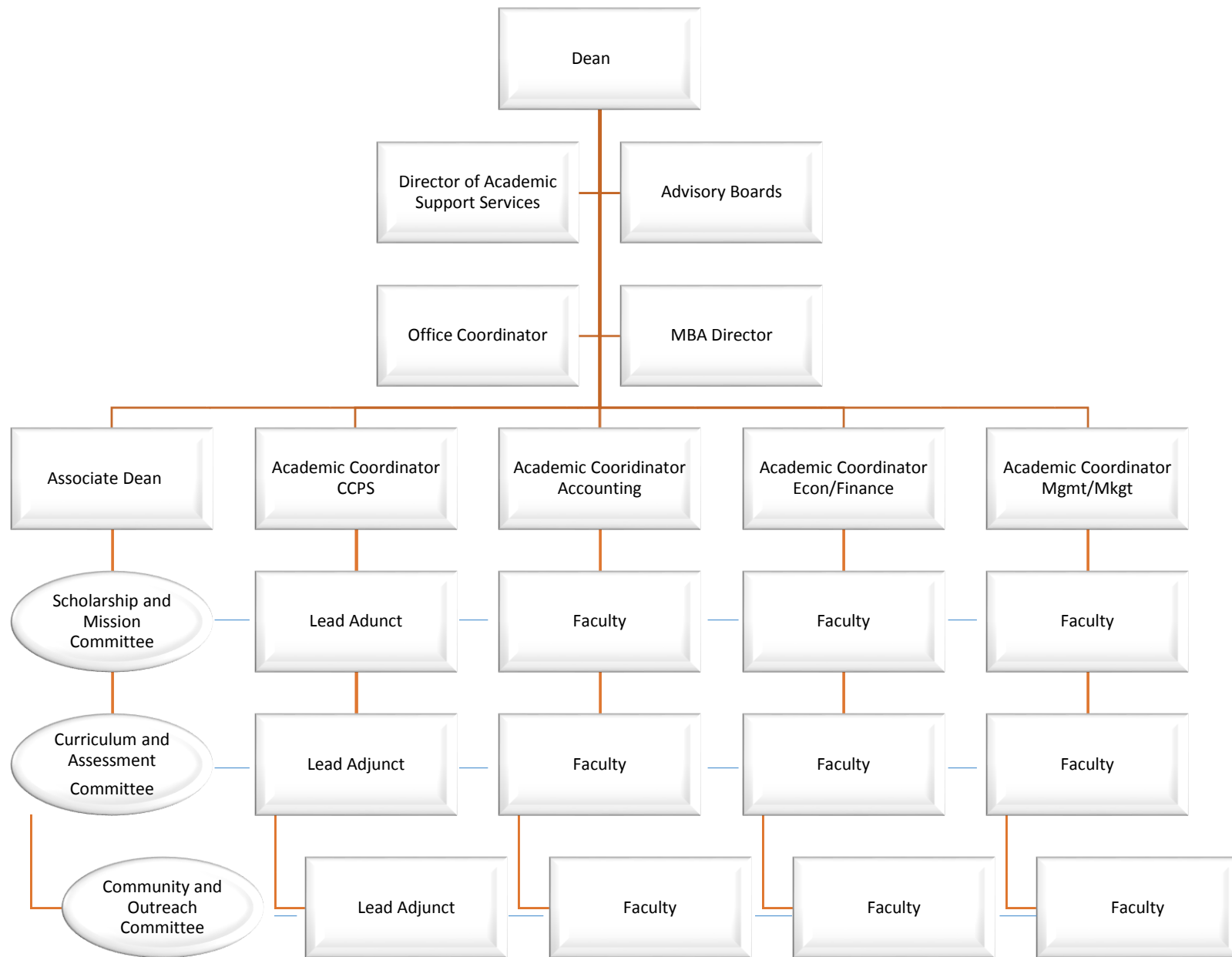
Camille Lockhart	Partner, BKD	2016
Brad Weaver	President and CEO, First Home Bank	2017
Curtis Dinan	SVP, CFO and Treasurer ONE Gas	2017
Alice Stewart	VP, Medical Management Clinical Systems, Centene	2016
Sandy Meyers	Director Risk Management, City Utilities	2018

### Development

Jim Anderson	Vice President of Marketing & Public Affairs, Cox	2017
Jane Bennett	Partner, Bennet Capital Partners	2017
Per Brinck	Owner, Brinck Insurance Group	2016
Tamara deWild	Assoc General Counsel/Director Legal Service, O'Reilly	2018
Bruce Nasby	President, NGO Global and Global Advisory Assoc.	2018

### Marketing and Events


Joe Easter	Attorney, Easter Law Firm LLC	2017
John Everett	President & CEO, Legacy Bank and Trust	2018
Leaster Gibson	Investment Manager, Foster Gibson Investments LLC	2018
Keith Noble	Executive VP, Commerce Bank	2017



**Breech School Organizational Chart**

BREECH SCHOOL STRATEGIC PLANNING PROCESS 2015-20				May				June					July				Aug				
STAGE 1 INFORMATION COLLECTION				4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31
1	Majors meet with coordinators and priorities and goals			X	X																
	Conversation starters for your consideration																				
	Class offerings																				
	Internship opportunities																				
	Employee connections																				
	Research expectations/Development needs												X-Faculty input needed								
	Global competence												O-Faculty input welcome								
	Professional preparation offerings																				
	Staffing – retirements/replacements/hires – faculty and staff																				
	Types of students/recruiting/marketing																				
	Technology needs																				
	Facility needs																				
2	Coordinator report on meeting by May 14			X	X	X															
3	Full Faculty Meeting before summer break					X															
4	Review existing Goals and set overall goals for			O	O	O															
	Overall goals for school																				
	Marketing																				
	Enrollment																				
	Alumni/Employers/Development																				
5	BAB meeting							O	O												
	Suggestions for programming																				
	Role of BAB					O	O	O	O												
6	Alumni survey (with the newsletter) - Revamp survey from 2012																				
	Existing strengths																				
	Ideas for future																				
	Areas will support																				
7	Employer survey Revamp survey from 2012																				
	Existing strengths					O	O	O	O												
	Future needs																				
8	Drury Strategic Plan/Admin goals							O	O												
	Review President's strategic plan																				

BREECH SCHOOL STRATEGIC PLANNING PROCESS 2015-20							May				June					July				Aug				
STAGE 2 SET GOALS							4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31
9 Pull these together for common ideas and themes													O	O	O									
10 Present to various groups for feedback and adjustment														X		X	X							
	Faculty																							
	BAB																							
	Administration																							
11 Identify key goals													O	O	O	O								
	Engagement																							
	Innovation																							
	Impact																							
STAGE 3 DEFINE STEPS AND DETERMINE FUNDING																								
12 Map out steps to get to three or four of the goals																		O	O	O				
	Structure																							
		Committee structure																						
		Connections needed with administration																						
		Connections with BAB, community and alumni																						
	Funding needed																							
		Work with development to outline projects																						
		Develop own projects/assign funding																						
			Breech Business Week funding																					
			Study abroad Scholarship																					
			MBA Boot Camp funding																					
			Cox Leadership funding																					
	Personnel needed																							
STAGE 4 APPROVAL AND REFINEMENT																					X	X		
STAGE 5 BEGIN IMPLEMENTATION																								X



## • BREECH SCHOOL OF BUSINESS - STRATEGIC PLANNING PROCESS

Fall  
2015

- Dean and Strategic Planning Committee (SPC) submits strategic plan for 2015-2020.
- Faculty review and set priorities.
- Dean prepares charges to the committees, including strategic plan action items.

2015-2016

- Committees work on items from the plan.
- Dean, Assoc Dean, and SPC monitor progress.

Spring  
2016


- Standing committee and Academic committee coordinators report on objective progress in EOY reports.

Summer  
2016

- Dean and SPC review results and modify plan.

Fall  
2016

- SPC submits modified plan to the faculty.
- Faculty review and set priorities.
- Dean prepares charges to the committees including strategic plan action items.

- 
- Process repeats.