

**2021 – 2025**

**College of Business**

**Strategic Plan**

(final approval by faculty, September 18, 2020)

**Vision**

***To be a dynamic learning environment focused on student success.***

**Mission**

***To prepare students for successful careers by providing quality educational opportunities utilizing dedicated faculty, stakeholder collaboration, and small class sizes.***

**Values**

* ***Commitment to life-long learning***
* ***Culture of excellence***
* ***Diversity of people and thoughts***
* ***Experiential learning***
* ***Global perspective***
* ***Impactful scholarship***
* ***Student-centric environment***

(Note: Versions for Vision, Mission, and Values approved by Faculty vote 2-28-20 and accepted by the Strategic Planning Committee)

**Situational Analysis**

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| *Location of Factor* | *Valence of Factor* | |
| *Positive* | *Negative* |
| *Internal* | **Strengths:**  \*AACSB accreditation for both the College of Business and the School of Accountancy  \*Diversity of Students and Faculty  \*Extensive scholarship opportunities  \*Faculty and staff have professional experience and involvement  \*Quality education with high academic standards  \*Stakeholders are actively involved via student organizations, events, and networking  \*Student achievements (e.g. internships, competitions, external scholarships, graduate school, student research)  \*Student-centric/personalized experience/ small-class sizes/mentoring  \*Successful alumni (senior executives within Big-Four Accounting, commercial banking, wealth management, real estate development, logistic, and entrepreneurial firms) | **Weaknesses:**  \*Aging facilities (HVAC!)  \*All faculty are not involved with the community  \*Increasing obsolescence of laptops/PCs/ software  \*Lack of advertising/promotion  \*Lack of discipline/area critical mass  \*Lack of school spirit (commuter school ennui)  \*Limited majors/certifications/job placement  \*Limited meeting times for student involvement  \*Limited schedule choices/modality choices  \*Need better access/connection to internships  \*Need to do more to help students prepare for careers  \*Not all faculty prioritize teaching  \*Poor communication with alumni /external stakeholders |
| *External* | **Opportunities:**  \*Improve experiential learning opportunities (e.g. internships, course-related consulting, professional conferences)  \*Improve job placement and internship opportunity communications  \*Increase interaction with external stakeholders (alumni, businesses, and government via speakers/internships/ consulting)  \*Increase reach via online offerings  \*New skills-based programs/certifications for high-demand areas (data analytics, entrepreneurship) using faculty competencies  \*Promote College/program accomplishments/ offerings via social media  \*Recruit international students (especially toward STEM-related graduate programs)  \*Utilizing graduate surveys to improve course content | **Threats:**  \*Fast-paced changes in the business world (e.g. AI, data analytics) require frequent updates to curriculum  \*Increased criticism of higher education ROI  \*Increasing competition for the decreasing number of high school graduates  \*Less State emphasis on higher education funding  \*Market saturation of generic MBA graduates \*Niche graduate certificates/degrees  \*Social media recruitment by other schools greater than AUM/COB efforts |

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| Goals |
| 1. Increase the number of COB students. 2. Improve educational experience. 3. Strengthen collaborations with stakeholders. 4. Improve operational efficiency. |

**COB Strategic Planning Action Items**

**Responsible Party Mapping**

**Note: this version related to COB 2020-2024 Strategic Plan (Last Update 9-10-2020)**

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| Initiative | AUM Plan Area\* | COB Goal\*\* | Start  Date | Target Completion Date | Responsible Party | Revenue (Cost)  Impact (est.) | Noted Activity |
| **Leverage website**  Provide findable 4-year/2-year course plans for each major/minor with coursework required so students can easily see degree plan (should be easily printable) | I. | 1. | Summer 2020 | Ongoing  (Reviewed each term, roll each summer) | Dean, Associate Dean, Chairs, Social Media Liaison, Advising Office | N.A. | University re-design to allow easier COB editing completed Summer 2020 |
| **Leverage website**  Utilize videos:  - Create welcome video for advisor/recruitment use  - host podcast/video cast/ YouTube link for interviews with professors, alumni testimonials, and community members with ties to the COB (tie to student club speakers and such) | I. | 1. | Summer 2020 | ongoing | Dean, Associate Dean, Chairs, Social Media Liaison | N.A. | University re-design to allow easier COB editing completed Summer 2020  Creation of COB task force Fall 2020 |
| **Retention**  Increase tutoring in Clement Hall (similar to the ETC program in accounting); use for obvious courses such as QMTD 2740/2750, FINA 3610, as well as others identified. (Fund via Working Warhawks) | II. | 1. | Fall 2020 | ongoing | Chairs | (costs covered under Title III Grant) | Title III Grant will fund via Working Warhawks |

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| Initiative | AUM Plan Area\* | COB Goal\*\* | Start  Date | Target Completion Date | Responsible Party | Revenue (Cost)  Impact (est.) | Noted Activity |
| **Retention**  Get BSBA students involved with CBGA sooner – freshmen recruitment for clubs (with SWAG?) | II. | 1. | Fall 2020 | ongoing | Faculty (Student Club Faculty Advisors), Advising Office | $500/year (refreshments)  (funds available via SGA) | (Consider a Freshman Advisory Board of students within UNIV 1000 section?) |
| **Retention**  Freshman course (possibilities: FINA 1000 added to the State core, “BUSN 1000” as an AUM GenEd requirement as part of ACHE area IV.) (dual enrollment courses) | II. | 1. | Fall 2021 | Fall 2022 | Dean (Provost) | N.A. | A BUSN 1000 course already exists though is not included in ACHE area IV. |
| **Retention**  Peer Mentors (upperclassmen guide Freshmen) | II. | 1. | Fall 2021 | ongoing | Associate Dean | N.A.  (via Working Warhawks if needed?) | (Consider as stand-alone effort or part of Ambassador program) |
| **Retention**  UNIV 1000 business sections | II. | 1. | Fall 2020 | ongoing | Dean (Provost) | N.A. | Paul Arrington to teach COB-focused UNIV 1000 section Fall 2020 (and invited COB faculty) |
| Create both first year and second year experience programs for COB students.  (Perhaps UNIV 1000/BUSN 1000) | II. | 1., 2. | Fall 2020 | End of Spring | Associate Dean/OSES, Academic Advisors |  | Create programs that make students feel a sense of belonging, want to finish a degree program with the COB, and want to engage with other students, faculty, and staff |

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| **Retention**  Reduce pre-requisites to UG principles courses | II. | 1. | Fall 2021 | Fall 2022 | Associate Dean, Chairs, Faculty | N.A. |  |
| **General Recruitment**  Hiring a staff member to do recruiting (both UG and G) for the College of Business and attend recruiting events | I., II., IV., VI. | 1., 4. | Summer 2020 | Fall 2020 | Dean, Associate Dean/OSES | $30,000+ for new position  (reallocation of $ from open existing position) |  |
| **High School/Community College recruitment**:  Create dedicated team of faculty/staff/students to visit campuses | I. | 1. | Fall 2020 | ongoing | Dean, Chairs, Advising Office, Faculty | $2,000 per year (travel/  SWAG) |  |
| **Intra-AUM recruitment**  Actively recruit with event: e.g. lunch for AUM freshmen and sophomores | II. | 1. | Spring 2021 | ongoing | Dean, Associate Dean, Chairs, Advising Office | $200-$300 per event  ($600-$800 per year) | Foster Roberts willing to barbeque (or popcorn, cotton candy, hotdogs) |

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| **Intra-AUM recruitment**  **Grow academic opportunities with units across campus (CPM/MBA, IS/CS, Marketing/GIS, MHA/Nursing, etc.) by developing and marketing interdisciplinary programs and minors** | II. | 2., 3. | Fall 2020 | ongoing | Dean, Chairs, Graduate Director, and Discipline Advisory Committee |  |  |
| **Intra-AUM recruitment**  “Majors in Minutes” (Invite Undeclared/New students; at each table, a COB major would be represented (faculty/student); switch tables with bell | II. | 1. | Fall 2020/ Spring 2021 | ongoing | Associate Dean/OSES, Chairs, Faculty | $200/event | Soft drinks and snacks  (likely menu) |
| **Community College recruitment**:  Get involved with community college partners to identify students planning four-year college after graduation and guide them on coursework that will best transfer | I. | 1. | Fall 2020 | ongoing | Dean, Advising Office  (Admissions Office helping) | N.A. | Five community colleges have signed MOUs with AUM already (re-examine what courses transfer to AUM) |

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| **Non-traditional recruitment:**  -Increase initiatives with local companies for employee enrollment (UG and Grad)  -Target groups with large numbers to recruit students (e.g., military, state government, Civil Air Patrol, National Guard and affiliates like the foreign students for Maxwell and foreign families of companies such as Hyundai) | I. | 1. | Spring 2021 | ongoing | Dean, Graduate program coordinators  (enlist help from VA connection at AUM) | $2,000 (travel/ SWAG) |  |
| Update CH 201A (Clement Cove) –ticker ribbon/display boards, Bloomberg terminals, presentation critique software | I. | 1., 2. | Fall 2020 | Fall 2021 (installation) | Dean | Installation $50,000  Ongoing $35,000/ year | -Possible donor identified for $25,000 toward room  -AU willing to allow AUM to add to Bloomberg contract |

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| **Create Clement Cove “welcome” area**  **(Other thought: touch screen just inside door off parking lot, other location(s))** | I. | 1. | Fall 2021 | Fall 2022 | Dean | (Student workers as greeters and CH 201A helpers via Working Warhawks) | First try: desk in Clement Cove hall  Consider more-expensive options if deemed needed |
| **Create videoconferencing / video recording / interview room (improve student soft skills, allow higher-quality lecture recordings)** | I., II. | 1., 2., 4. | Fall 2020 | Fall 2021 | Dean (CLASS Dean), ITS | $5,000 | Likely more use of Zoom, etc. to recruit students to internships/ jobs. Also, need support for faculty presentations |
| Develop job shadowing opportunities (Note: may be more appropriate for some disciplines than others.) | II., IV. | 2., 3. | Fall 2020 | ongoing | DLC; Associate Dean/OSES; Individual Faculty (via course connections) | N.A. | Identify business core courses and define how to incentivize students to participate |
| Develop an annual business pitch competition  (may have more obvious connections to certain majors, e.g. Entrepreneurship) | II., IV. | 2., 3. | Fall 2020 | ongoing | Associate Dean/OSES; COB Faculty |  | Create appropriate business pitch competitions that engages students with faculty and stakeholders |

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| Initiative | AUM Plan Area\* | COB Goal\*\* | Start  Date | Target Completion Date | Responsible Party | Revenue (Cost)  Impact (est.) | Noted Activity |
| Require practical application component in each COB major (required major courses? BSBA core courses?)  (Assign to Discipline Advisory Committee to collect data of current practices, define “practical application component”, create discipline agreement on method, and how to verify process and results) | II. | 2., 3. | Fall 2021 | ongoing | Discipline Advisory Committee  (Chair oversight) |  | Projects, case studies, and/or guest speakers are in each COB class  (depends on alterations to first column) |
| Increase internship participation  **Expand 1- or 2-credit hour internships to all disciplines (define how hour difference requirements change)**  **Allow internship with current employer?**  **(Track students working in field with no internship credit)** | II., IV. | 2., 3. | Fall 2020 | ongoing | Associate Dean/OSES; Dept. Faculty  (Work with Career Services if Provost initiative started?) |  | 1. Find business partners to offer an internship.  2. Incentivize students with course credits for participation |

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| Create certification/micro-credentialing options  UG and G(?) levels  How consider if student gets some/all reimbursement from current/future employer? | I. | 2. | Fall 2020 | ongoing | Dept. Faculty  Dean/Chairs (fundraising) | ??? (reimburse-ment could be quite costly) | Faculty in each discipline are to identify courses that help to prepare students to earn discipline-related certifications  Incentivize students by reimbursing a portion of testing fees if they pass certification exams |
| Encourage student research  **-Independent study(?)**  **-BUSN course or for new course by discipline for elective credit(?)**  **-Incorporate into existing courses(?)**  **-(via Honors Program?)** | III. | 2. | Fall 2020 | ongoing | Curriculum Committee (for Form 2000); Faculty  Dean (for $ support); Chairs (for course creation) | ($ cost dependent on numbers) | 1. Incentivize students with course credits  (on campus presentations/  competition)  2. Support travel funding for both the faculty and student to present research at an Academic Conference  3.Incentize faculty (travel? pay?) |

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| **Student Engagement**  **1. Increased sharing on social media/digital newsletter of student accomplishments, club events, graduation, etc.**  **2. COB service day(s) with a community/charity organization(s)**  **3. Make “Student of the Month” information (picture, etc.) more prominent. Provide certificate to the student.** | II. | 3. |  |  | Associate Dean (with student participation) oversees inputs from Clubs, Disciplines, Departments, Faculty, and Chairs |  | **Increased notice of COB events and activities will help COB students get involved on campus** |
| **Alumni Outreach**  **1. Revive Business Beans newsletter (or create new version) to report activities to alumni and others (students/ faculty/high schools/community colleges/others)**  **2. Invite more community members and alumni to COB events (combines with social media/digital newsletter above)**  **3. Gather more information from COB alumni about their current employers (gather through constant contact (and LinkedIn?) and use to provide information to students/ recruits)**  **4. Strengthen the alumni dataset** | IV. | 3. |  |  | Dean, Associate Dean, Chairs, Disciplines |  | (past: 1-page form used to collect information from students…BUSN 4800 as likely source to gather information. Where currently?) |
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| **Advisory Board**  **1. Create Business Advisory Boards for each discipline/department** | IV. and VI. | 3. |  |  | Disciplines, Departments, Chairs | $500/year for meeting refreshments |  |
| **Community Involvement**  **Develop a consistent COB guest speaker series with a theme that our community finds interesting** | IV. and II. | 3. |  |  | Event organizers, Clubs, and whoever is responsible for guest speaker series | TBD | Can leverage speaker series to bring students and community together  (Leverage with University speaker monies) |
| **COB Faculty and Staff**   1. **Support (i.e. funding) faculty/staff who participate in professional organizations in the community or bring speakers to campus or travel to professional business associations that do not have chapters in Montgomery**   Support (i.e. funding) conference presentation even without presentations | V. | 3. |  |  | Dean and Chairs | $2,000 (est) | Conferences can lead to better teaching and more research |

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| **Businesses/Government/ Professionals**  **1. Replicate across COB the relationships with local firms that SOA has accomplished.**  **2. Increase the number of service-learning projects/partnering with companies** | IV. and II. | 3. |  |  | Disciplines and Departments |  |  |
| **Enhance internal communication**   * Digitize reports and documents; * Keep College of Business Handbook and websites current * Better communication of policies and procedures in the COB * Leverage technology and collaboration tools for file sharing, communicating with groups, advising and faculty meetings, digital documents, student orientations | V. | 4. | Summer 2020 | ongoing | Dean, Associate Dean, Chairs,  Faculty and Staff | N.A. | University re-design to allow easier COB editing completed Summer 2020 |
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| **Enhance external communication**   * COB Director of marketing and information who coordinates the message to business stakeholders, develops and enhances those relationships | I., II., IV., VI. | 4. | Summer 2020 | Fall 2020 | Dean, Associate Dean/OSES | $35,000+ for new position  (money reallocation from current line) | Use money available for recruitment and retention |
| **Faculty and Staff Support**   * Flexible work schedule; * Provide Professional Development support for faculty and staff (e.g. Instructional Designer) * Leverage Working Warhawks to support staff | V. | 4. | Fall 2020 | ongoing | Dean, Associate Dean, Chairs |  | Use money available from Staff Council and other resources |
| **Technology and Equipment**   * Purchase a second copier or get a better copier (possibly color and print fliers); * Improve/establish/enforce the faculty/staff PC refresh cycle | V. | 4. | Fall 2020  (B&W copier) |  | Dean, Associate Dean | $2,400 (plus service contract) |  |

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| **Leverage Student Resources**   * Reach out to COB students who graduated (alumni) or did not graduate from here but did attend classes. A survey about their experience could provide valuable insights for improvements   Functions that could be specifically addressed are registrar, financial aid, advising, housing, and others (COB to pass findings along to greater university areas)  Use student focus groups and virtual suggestion box to improve how we do things | I., II., IV. | 4. | Fall 2020 | Ongoing | Associate Dean (OSES) | N.A. | Work with the Alumni Office, COB Departments, etc. to gather contact information    Use Qualtrics or Jotform to do survey  (Utilize LinkedIn to leverage results) |
| **Fundraise for COB**  Encourage more monetary stakeholder sponsorships, grants, donations, etc.; scholarships/ infrastructure/learning support | I., II., III., V., VI. | 4. | Fall 2020 | Ongoing | Dean, Associate Dean | N.A. | Corporate Partnership Program |

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| **Facilities**   * Fix the heating/cooling system * Classroom updates (computers, screens, seating, tables, etc.) * Dedicated MAcc room (not CH 215) * Improve the process for classroom assignments especially as related to computer labs in Clement Hall | V. | 4. | Summer 2020 | Fall 2020 | Dean (lobby for efforts) |  | University responsible for providing resources |

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