



Strategic Plan 2025-2035  
Updated 03 JUN 2025

**Introduction**

Much of the past 36 months has been spent preparing for the reaffirmation of accreditation for the business administration degree and the initial accreditation of the accounting and MBA degrees. The true value of accreditation may be in the improvements it promotes (although the prize at the end is nice, too). All three of our programs were accredited. We received seven “notes” that we are compelled to address. This strategic plan incorporates activities to address all of these notes (one directly by the plan itself). The ACBSP letter is attached.

**Strategic Planning Process**

The Department of Business and Accounting (BUSA, formerly the Department of Business) created a formal strategic planning process (SPP) in the fall of 2011. This process established a standing committee responsible for strategic planning. The department chair selects the Planning Committee members, consisting of at least three full-time faculty members and the department chair. Due to the current scale of the department, all full-time faculty are currently members of the Planning Committee. (The restriction of tenured or tenure-track faculty was removed due to the current composition of the staff.) The Planning Committee is responsible for annually recommending changes to the department's strategic plan, including the mission statement, the strategic vision statement, the values statement, and the development of goals and objectives.

The Department Chair is responsible for this process.

	Planning Step	Schedule
1	The planning committee gathers and reviews data, including stakeholder and Business Advisory Council feedback.	Annually, Summer term
2	The planning committee documents progress on the prior year's plans, goals, and objectives.	Annually, Summer term
3	The planning committee recommends modifications to the strategic plan, including future goals/objectives/actions and any changes to the planning process. The committee creates a draft strategic plan.	Annually, Fall Department Meeting
4	The department chair shares the draft Strategic Plan with the Business Advisory Council and relevant college administration.	Annually Fall BAC Meeting
5	The planning committee considers feedback from department full-time faculty, the Business Advisory Board, and relevant college administration and produces the final Strategic Plan.	Annually in October
6	The department considers the final Strategic Plan for approval	Annually in October
7	The Strategic Plan is publicly shared	Annually in October
8	The department implements the approved Final Strategic Plan	Upon approval

The department mission and learning objectives were updated for the 2024-2025 academic year as follows.

<b>Department Mission</b>
The Department of Business and Accounting prepares its students with the ethical awareness and professional competencies needed for success in today’s dynamic organizations.

<b>Department Learning Objectives</b>
<b>Learning Objectives</b> Undergraduate and Graduate 1. Assess the ethical implementations of organizational decisions 2. Produce effective written and oral presentations. 3. Apply discipline-specific content knowledge 4. Demonstrate integration of knowledge across discipline areas

**Strategic Initiatives**

This plan starts with a “clean sheet,” with no direct carryover from the previous plans beyond ACBSP accreditation. All of the our activities are in support of the following three areas.

- Enrollment growth
- Academic quality (ACBSP and related activities)
- External funding.

This strategic plan is aspirational, particularly regarding facilities and staffing enhancements. However, we anticipate that these activities can be accomplished by 2035. Dates may be changed based on the availability of college support. Activities will be updated to match the changing context of the college and department.

The following table is formatted to match the Match ACBSP Table 2.4 Key Short-Term & Long-Term Strategic Planning template.

Key ST= Short Term, LT= Long Term	Responsible Party(ies)	Action Plan	Time Table	Process	Date completed or Next Steps and OFI's
Professional Accreditation					
ST	ACBSP Champion	Status Report	SEP 26	Document action against seven notes	
	Chair	Rotate "champion" role	JAN 27		
LT	ACBSP Champion	QA Report	SEP 28	Follow ACBSP guidelines	
LT	ACBSP Champion	Status Report- if needed	SEP 30	Address any notes not cleared or generated in the interim.	
LT	ACBSP Champion	QA Report	SEP 32	Follow ACBSP guidelines	
LT	ACBSP Champion	ACBSP Self-Study Transmission	JUL 34	Follow ACBSP guidelines	
Undergraduate Enrollment Growth					
ST	Chair	Pilot CCE (non- traditional) Business Program	AUG 26	Answer questions regarding schedules, format, and offerings	
ST	Chair	Refresh BUS degree	AUG 26	Refresh BUS degree for efficiency and to mesh with CCE decisions	
ST	Chair	Pilot CCE Accounting Program	AUG 26	Refresh Acct program and optimize it for mesh with the adult program.	

		Satellite courses at GTCC	AUG 27	Coordinate with GTCC for space. Use FT Guilford faculty. Teach one or two courses to establish linkage.	
ST	Chair	Implement minimesters	AUG 27	Consider three fives or fast track to facilitate CCE ft enrolment and continuous entry. Apply as possible to trad program.	
LT	Chair	Adult BUSA majors enrolment goal >=99 FTE	AUG 28	Not a "process" but a guage of success beyond activity compliance.	
LT	Chair	Launch two specialty area certificates	AUG 29	Offer "hot" specialties that require less than 12 credits.	
LT	Chair	Launch a second business major sharing core with business admin, featuring a speciality area.	AUG 29		
LT	Chair	Launch a third business major sharing core with business admin, featuring a speciality area.	AUG 30		

LT	IA	Fundraise for "School of Business"	AUG 30	Requires Board approval of School concept and IA support	
LT	BoT	Form Named "School of Business" with a defined campus space	AUG 31	Board approval	
	IA	Fundraise for Named "Graduate School of Business"	AUG 33	Requires Board approval of School concept and IA support	
	BoT	Form a Graduate School of Business	AUG 34	Board approval This item has potential fundraising opportunities.	
<b>Graduate Program</b>					
ST	Program Director	Program refresh using minimesters	AUG 27	If the minister system is approved for CCE, apply it for the MBA courses.	
ST	Program Director	Update course set	AUG 26	If support is given from Economics, replace MBA 540 with 571, Analytics	
	Program Director	Fall Cohort >=24	AUG 26	Not a "process" but a measure of success of the associated activities.	

LT	Program Director	Launch 20 month MBA with specialty	AUG 27	Work with adjacent areas to develop 12-24 credit specialties. Will require outcomes assessment.	
LT	Program Director	Implement two MBA cohort starts a year	AUG 29	If the MBA cohort is 22 plus, add a spring start. This move will open the possibility of part-time enrolment. Additional faculty are required to complement.	
<b>Measurement Enhancement</b>					
ST	Chair	Implement current student survey (to supplement department graduation survey)	AUG 25	This will directly address an ACBSP note. This process will be coordinated with institutional assessment.	
ST	Chair	Implement prospective student survey	AUG 26	This will directly address an ACBSP note. This process will be coordinated with institutional assessment.	

LT	Institutional Research	Implement five-year BUSA grad survey	AUG 30	Implement an alumni survey with a target frequency of every five years.	
<b>Department Leadership</b>					
	Chair	Start tenure track position.	AUG 27	Recruit 25-26	
	Chair	Start second tenure track position.	AUG 28	Recruit 27-28	
	Chair	Start third tenure track position.	AUG 29	Recruit 30-31	
	Chair	Develop Chair / Director assessment methodology	JUL 25		
	BUSA	New department chair takes responsibility for BUSA.	MAY 27		
	Provost	Split chair/director responsibilities	MAY 27		
<b>Facilities Improvements</b>					
	Chair	New HyFlex room in King business wing	AUG 26	Requires funding-target 205	
	Chair	New HyFlex room in King business wing	AUG 27	Requires funding	
	Chair	New HyFlex room in King business wing	AUG 28	Requires funding	
	Chair	New HyFlex room in King business wing	AUG 29	Requires funding	
	IA	Business School signage	AUG 31	Requires Board approval of School	
<b>Community Connections</b>					

	BAC	Business Summit	Annual		
	Chair	Establish new IFB instructor.	AUG 28	Transition to new point person for IFB	
	Chair	Establish CCL-branded noncredit courses.	AUG 26	May require instructor certification and or the purchase of additional resources.	
	IA	BUSA Hall of Fame	OCT 31	In conjunction with the establishment of a school establish a Hall of Fame, align with homecoming	
<b>Faculty Development</b>					
	BUSA	Establish expectations for “professional development” for visiting and tenured faculty.	AUG 27	Mirror the “developmental review process” for all FT BUSA faculty	
	BUSA	QM qualifications for all BUSA faculty	AUG 27	Allow 12-month entry compliance for all faculty. Pending college development of the online program.	

MD  
Attachments: Accreditation letter

BUSA Strategic Plan



# ACCREDITATION COUNCIL FOR BUSINESS SCHOOLS AND PROGRAMS

December 17, 2024

Kyle Farmby, J.D., Ph.D.  
President  
Guilford College  
5800 West Friendly Avenue  
Greensboro, North Carolina, USA

Dear President Farmby:

The Baccalaureate/Graduate Degree Board of Commissioners met on November 18, 2024 and approved the business program reaffirmation for Guilford College. Congratulations!

Guilford College is fully reaffirmed with the following Notes:

**Place a Note on Standard 1, Criterion 1.1.a:** There is an opportunity to develop and incorporate additional performance metrics related to leadership effectiveness, faculty development, and stakeholder engagement to better track leadership outcomes.

**Place a Note on Standard 1, Criterion 1.1.b:** While the business unit does have a leadership system in place, there is an opportunity to more clearly articulate how leadership is organized, disbursed, and evaluated.

**Place a Note on Standard 2, Criterion 2.4:** The business unit's process of focusing more on short-term goals is evident; there is an opportunity to provide a more balanced approach of focus and aspirational goals as well as short and long-term goals to improve the entire planning and strategic process.

**Place a Note on Standard 3, Criterion 3.2:** To adequately address the Standard, "the business unit must have a systematic process to determine requirements and expectations of current and future students and other key student stakeholders." There is an opportunity to enhance and improve the stakeholder focus by ensuring that all stakeholders are provided feedback systems, such as surveys, that can be reviewed and incorporated into the business unit improvement process.

**Place a Note on Standard 5, Criterion 5.1.B:** With so few individuals, there is a challenge to avoid overloading faculty, not providing time for scholarly or professional activities, and a potential decline in the quality of classes. There is an opportunity to provide a plan to ensure that this is being addressed for the future.

**Place a Note on Standard 5, Criterion 5.1.C:** While the business unit has a system in place to address full-time faculty there is an opportunity to document and clarify how its assesses part-time faculty.

**Place a Note on Standard 5, Criterion 5.2.G:** While the size of the business unit provides additional concerns, there is an opportunity to continue to address staff needs. For each academic major offered sufficient academic leadership must be provided to ensure effective service to students and other stakeholders.

Conditions and Notes indicate that either the Standard or Criteria is not fully met, and should be viewed as an opportunity to move your program to a higher level of excellence. It would be extremely rare that a school receive accreditation without these conditions or notes given ACBSP's Core Value of Continuous Improvement and Organizational Learning, that "Business schools and programs should pursue regular cycles of planning, execution, and evaluation of every process and system. Ongoing improvement of these processes and systems leads to ever higher quality and student/stakeholder satisfaction."

Progress on the Notes and Conditions must be reported in future reports. You are encouraged to work with Dr. Jeffrey Lineman on the removal of the Notes and Conditions. Commissioner Lineman may be contacted by phone at 208-467-8444, or by e-mail at [jlineman@nnu.edu](mailto:jlineman@nnu.edu). You may also contact Lucie Depoo at [ldepoo@acbbsp.org](mailto:ldepoo@acbbsp.org).

You must provide a Status Report on the Notes on **9/15/2026**. Your first full Quality Assurance Report is due on **9/15/2028**. Your ten-year reaffirmation is due on **7/15/2034**.

ACBSP will inform the public of decisions on accreditation status made by the Boards of Commissioners by posting the accreditation decisions on the ACBSP Website. The decisions on accreditation status can be accessed from [www.acbsp.org/7page=decisions](http://www.acbsp.org/7page=decisions) and will appear as the following:

**Guilford College (Greensboro, North Carolina, USA)**

Full Reaffirmation granted with improvement opportunities in the following Standards and Criteria: Standard 1, Criteria 1.1a and 1.1b, Standard 2, Criterion 2.4, Standard 3, Criterion 3.2, and Standard 5, Criteria 5.1b, 5.1c and 5.2g.

If you have any comments concerning this notification please let me know.

ACBSP encourages you to publicly announce that your business programs are accredited. In the next few weeks, we will be sending you, via e-mail, a sample ACBSP Press Release and ACBSP Logo files for publicizing your accreditation. As you prepare these materials, the following is your official ACBSP statement:

**The following business programs at Guilford College are accredited by the Accreditation Council for Business Schools and Programs:**

B.S. in Accounting  
B.S. in Business Administration  
Masters of Business Administration

The following business programs at Guilford College are **NOI** accredited by the Accreditation Council for Business Schools and Programs:

Sport Management  
Computing Technology and Information Systems  
Economics

Please take this opportunity to review the accuracy of the programs listed above as well as the institution name (below) as it will appear on your Certificate of Accreditation. If any information is not correct, please notify Cari Hunziker via e-mail at [chunziker@acbsp.org](mailto:chunziker@acbsp.org) and provide the correction by April 30, 2025.

Name of institution as it will appear on the certificate:

Guilford College  
Greensboro, North Carolina, USA

The 2025 ACBSP Conference will be held June 19-22 in Las Vegas, Nevada. Please mark your calendar to join us, where we will honor you and all other schools receiving initial or reaffirmation of accreditation during the 2024-2025 membership year. You are encouraged to attend along with your Chief Academic Officer and Dean or Head of the Business School or Program. Many institutions invite faculty to this prestigious celebration. Your institution will also be announced during the Baccalaureate/Graduate Degree Institution annual meeting held at the conference.

For updates on the Conference, visit the ACBSP website, [www.acbsp.org](http://www.acbsp.org). Online registration is available beginning in January.

Congratulations on maintaining such high-quality business programs.

Sincerely,



Steve Parscale, Ph.D.  
Chief Accreditation Officer

Cc: Dr. Michael Dutch, Chair & Professor  
Dennis Cole, Assistant Professor  
Darryl Samsell, Associate Professor  
Dr. Maria Rosales, Provost  
Dr. Jeffrey Lineman, Baccalaureate/Graduate Degree Board of Commissioners  
Dr. Pam DeLottell, Baccalaureate/Graduate Degree Board of Commissioners