College of Business and Public Administration

Department of Accounting

STRATEGIC PLAN

(2005-2010)

April 2005

OLD DOMINION UNIVERSITY

VISION STATEMENT

Our vision is to be recognized as an innovative leader in professional accounting education and to become one of the primary centers of excellence in education in Hampton Roads and beyond.

MISSION STATEMENT

Our mission within this vision is, through our teaching, service and research, to produce ethical accounting graduates who have the academic and professional base of knowledge to meet the challenges posed by a dynamic global business environment.

ACHIEVING OUR VISION AND MISSION

We will achieve our vision and mission by continually pursuing:

- Areas of Concentrations that are on the cutting edge of financial, managerial and governmental accounting, accounting information systems, auditing, taxation and those issues related to international affairs.
- Accounting courses with content that emphasize the highest level of professional ethics.
- An undergraduate curriculum that focuses on ideal skills for entry level accountants and provides motivation to become an accounting professional.
- Graduate programs that clearly extend the frontiers of knowledge and enhance the development of professional accountants.
- Meaningful intellectual contributions in accounting including the scholarship of learning and pedagogical, discipline based and contributions to practice.
- Continuous close communication, trust, and commitment to the accounting profession that will foster cooperation and support in achieving our goals.

As we seek to fulfill this vision, we ask all constituent groups within and outside the College to join us in a mutual quest for enduring “Partners for Excellence in Accounting Education”

SHARED VALUES

The following "Shared Values" are embodied in the Accounting Program's Mission Statement:

- Appreciation of diversity of people and perspectives
- Commitment to excellence in teaching
- Concern for students
- High ethical values and behavior
- Intellectual curiosity
- Community outreach
- Global orientation

GOALS, MEASURES, and ACTION ITEMS

Student Perspective

Goals/Measures	Action Items
1. Improve qualifications of incoming students in undergraduate and graduate programs. *(Measures are GPA and GMAT)*	**a.** Continuously increase admission standards for students where possible. **b.** Increase funding for GRAs. **c.** Be proactive in attracting highly qualified students. **d.** Increase funding for advertising programs and other student recruiting initiatives. **e.** Encourage rigorous grading of students' performance.
2. Improve numbers of placements in jobs, MSA program, and other graduate programs. *(Measures are job placement, entrants into our MSA program and other graduate programs, senior or graduate surveys, and feedback from recruiters and employers.)*	**a.** Continue curriculum assessment to ensure development of knowledge and skills desired by employers. **b.** Increase practical work experiences through Career Advantage Program. **c.** Encourage qualified Accounting majors to enter our MSA program. **d.** Improve tracking of graduate placements. **e.** Work with Accounting Advisory Council to promote visibility of our programs and graduates. **f.** Increase student interaction with the business community and professional accounting. **g.** Work with MAAC and Beta Alpha Psi to help students be more proactive in developing themselves for professional careers.

Financial Perspective

Goals/Measures	Action Items
1. Increase endowments and operating funds for scholarships, faculty development, and programs. *(Measure in dollars.)*	**a.** Increase activities for, and interactions with, college alumni. **b.** Build relationships with area accounting firms and businesses through visits by Chair and Faculty. **c.** Encourage Faculty to develop contacts with former students and area businesses and government entities. **d.** Work closely with development office and college Major Gifts Officer to seek funding for an Endowed Chair in Accounting. **e.** Continue the annual DOA 5K Run and the DOA Alumni Golf event.
2. Increase revenues and profits from special accounting programs. *(Measure in dollars.)*	**a.** Increase participation in CPA review programs. **b.** Develop other programs (e.g. Corporate Governance). **c.** Continue offering the mandatory CPA ethical training sessions.

Internal Business Processes

Goals/Measures	Action Items
1. Maintain or increase high quality of classroom instruction. (*Measures are teaching awards, number of tenure track faculty, teaching portfolios, and allocations of faculty resources.)*	**a.** Continue curriculum assessment to ensure development of knowledge and skills desired by employers. **b.** Offer opportunities for faculty to attend workshops and conferences that are teaching-related. **c.** Encourage faculty to take advantage of opportunities offered by the Center for Learning Technologies and to adopt new technologies. **d.** Assign faculty schedules to best match expertise and training to appropriate curriculum levels. **e.** Ensure that performance evaluation system rewards high quality classroom instruction.
2. Increase high quality research. *(Measures are research productivity in number of publications in high quality outlets.)*	**a.** Recruit and retain high quality research faculty. **b.** Provide research support through workload policy, travel funding, summer research grants, graduate assistant support, and acquisition of databases. **c.** Institute college working paper series. *(Faculty, Chairs)*
3. Increase service to profession and community. *(Measures are program offerings and faculty participation/leadership in organizations.)*	**a.** Increase faculty involvement in professional academic associations and in community professional and social organizations.

Innovation and Learning

Goals/Measures

1. Increase opportunities for faculty and staff development. *(Measures are funding for professional development and numbers of faculty participation in development courses, programs, and conferences.)*

Action Items

a. Increase funding for faculty and staff travel and/or enrollment in training programs.

b. Promote interactions among faculty to increase transfer of knowledge between faculty.

Strategic Planning Committees

CBPA Department of Accounting Strategic Planning Committee – 2004/2005

- **Dr. Otto Martinson**, *Chairperson*
- **Dr. Abdel Agami**, *Professor*
- **Dr. Douglas Ziegenfuss**, *Professor*
- **Dr. Steve Gara,** *Associate Professor*
- **Dr. Laurie Henry**, *Associate Professor*
- **Timothy McKee**, *Associate Professor*
- **Dr. Robert Pinsker,** *Assistant Professor*
- **Dr. Yin Xu,** *Assistant Professor*
- **Walter Berry,** *Senior Lecturer*
- **Patricia Doherty,** *Senior Lecturer*
- **Terry Kubichan,** *Senior Lecturer*
- **Randall Spurrier,** *Lecturer*
- **Mary Brewer,** *Instructor*
- **Joseph Morris,** *Instructor*