

Strategic Plan **Academic Years 2017 – 2022**

(DRAFT)



Baton Rouge, Louisiana
August 2017



Strategic Management and Continuous Improvement Steering Committee

The following individuals were instrumental in providing guidance, expertise and leadership in the development of the COB 2017-2022 Strategic Plan (in alpha order)

Donald R. Andrews, Dean Chair Strategic Planning Steering Committee

Albert Clark, Chair Grievance Standing Committee

Ghirmay Ghebreyesus, Chair AOL Standing Committee

Stephen Jaros, External Relations and Globalization Standing Committee

George Kirk, Chair Instructional Technologies and Resources Standing Committee

Jose Noguera, Co-Chair AOL Standing Committee

Sung C. No, Chair Faculty Development Standing Committee

Mysore Ramaswamy, Chair Intellectual Contributions Standing Committee

Melanie Rey, Chair Student Affairs and Engagement Standing Committee

Ashagre A. Yigletu, Chair Curriculum Management Standing Committee
and
Graduate Faculty Standing Committee

TABLE OF CONTENT

COB Strategic Planning Steering Committee.....	2
Table of Content.....	3
Overview of the Strategic Plan.....	4
Vision, Mission Statement and Core Values.....	6
Strategic Initiatives, Goals, Objectives and Action Steps.....	7
Strategic Initiative A.....	7
Strategic Initiative B.....	9
Strategic Initiative C.....	11
Strategic Initiative D.....	13
Strategic Initiative E.....	14
Strategic Initiative F.....	16
Financial Strategy and Budget.....	18

Overview of the Strategic Plan

The College of Business (COB) at Southern University was founded before 80 years in 1937 and since then it has grown rapidly. Today the College has over 40 faculty members, an enrollment of about 800 undergraduate and graduate students, who can earn bachelor's degree in Accounting, Finance, Management and Marketing, a master's degree in Business Administration (MBA) and a Graduate Certificate in Supply Chain Management. The College's programs are developed around three common themes in the areas of Globalization, Information Technology and Entrepreneurship. In collaboration with the Southern University Law Center, the COB also provides opportunity to young professionals to enroll and earn the JD/MBA dual degree program. We have two endowed chairs and several endowed professorships. In conjunction with COB's mission, our intellectual contributions are focused on applied business problems and instructional research. Our University Center for Economic Development and Entrepreneurship funded by EDA provides technical assistance - at least 15 training session annually, across 25 Parishes in Northeastern and Southeastern Louisiana in support of their economic development efforts.

The College of Business has been continuously reviewing and updating its Strategic Plan since it first secured AACSB accreditation in Fall 1998. Following the strategic plan processes of the previous four five-year plans (1997-2002, 2002-2007, 2007-2012, 2012-2017).

The COB 2017-2022 fifth Strategic Plan seeks to enhance improvements and growth of the College's programs by building on existing strengths, seizing on several key opportunities, and by developing and implementing innovative strategies to mitigate its challenges. Despite some of the accomplishments attained since the 2012-2017 plan was developed, we recognized the need to address several urgent challenges. In 2014-2015 the COB faced enrollment decrease in the undergraduate programs from 737 in 2012-2013 to a low level of 582 in 2014-2015. In addition, the COB's budget is flattened at 2016-2017 level or doesn't show significant increase in the forthcoming years of the plan. In general, the challenges of the College include the following:

1. ***Intense competition for faculty.*** This will increase as faculty retirements increase over the next five years.
2. ***Intense competition for students***—at all levels—makes recruitment of new students more critical. Limited availability of support funds for undergraduate and graduate students is a significant problem for attracting top-notch students.
3. ***Decline and instability in state funding for higher education.*** Another factor that adversely impacts the College in fulfilling its mission.
4. ***Existing funding model for academic units.*** The existing model of budget allocation does not motivate high achieving units and thus creates obstacles for accessing desperately needed funds for effectively and efficiently achieving our goals.

The above challenges are addressed through innovative and strategic goals, objectives and action steps elaborated in the 2017-2022 Strategic Plan. The changes and additions to the 2012-2017 strategic plan are based on the University's new strategic focus as well as the feedback given to

the College by its key stakeholder during the Spring 2017 strategic planning retreat. Thus the 2017-2022 Plan was built on the College's accomplishments since the 2012-2017 strategic planning process and articulates the following focus areas:

1. Enhancing student success;
2. Strengthening the quality of instructional programs by adding subject areas such as business analytics, SAP, ERP
3. Improving instructional effectiveness and quality of faculty scholarship;
4. Promoting the use of technology in teaching and learning;
5. Developing and implementing the entrepreneurial ecosystem initiative across campus;
6. Increasing the multicultural competencies of COB students by infusing globalization across the business core curricula.

The plan is also aligned with the College's vision, mission and strategic initiatives as well as the following four University Strategic Plan (2016-2021) Priorities:

- P1.2: Increase Opportunities for Student Access and Success
- P2.1: Improve Institutional quality and promote accountability
- P3.1: Increase the number of community, national and global partnerships
- P4.1: Planning appropriate assessment and evaluation measurements

The content of the plan is organized around the College's five major categories:

1. People (Faculty, Students and staff)
2. Curriculum Management and Assessment of Learning Outcomes
3. Research
4. Internal Operations
5. External Relations

The 2017-2022 Annual Strategic Plan is a useful road map that will change over time as needed. It offers a common framework and flexible guide for managing the College over the next five years and, as such, it should foster greater academic and administrative coherence, coordination, and unity across the College. At the same time, however, it is designed to be adaptable enough to leave significant room for individual units in the College to develop their own departmental Strategic plan and pursue academic excellence in ways important and applicable to them.

To ensure maximum input and buy-in, the draft five-year plan will be distributed and reviewed by multiple stakeholder groups - COB faculty and staff, COB Advisory Council, the SU MBA National Boards of Advisors, and Alumni at a retreat scheduled for December 2, 2017.



STRATEGIC PLAN

Academic Years 2017 – 2022

VISION

An AACSB accredited college of business recognized among the leading Historically Black Colleges and Universities in preparing undergraduate and graduate students for business and entrepreneurial excellence.

SOUTHERN UNIVERSITY MISSION

Southern University serves a unique and diverse population of Louisiana, the nation, and the world through the nurturing, creation and the holistic development of its students by Creating Leaders that are entrepreneurs, negotiators, visionaries, collaborators, and lifelong learners ready to meet the needs and contribute to the success of the global workforce.

COB MISSION

The mission of the College of Business at Southern University and A & M College – Baton Rouge is to provide a quality business program that prepares students of diverse backgrounds for global career challenges and makes a positive contribution to the public and private sectors through effective instruction, impactful research and innovative community engagement.”

CORE VALUES

The Southern University Baton Rouge College of Business has identified eight core values:

- Learning and innovation
- Teamwork
- Ethics
- Leadership
- Customer service
- Diversity
- Professionalism
- Strategic Partnership with stakeholders

Distinctive Initiatives

Our Distinctive Initiatives are our SMART (specific, measurable, attainable, realistic and timely) goals. They measure how effectively Southern University A & M College, College of Business is achieving our vision, mission, and values on a year-by-year basis. They are our scoreboards or outcome measures for continuous improvement of success.

Distinctive Initiative: A

Maintain and enhance efforts to recruit and retain a diverse faculty who are outstanding scholars and effective teachers and a highly competent staff that provides support to faculty and students.

Distinctive Initiative: B

Recruit, retain, prepare and graduate students to be successful in an incessantly diverse and interdependent global business environment with business management education that is innovative and competitive.

Distinctive Initiative: C

Promote and support research activities by creating an impactful portfolio of diversified intellectual contributions in applied, basic, and pedagogical scholarship.

Distinctive Initiative: D

Develop an academic environment of educational excellence and deliver high quality undergraduate and graduate proactive business curricula that enable and motivate learning.

Distinctive Initiative: E

Enhance COB's internal operations to effectively and efficiently provide technology-based operating system that is responsive to student needs and faculty/staff effectiveness in teaching, research and service.

Distinctive Initiative: F

Develop, maintain and strengthen active partnership with the industry, government agencies, community and alumni.

Goals, Objectives, Action Steps and Outcome Measures

To accomplish our goal of becoming AACSB accredited public business school recognized among the leading Historically Black Colleges and Universities, we have identified six distinctive initiatives that the College of Business will pursue during the 2017 -2022 planning period. The initiatives are aligned with the University's umbrella Strategic Plan 2016-2021 priorities, goals and objectives.

Distinctive Initiative: A **Maintain and enhance efforts to recruit and retain a diverse faculty who are outstanding scholars and effective teachers and a highly competent staff that provides support to faculty and students.**

Goal A -1 ***Maintain highly competent faculty and staff***

Objectives to implement Goal A-1

Objective A-1.1 Attract and retain qualified faculty who meet the requirements of AACSB standards and committed to teaching, research, services and mentoring students.

Goal A -2 ***Design and implement innovative faculty and staff development strategies***

Objective A-2.1 Provide faculty and staff professional development opportunities for Continues improvement.

Actions by Objective

Objective A-1.1 ***Attract, recruit and retain academically and professionally qualified faculty***

A-1.1.1 With normal turnover and expected retirements, hire at least 6 tenure-track faculty (four replacement and one new faculty) during the five-year planning period.

A-1.1.2 Enhance efforts to retain faculty by ensuring that they have strong support for their teaching, research and community engagement.

A-1.1.3 Assign senior faculty research mentors for junior faculty based on area of expertise and research interest.

Objective A-2.1 ***Provide faculty and staff professional development opportunities for Continues improvement***

A-2.1.1 Provide opportunities to at least eight faculty (two from each program area) annually for attending professional development workshops and conferences to improve their teaching and research effectiveness.

A-2.1.2 In collaboration with CIBER school partners, provide at least two international faculty development opportunities annually.

- A-2.1.3 In collaboration with the Office of HR and other university units, organize at two training workshops annually for COB staff members to help them develop and perform at the highest level of professionalism.

Outcome measures

- Number of tenure-track faculty hired.
- Amount of funds allocated to provide support to faculty, for research and professional development.
- Number of faculty and staff recognized annually.
- Number and types of staff development programs
- Number of faculty participating in international faculty development programs

Distinctive Initiative: B **Recruit, retain, prepare and graduate students to be successful in an increasingly diverse and interdependent global business environment with business management education that is innovative and competitive. (University Goal P 1.2)**

Goal B-1 ***Increase the total student enrollment at the SUBR College of Business (University Goal P3.1 and Objective P.3.3)***

Objective B-1.1 Increase the total number of undergraduate student enrollment

Objective B-1.2 Increase the total number of MBA student enrollment

Goal B-2 ***Increase student retention rate (University P1.2.1)***

Objective B-2.1 Improve student perceptions of their experience at SUBR COB

Objective B-2.2 Increase the student retention rate for juniors and seniors. ***(University P1.2.2)***

Objective B-2.3 Implement all academic advising policies and procedures and standards ***(University Strategy 1.1.1.1)***

Goal B-3 ***Increase student graduation rates annually (University P1.2.3)***

Objective B-3.1 Increase the number of students annually completing undergraduate degrees at SUBR COB.

Objective B-3.2 Increase the number of students annually completing the MBA, JD/MBA and the Graduate Certificate Programs at SUBR COB and improve placement opportunities.

Actions Steps by Objective:

Objective B-1.1 Increase the total number of student enrollment at the SUBR College of Business by 100 students over the five-year period.

B-1.1.1 Increase the COB undergraduate enrollment by 125 students (25 students annually or 6 students in each program) over the 2016-2017 baseline and improve the diversity of our student body during the five-year planning period.

B-1.1.2 Strengthen the COB Summer Business Institute (SBI) as a potential source for identifying and recruiting top-level students by establishing partnership with selected area high schools, community colleges, and alumni chapters.

Objective B-1.2 Increase the total student enrollment at the SUBR College of Business In-Class and Online MBA Program over the five-year period.

B-1.2.1 Enhance recruitment of new in-class and online MBA students to increase by 50 % over the 2016-2017 baseline level from 130 to 200 in 2022 and also improve the diversity of our MBA student body during the five-year planning period.

B-1.2.1

Objective B-2.1 Improve student perceptions of their experience at SUBR COB

B-2.1.1 Improve student experience and career growth through scholarships, internships, co-ops, study abroad opportunities, participation in college standing committees, community service, NMBBAA conference, business plan competitions and student organizations/clubs.

B-2.1.2 Establish opportunities for active and collaborative learning by encouraging frequent contact between students and faculty through systematic and effective advisement service at least twice per semester (fall and spring semesters).

Objective B-2.2 Increase the COB student retention rate for juniors, seniors and graduate students (University Strategy 1.2.3.2)

B-2.2.1 Increase the student retention rate for juniors and seniors by 5% over 2016-2017 baseline level 57% to 62% by Fall 2022. (***University P1.2.2***)

B-2.2.2 Strengthen and expand COB tutoring and advisement services through multiple approaches by streamlining the CUSA tutoring and mentoring services. (University Strategy 1.2.2.1)

B-2.2.3 In collaboration with the University Career Services, coordinate and assist at least 20 undergraduate students annually to participate in internship summer program.

B-2.2.4 Identify at-risk students and provide appropriate assistance in collaboration with CUSA.

B-2.2.5 Recognize high performing students at the COB Spring Award Program.

B-2.2.6 Increase the number of scholarship opportunities to COB undergraduate students by at least 15% over the 2012-2017 baseline level of 216 students to 248 in the 2017-2022 planning period.

B-2.2.7 Increase COB graduate student assistantship by 25% over 2016-2017 baseline level of 8 to 10 assistantships annually in the 2017-2022 planning period.

B-2.2.8 Increase the efficiency and effectiveness of undergraduate and graduate student service.

Objective B-2.3 Develop a dedicated advisement plan

B-2.3.1 Develop a clearly defined college-wide advisement manual and procedure

B-2.3.2 Enhance faculty engagement in the advisement process.

B-2.3.3 Promote the benefits of advisement to the COB student body.

Objective B-3.1 *Increase the number of students annually completing undergraduate degrees at SUBR COB. [University PI.2.3](#))*

B-3.1.1 Increase the number of students annually completing undergraduate degrees at SUBR COB. *by 5% from 2016-17 baseline level of 55%% to 60% in AY 2018-2019*

Objective B-3.2 Increase the number of students annually completing the in-class and online MBA, JD/MBA and Graduate certificate programs and improve placement opportunities.

B-3.2.1 Increase the number of in-class and online MBA, JD/MBA and Graduate Certificate programs students annually completing the programs. and maintain the 70% graduation rate over the 2012-2017 period and achieve an average duration of 18-24 months for MBA programs 48 months for the JD/MBA dual degree program and 12 months for the Graduate Certificate program. months by 2017.

B-3.2.2 Enhance the interviewing and soft skills of undergraduate and graduate students to assist them in the job market through the BUSP 210 and BUSP 507 - Business Communication and Professional Development courses and by collaborating with the University Office of Career Services, COB student organizations, /clubs, alumni and industry partners.

Outcome Measures

- Annual student enrollment in the different COB undergraduate and graduate programs
- Annual number of students advised and provided tutoring support by CUSA.
- Annual student retention rate.
- Annual graduation rate.
- Annual number of internship/coop opportunities.
- Number of students awarded scholarship/assistantships and the amounts
- Number of undergraduate students accepted to graduate school.
- Placements of undergraduate and graduate students upon graduation.

Distinctive Initiative: C

Promote and support research activities by creating an impactful portfolio of diversified intellectual contributions in applied, basic, and pedagogical scholarship.

Goal C-1 ***Enhance the College’s research, consulting and grant proposal development environment. (University Strategy 3.13 and 3.1.4)***

Objective C-1.1 Encourage faculty members to present papers at professional conferences, publish their research results in peer reviewed journals and engage in grant writing activities and provide appropriate support fund.

Objective C-1.2 Document the compliance with the new AACSB Standards regarding intellectual contributions.

Actions by Objective

Objective C-1.1 ***Encourage faculty to undertake research projects and consulting activities that involve research focusing on pedagogy, major business disciplines, and business practices.***

C-1.1.1 Provide COB faculty the necessary support funds for increasing the College’s Intellectual Contributions by 40% over the 2016-2017 baseline level of 56 ICs to 80 by Fall 2022.

C-1.1.2 Provide 25% release times to at least to 15 COB faculty who engage in research and other scholarly activities.

C-1.1.3 Provide endowed professorship to at least 10 faculty annually that excel in research productivity as evaluated by the quality and number of peer-reviewed publications and other intellectual contributions.

C-1.1.4 Provide intellectual support and technical assistance to small and minority business enterprises and community economic development initiatives by organizing and conducting at least 15 training sessions annually across 25 Parishes.

Objective C-1.2 Document the compliance with the new AACSB Standards regarding intellectual contributions.

C-1.2.1 Review and make possible modification of existing mission statement.

C-1.2.2 Define SA, PA, SP, and IP faculty classifications consistent with mission and college strategies.

C-1.2.3 Create a revised table 2.1 of rubrics for faculty reporting.

Outcome Measures

- Number of published books.
- Number and type of annually published peer reviewed journal articles.
- Number of awards and endowed professorships.
- Number of Google and Research Gate citations
- Number of annual presentations at professional conferences.
- Number of grant proposals submitted annually.
- Number of grant proposals funded annually.

- Number of consulting activities annually.
- Number of case studies developed by faculty and implemented in classes.
- Number of training sessions provided to small and minority businesses and economic development districts.

Distinctive Initiative: D **Develop an academic environment of educational excellence and delivers high quality undergraduate and graduate business curricula that enable and motivate learning. (University Goal P 1.1)**

Goal D-1 ***Design and maintain proactive, innovative, and challenging programs and curricula that remain current with changes in business, accreditation standards and educational environments.***

Objective D-1.1 Develop a systematic and periodic program review and curriculum revision method to strengthen COB's academic programs.

Objective D-1.2 Improve the rigor of our business programs.

Objective D-1.3 Design and implement an effective assurance of learning assessment process for continuous improvement of learning.

Actions by Objective

Objective D-1.1 ***Develop a systematic and effective method for program review and curriculum revision.***

D-1.1.1 Evaluate and revise the undergraduate curricula at least once per academic year to ensure currency and to comply with the Board of Regents and the University policies, as well as with standards of SACS and AACSB.

D-1.1.2 Conduct a regular and comprehensive academic curriculum review of the graduate curricula, at least once per academic year, to ensure currency and the coverage of communication, problem-solving, critical thinking, global, legal, ethical, and technological perspectives.

Objective D-1.2 ***Improve the rigor of our business programs***

D-1.2.1 Enhance undergraduate curricula by developing new courses or infusing in existing core courses such topics as business analytics, SAP, ERP, and globalization.

D-1.2.2 Build stronger capabilities in the undergraduate and MBA core curricula by enhancing supporting disciplines of quantitative skills, leadership, ethics, information systems, entrepreneurship and communication skills.

- D-1.2.3 Develop promotional, student services, recruitment, teaching effectiveness and assessment of learning outcomes strategies for relaunching the on-line MBA Program in Fall 2018. ([University Strategy 1.1.1](#))
- D-1.2.4 In collaboration with the SU Law Center, develop and implement strategies for enhancing and expanding the JD/MBA dual degree program.
- D-1.2.5 Continue to enhance the insurance concentration initiative in partnership with the Louisiana Insurance Commission.
- D-1.2.6 Increase the use of technology in instruction to enhance teaching and learning effectiveness.

Objective D-1.3 *Develop a systematic assurance of learning assessment mechanism to measure student-learning outcome as part of the College’s curriculum management process. ([University Goal P4.1](#))*

- D-1.3.1 Institutionalize and improve existing assurance of learning assessment practice to measure student-learning outcome as part of the College’s undergraduate and MBA curriculum management process.
- D-1.3.2 Collect and analyze student learning outcome data and disseminate information and best practices to COB faculty through departmental and College faculty meetings.
- D-1.3.3 Use assessment results for continuous improvement through closing the loop activities.

Outcome Measures

- Number of curriculum reviews and outcomes.
- Number of new courses, concentrations or programs added to the curriculum.
- Number of programs and courses assessed annually.
- Number of curriculum changes as a result of assurance of learning assessments and documentations.
- Undergraduate and graduate students Exit Survey

Distinctive Initiative: E Maintain an updated COB policy to effectively and efficiently administer the College’s programs and foster a conducive teaching and learning environment. ([University Goal P4.2](#))

Goal E-1 [Review and enhance the COB internal operations and academic functions.](#)

- Objective E-1.1 Implement the revised COB’s Policies and procedures Manual
- Objective E-1.2 Build and sustain the state-of-the-art information technology infrastructure.

Goal E-2 *Develop Remodeling and Repair Master Plan for COB building to promote conducive teaching and learning environment.*

Objective E-2.1 Develop master plan to remodel and repair T.T. Allain Hall as the historic home of the College of Business

Actions by Objective:

Objective E-1.1 *Enhance and expand COB's undergraduate and graduate classrooms and computer labs in accordance with the rapidly changing technology and pedagogical strategies.*

E-1.1.1 Maintain and replace COB's computers and update on regular basis instructional technologies, simulation and statistical analysis packages (SAS, SPSS, E-VIEWS, Excel etc.) on a three-year cycle based on availability of budget.

E-1.1.2 Remodel some of the COB's classrooms to meet today's changing needs for teaching MBA courses.

Objective E—1.2 *Build and sustain the state-of-the-art information technology infrastructure*

E.1.2.1 Develop annual plan for maintenance, update and replacement of COB's instructional technologies.

E-1.2.2 Based on an annual plan, maintain, update and replace instructional technologies, i.e. computers, printers and computing and simulation software.

Objective E-2.1 Develop master plan to remodel and repair T.T. Allain Hall as the historic home of the College of Business

E-2.1.1 Conduct a feasibility study to determine the facilities needs and remodeling and renovation of the existing COB building – T.T. Allain Hall.

E-2.1.2 Based on the study prepare design for renovation of College of Business building.

E-2.1.3 Develop and implement capital campaign strategies for raising funds for implementing the new COB building remodeling and renovation initiative.

Outcome Measures

- COB's Facilities /Remodeling and Renovation Master Plan
- Number of hardware and software enhancement
- Results of surveys from faculty and student satisfaction in computer labs usage.

Distinctive Initiative: F

Develop further broad external relationships with COB's stakeholders (*University Goal P3.1*)

Goal F-1

Develop, maintain and expand COB's relationship with alumni, friend's industry and government organizations

Objective F-1.1 Enhance partnership between the College of Business and its external stakeholders.

Objective F-1.2 Engage faculty in building strategic partnerships with important firms, industries, and government entities through job shadowing.

Objective F-1.3 Enhance the visibility of COB faculty, students and programs.

Objective F-1.4 Develop and strengthen the fundraising strategies of the College of Business.

Objective F-1.1 Enhance partnership between the College of Business and its external stakeholders.

F-1.1.1 Strengthen and maintain effective alumni database system.

F-1.1.2 Enhance relations with major firms, COB Advisory Council, MBA National Board of Advisors, Southern University Business Industry Cluster and government organizations as major sources of internships and future placement for COB undergraduate and MBA students.

F-1.1.3 Develop CIBER partnerships with CIBER institutions to enhance faculty exposure to international business conditions and access to academic resources.

F-1.1.4 Conduct annual surveys of COB alumni to determine their experience in the job market as a means to assess the relevance and achievement of our program learning objectives.

F-1.1.5 conduct annual surveys of employers to gain feedback on the skill sets of COB graduates (Accounting, Finance, Management, Marketing) to assess the relevance and achievement of our program learning objectives.

F-1.1.6 Seek opportunities for at least two international faculty development programs annually during 2017-2022 planning period

F-1.1.7 In collaboration with industry partners Provide at least two job-shadowing opportunities for COB faculty to develop relations with business partners.

Objective F-1.2 Engage faculty in building strategic partnerships with important firm's industries.

F-1.2.1 Expand further and improve the COB Gala on the Bluff annual fundraiser event.

F-1.2.2 Develop promotional literature to inform the general public and update stakeholders on COB programs and faculty and student achievements via traditional and social media outlets (Facebook, Twitter, etc.)

F-1.2.3 Develop strategies to increase grant funding from governmental, foundations, and business sources. (revised 04/16)

Outcome Measures

- Database of COB alumni and friends
- Amount of support fund raised from fundraising events and other donations.
- Number of faculty participating in partnership with industry
- Number of students participating in internships/coops
- Placement of COB graduates
- Donations received from COB alumni, firms and other benefactors

Financial Strategy and Strategic Planning Budget 2017-2022

For Implementing its strategic initiatives, the COB will require more financial resources during the 2017-2022 planning period. Both the College’s budget for instruction and operations as well as the budget which supports research and academic programs will need to grow to accommodate the additional number of tenure-track faculty, the desired enhancements of our research environment, and to implement the new academic initiatives that are part of our strategy.

The principal source of funds for our instruction and operations will continue to be from state appropriation while funds required for improvements to classrooms and instructional technologies, purchasing of software as well as faculty professional development related expenditure would be supported by additional University funds and other external sources.

The Table below shows the projected funding requirements for the College of Business instruction and operations budget for the academic years of 2017-2018 through 2021-2022 that are necessary to support our strategic initiatives.

The COB budget projection for the 2017-2022 period assumes that we replace four faculty and higher one in 2017-2018 to restore loss of faculty who retired or left the College. In addition, the COB needs resources to implement the Entrepreneurial Ecosystem Initiative across campus during the 2017-2022 planning period.

**College of Business Strategic Plan
Academic Years 2017 - 2022
Budget Projection**

Means of Financing	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
UNIVERSITY FUNDS:					
University Base Budget	3,371,213	3,812,528	3,973,719	4,135,152	4,297,289
Other University Support Fund (part of the fund will be to support the Entrepreneurial Ecosystem Initiative)	200,000	100,000	100,000	100,000	100,000
OTHER SOUCRES OF FUNDS:					
EDA University Center	102,500	102,500	102,500	102,500	102,500
ICITD	110,000	215,000	300,000	325,000	475,000
Global Resource Solution	10,000	10,000	10,000	10,000	10,000
NEXUS-LA	10,000	10,000	10,000	10,000	10,000
SASOL	10,000	10,000	10,000	10,000	10,000
Committee of 100	25,000	25,000	25,000	25,000	25,000
Endowed Professorship	120,000	120,000	120,000	120,000	120,000
Gala on the Bluff	50,000	50,000	50,000	50,000	50,000
University of Connecticut	20,000	20,000	20,000	20,000	20,000
Insurance Endowed Scholarship	<u>40,000</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
Total Projected Budget	4,118,214	4,542,028	4,788,219	4,974,652	5,286,789