



Southern University College of Business Strategic Plan

2012 - 2017

**Baton Rouge, Louisiana
February 24, 2012**

This document is the draft Strategic Plan of the College of Business for the period 2012 – 2017. At a retreat held on February 24, 2012, the draft outline was made available to the faculty, students, alumni, friends and other stakeholders of the College for further comments and suggestions

Introduction

The content of the strategic plan is designed to serve as a general framework or guide for decisions about where to use resources (i.e., time, effort, and money), but is not yet so detailed for the dean and department chairs to make specific decisions within the broader planning framework.

The COB's 2012-2017 strategic planning effort was organized around four questions:

1. Who are we as a college?
2. Where do we want to go?
3. How can we get there?
4. How will we tell if we have?

The first question suggests the need to identify the essential qualities of COB, in particular its fundamental commitments. This is the purpose of *Section I*. The second question refers to our distinctive initiatives (*Section II*), which will serve as overall areas of the College Strategic Plan - 2012-2017. The third question refers to goals, objectives and action steps (*Section III*) toward which the College of Business should work over the next five years. The plan uses the term objectives (ends) that contribute to the goals and the action steps (means), which are derived from the specific objectives. The objectives should be actionable, and this is why the plan uses the term action steps in lieu of strategies. Finally in response to the fourth question, the plan proposes a college and/or department level measures of success for assessing progress toward objectives of the plan, recognizing that the metrics and indicators need to be developed further at the implementation stage.

This plan assumes four major challenges for the COB over the next five years, some external and some internal.

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 scholarship funds for undergraduate students and graduate assistantship for MBA students is a significant problem for attracting top-notch students
3. ***Declines 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 content of the plan is organized around five major categories:

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

This strategic plan is a draft document that will change over time. It offers a common framework and flexible guide for managing the College over the next five years and, as such, it should foster greater 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 departments in the College to pursue academic excellence in ways important to those particular units.



SUBR COLLEGE OF BUSINESS STRATEGIC PLAN 2012 – 2017

Section I

YEAR 2017 VISION

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

MISSION

The mission of the Southern University Baton Rouge College of Business is to provide a business program that prepares students of diverse backgrounds for global career challenges and that makes a significant contribution to the private and public sectors.

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

Section II

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 teachers and a highly competent staff that provides support to faculty and students.

Distinctive Initiative: B Recruit, educate, retain and graduate the most promising and diverse student body possible with business management education that is innovative and of the highest quality.

Distinctive Initiative: C Promote and support research and scholarship that focus on the improvement of teaching effectiveness and business practices with an emphasis on how these issues affect minorities.

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

Distinctive Initiative: E Enhance COB's internal operations and procedures to effectively and efficiently administer its programs and foster a conducive learning environment.

Distinctive Initiative: F Promote effective interaction of the College with industry, government agencies, community and alumni.

Section III

Goals, Objectives, Action Steps and Measures of Success

To accomplish our goal of becoming an 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 2012 -2017 planning period. The initiatives are aligned with the university's umbrella strategic goals and objectives.

Distinctive Initiative: A *Maintain and enhance efforts to recruit and retain a diverse faculty who are outstanding scholars and teachers and a highly competent staff who provide support to faculty and students. (University Goal D-1)*

Goal A -1 *Maintain highly competent faculty and staff (University Goal D-3)*

Objectives to implement Goal A-1

Objective A-1.1 Attract and retain academically and professionally qualified faculty committed to teaching, research, services and mentoring students.

Goal A -2 *Design and implement innovative faculty and staff development strategies (University Objective D-3.1)*

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

Objective A-2.2 Enhance faculty pedagogical and delivery effectiveness by using instructional technologies in the classroom.

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 15 tenure-track faculties during the five-year planning period to teach both in the undergraduate and MBA programs.

A-1.1.2 Provide market-driven compensation for academically and professionally qualified faculty using appropriate comparative benchmarks (SREB and AACSB) and merit based performance evaluation.

A-1.1.3 Increase and provide support and incentives to those faculty members who excel in their skills and commitment to teaching, research and services.

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

A-2.1.1 Provide opportunities to at least five faculty (one from each program area) annually for attending professional development workshops and seminars

To maintain currency in their discipline and research skills.

A-2.1.2 Provide job shadow opportunity to at least two faculty annually to enhance their teaching strategies by infusing work-relevant skills in the existing COB curricula.

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

Objective A-2.2 Enhance faculty pedagogical and delivery effectiveness by using instructional technologies in the classroom

A-2.2.1 Organize at least two workshops annually to enable faculty use effectively modern instructional technologies and platforms such as Blackboard, Banner and LiveText as tools to enhance learning, teaching, and research.

A-2.2.2 Maintain and update on regular basis instructional technologies, simulation and statistical analysis packages SAS, SPSS, E-VIEWS, Excel etc.) In COB's computer labs.

Measures of Success

- Number of tenure-track faculty hired.
- Number of faculty participating in job shadowing programs.
- Amount of funds raised from external sources for faculty, research, development and recognition.
- Number of faculty and staff recognized annually.
- Number of computer technology and software usage enhancement workshops organized and number of participants.
- Number and types of faculty and staff development programs
- Number of faculty participating in international faculty exchange programs
- Assessment of the effectiveness of professional development programs for faculty and staff.

Distinctive Initiative: B **Recruit, educate, retain and graduate the most promising and diverse student body possible with business education that is innovative and of the highest quality.**

Goal B-1 ***Increase the total student enrollment at the SUBR College of Business (University Goal A-1)***

Objective B-1.1 Increase the total number of undergraduate student enrollment at the SUBR College of Business by 100 students over the 2010-2011 baselines by 2017.

Objective B-1.2 Recruit more top-notch (>20 ACT or 3.0 GPA) undergraduate students of diverse socio-economic backgrounds.

Objective B-1.3 Increase the total student enrollment at the SUBR College of Business MBA to 150 by 2017.

Goal B-2 *Increase student retention rate (University Goal A-2)*

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 to 70% over the 2011-12 baseline by 2017. *(University Objective A-2.5)*

Goal B-3 *Increase student graduation rates annually (University Goal A-3)*

Objective B-3.1 Increase the number of students annually completing undergraduate degrees at SUBR COB. *(University Objective A-3.1)*

Objective B-3.2 Increase the number of students annually completing MBA degree at SUBR COB and improve placement opportunities. *(University Objective A-3.2)*

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 2010-2011 baselines by 2017*

B-1.1.1 Recruit at least 20 new undergraduate students annually and increase the diversity of our student body during the five-year planning period.

B-1.1.2 Establish partnership with selected area high schools, community colleges, and SU alumni chapters as major sources for recruiting undergraduate business students. *(University Objective D-4.1)*

B-1.1.3 Utilize all available media resources and outlets including COB Website to inform prospective high school students about COB's quality programs, faculty credentials, accreditation, as well as internship and employment opportunities.

Objective B-1.2 *Recruit more top-notch (>20 ACT or 3.0 GPA) students of diverse socio-economic backgrounds*

B-1.2.1 Increase the number of available scholarships, through fundraising events such as the *Gala on the Bluff*, for attracting top-notch incoming freshmen majoring in business.

B-1.2.2 Strengthen the COB Summer Business Institute (SBI) as a potential source for identifying and recruiting top-level students.

Objective B-1.3 *Increase the total student enrollment at the SUBR College of Business MBA Program to 150 by 2017. (University Objective A-1.5)*

B-1.3.1 Recruit at least 40 new MBA students annually and increase the diversity of our student body during the five-year planning period.

B-1.3.2 Establish partnership with selected firms, government entities, four-year colleges, and SU alumni chapters as major sources for recruiting MBA students. *(University Objective D-4.1)*

- B-1.3.3 Encourage MBA students to participate in at least one internship program in a corporate setting and attend the National Black MBA Association Annual Conference.

***Objective B-2.1 Improve student perceptions of their experience at SUBR COB
(University Objective A-2.1)***

- B-2.1.1 Increase student involvement in COB Standing Committees and College wide activities.
- 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 once per semester.
- B-2.1.3 Provide support to student clubs and encourage extra-curricular participation that can help to build the community.
- B-2.1.4 Help students develop career goals and provide new experience through workplace internships and co-op opportunities.
- B-2.1.5 Provide a one-on-one counseling for students on academic probation and suspension.

***Objective B-2.2 Increase the COB student retention rate for juniors and seniors to 70% over
the 2011-12 baseline by 2017. (University Objective A-2.5)***

- B-2.2.1 Provide award annually to at least five students (one from each program) who have demonstrated exceptional achievement both in academics and leadership.
- B-2.2.2 Improve student retention by streamlining and effectively coordinating tutoring services provided to COB students by CTLE.
- B-2.2.3 Strengthen and expand COB tutoring and advisement services through multiple approaches by using technology.
- B-2.2.4 Involve students at all levels in research, college standing committees, college events, student organizations, and creative activities.
- B-2.2.5 Assist and encourage students to participate in at least one internship summer program before graduation.
- B-2.2.7 Enhance awareness within the COB faculty and staff and expand the concept that “*Retention is Everybody’s Business*” (University Objective A-5.1).

***Objective B-3.1 Increase the number of students annually completing undergraduate degrees
at SUBR COB. (University Objective A-3.1)***

B-3.1.1 Improve graduation rate of COB undergraduate students by at least 10% over the 2010-2011 baselines to 5.5 years by 2017

Objective B-3.2 Increase the number of students annually completing MBA degree and improve placement opportunities.

B-3.2.1 Increase the number of MBA students annually completing MBA program and improve graduation rate by 15% over the 2010-2011 baselines to 18 months by 2017.

B-3.2.2 Enhance the interviewing and soft skills of undergraduate and MBA students to assist them in the job market by collaborating with COB student organizations, clubs and alumni.

Measures of Success

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

Distinctive Initiative: C Promote and support research and scholarship that focus on the improvement of teaching effectiveness and business practices with an emphasis on how these issues affect minorities.

Goal C-1 *Enhance the College's research, consulting and grant proposal development environment. (University Goal E-1)*

Objective C-1.1 Encourage faculty members to publish their research in peer reviewed journals.

Objective C-1.2 Encourage faculty to undertake research projects and consulting activities that involve research focusing on major business disciplines, instruction and business practices.

Objective C-1.3 Integrate results of research projects for improving course content and teaching methodologies.

Objective C-1.4 Provide faculty appropriate support that motivates involvement in research, consulting and grant proposal writing activities.

Actions by Objective

- Objective C-1.1*** ***Encourage faculty members to publish their research in peer reviewed journals.***
- C-1.1.1 Provide faculty support funds for presenting papers at professional conference that is a precursor for publishing in peer reviewed journals.
 - C-1.1.2 Support faculty in their research activities by defraying publishing fees.
 - C-1.1.3 Provide award and endowed professorship to faculty that excel in research productivity as evaluated by the quality and number of peer reviewed publications.
- Objective C-1.2*** ***Encourage faculty to undertake research projects and consulting activities that involve research focusing on major business disciplines, instruction and business practices.***
- C-1.2.1 Undertake at least eight research activities (at least two from each department) annually for publication in peer-reviewed and other journals.
 - C-1.2.2 Make at least 12 presentations (three from each program) annually at professional forums.
 - C-1.2.3 Submit at least four grant proposals annually (at least one from each program).
 - C-1.2.4 Engage in at least one consulting activity by each Department annually.
- Objective C-1.3*** ***Integrate results of research projects for improving course content and teaching methodologies***
- C-1.3.1 Establish a repository of research publication of the faculty by displaying the title and abstract of peer reviewed journal articles.
 - C-1.3.2 Integrate research outcome to classroom instruction where appropriate.
- Objective C-1.4*** ***Provide faculty appropriate support that motivates involvement in grant proposal writing and consulting activities.***
- C-1.4.1 Allocate funds for the procurement of databases, software and books that support faculty research.
 - C-1.4.2 Coordinate with the university library to ensure that the collection of electronic books, periodicals, and databases are up to date to support faculty collaborative research.
 - C-1.4.3 Provide faculty necessary administrative support in developing grant proposals as well as in the implementation process of funded grants.
 - C-1.4.4 Encourage faculty to participate in business research consulting activities.

Measures of Success

- Number of published books.
- Number and type of annually published peer reviewed journal articles.
- Number of awards and endowed professorships.
- Number of annual Presentation at professional conferences or meetings.
- 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.

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

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. (University Goal D-1)***

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

Objective D-1.2 Improve the rigor of our business programs. ***(University Objective D-1.3)***

Objective D-1.3 Design and implement an effective assurance of learning assessment process for continuous improvement of learning. ***(University Objective D-2.1)***

Actions by Objective

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

D-1.1.1 Review and update annually COB undergraduate and graduate programs to ensure AACSB accreditation maintenance.

D-1.1.2 Review undergraduate and graduate curriculum, at least once per year, to ensure currency in the coverage of global, social, ethical, environmental, technological, problem-solving, critical thinking and legal issues.

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

- D-1.2.1 Enhance undergraduate curricula in the fundamental business disciplines i.e. accounting, finance, information systems, management, and marketing.
- D-1.2.2 Build stronger capabilities in the undergraduate and MBA curricula by enhancing supporting disciplines of quantitative methods, leadership, ethics, supply chain management, professional sales and communication skills.
- D-1.2.3 Develop an on-line MBA to start offering in Fall 2013.
- D-1.2.4 Implement the proposed JD/MBA program by Fall 2013.
- D-1.2.5 Develop and implement the Insurance Institute project in partnership with Louisiana Insurance Commission.

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.***

- D-1.3.1 Develop a systematic assurance of learning assessment mechanism to measure student-learning outcome as part of the College's undergraduate and MBA curriculum management process.
- D-1.3.2 Collect, analyze and disseminate assurance of learning assessment information to faculty committees and the College of Business leadership.
- D-1.3.3 Use assessment results for continuous improvement (closing the loop).

Measures of Success

- 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.
- MBA students Exit Survey

Distinctive Initiative: E Enhance COB's internal operations and procedures to effectively and efficiently administer its programs and foster a conducive learning environment.

Goal E-1 ***Revise and enhance the COB internal operations and academic functions. (University Goal C-1)***

Objective E-1.1 Revise and improve COB'S organizational structures and manuals. ***(University Objective C-1.2)***

Objective E-1.2 Build and sustain a state-of-the-art information technology infrastructure
(University Objective B-3.4)

Goal E-2 *Develop a Facilities Master Plan to identify the physical requirements of COB that will be needed to promote teaching and learning. (University Goal D-2)*

Objective E-2.1 Using Title III develop a master plan to determine COB's physical facilities requirement.

Actions by Objective:

Objective E-1.1 *Revise and improve COB'S organizational structures and manuals.*

E-1.1.1 Revise the organizational structure of the College in compliance with COB's mission and the reorganizational principles of the new Southern University.

E-1.1.2 Review and update COB's Policies and Procedures Manual. *(University Goal C-1.2)*

E-1.1.3 Maintain and replace COB's computers and other instructional technologies on a three-year cycle based on availability of budget.
(University Goal D-1)

Objective E-1.2 *Develop annual plan for maintenance, update and replacement of COB's instructional technologies. (University Objective B-3.4)*

E-1.2.1 Develop annual plan for maintenance, update and replacement of COB's instructional technologies E-1.2.2

E-1.2.2 Maintain, update and replace instructional technologies in a timely manner.

Objective E-2.1 *Develop a master plan to determine COB's facilities requirements.*

E-2.1.1 Review the facilities needs of COB's undergraduate and MBA Programs in collaboration with the university's Facilities and Plant Department.

E-2.1.2 In collaboration with the university's Facilities and Physical Plant unit, develop a proposal for major renovation of existing T.T. Allain Hall.
(University Objective D-2.2)

E-2.1.3 Develop feasibility study and design of the future College of Business facility.

Measures of Success:

- COB's Facilities Master Plan
- Revised COB organizational structure
- Revised COB Policies and Procedures Manual
- Number of hardware and software enhancement
- Results of surveys from faculty and student satisfaction

Distinctive Initiative: F

Develop further broad external relationships with COB's stakeholders (*University Goal E-2.2*)

Goal F-1

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

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

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

Objective F-1.3 Enhance disseminating information about the COB's quality and its accomplishments by utilizing all available media resources and outlets. (*University Goal A-6.1*)

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

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

F-1.1.1 Develop and maintain effective alumni networks to ensure a high level of engagement.

F-1.1.2 Strengthen relationships with major firms and government organizations as major source of internships and future placement for COB students.

F-1.1.3 Enhance the role and composition of the College of Business Advisory Council and the MBA National Board of Advisors to facilitate implementation of the College's mission.

F-1.1.4 Assign a dedicated and qualified business development coordinator for the College.

Objective F-1.2 Engage faculty in building strategic partnerships with important firms industries.

F-1.2.1 Seek opportunities for at least two international faculty exchange programs during 2012-2017.

F-1.2.2 Provide at least four faculty (one from each department) job shadowing opportunities to develop and maintains relationship with business professionals who relate to COB's academic disciplines.

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

- F-1.3.1 Develop promotional literature, brochure, posters and billboards to inform the general public on COB's undergraduate and MBA programs, faculty and students.
- F-1.3.2 Organize recruiting and promotional open house events, at least once per semester, for prospective undergraduate and MBA students.

Objective F-1.4 Develop and strengthen the fundraising strategies of COB

- F-1.4.1 Expand further the Gala on the Bluff COB scholarship annual fundraiser event.
- F-1.4.2 Develop new fundraising strategies to enhance the inflow of support funds from benefactors both for the undergraduate and MBA programs.
- F-1.4.3 Develop the COB and MBA quarterly newsletters to update stakeholders on the college's activities.
- F-1.4.4 Allocate more time to development activities by staff and faculty.

Measures of Success

- 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.

Strategic Planning Budget 2012-2017

Implementing our strategies will require substantially more financial resources for the College of Business through the 2012-2017 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 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 grants from Title III and private funding sources.

The Table below shows the projected new funding requirements for the College of Business instruction and operations budget for the academic years of 2012-2013 through 2016-17 that are necessary to support the strategic initiatives in this plan.

The COB budget projection for the 2012-2017 period assumes that we add six faculty members in 2012-13 to restore losses as a result of state imposed budget reductions. We will add faculty during the remaining years to support our new programs in 2013-14, one in 2014-15, 2015-16, and 2016-17.

Assumptions:

1. Six new faculty will be hired in 2012-13
2. Three new faculty will be hired in 2013-14 (Fill endowed chairs)
3. One new faculty will be hired in 2014-15
4. One additional new faculty will be hired in 2015-16
5. One new faculty will be hired in 2016-17
6. Fringe Benefits are computed at 29.23 per cent
7. All expenses except salaries are adjusted for inflation at 4 per cent
8. No allowance is made for AACSB or SREB salary adjustment.
9. Projected to recruit 20 new undergraduate and 40 MBA students annually.

**College of Business Strategic Plan 2012 - 2017
Budget Projection**

Items	2012-13	2013-14	2014-15	2015-16	2016-17
Salaries	2,436,530	2,836,530	2,956,530	3,076,530	3,196,530
Other Compensation					
Related Benefits 29.23%	712,198	829,118	864,193	899,270	934,346
Total Personal Services	3,148,728	3,665,647	3,820,724	3,975,800	4,130,876
Travel	25,000	29,120	31,325	33,617	36,002
Operating Services	40,000	41,600	43,264	44,994	47,243
Supplies	20,000	20,800	21,632	22,497	23,396
Other Charges	24,000	24,160	24,326	24,499	24,678
Professional Services	10,000	10,400	10,816	11,248	11,698
Acquisition	24,000	20,800	21,632	22,497	23,396
Major Repairs	50,000				
College Total	3,357,728	3,812,527	3,973,719	4,135,152	4,297,289

SUBR College Of Business Strategic Plan 2012 – 2017
Implementation Action Plan by Distinctive Initiatives, Objectives and Action
Steps

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
Distinctive Initiative: A Faculty Goal A – 1 <i>Maintain highly competent Faculty and staff (University Goal D-3)</i>	1. With normal turnover and expected retirements, hire at least 15 tenure-track faculties during the five-year planning period to teach both in the undergraduate and MBA programs.	a. Hire six faculty in 2012-13 b. Hire three new faculty in 2013-14 c. Hire one faculty annually during 2014-2017.	500,000.00 400,000.00 360,000.00	Dean, Associate Dean and Chairs
	2. Increase and provide support and incentives to those faculty members who excel in their skills and commitment to teaching, research and services.	a. Submit salary adjustment recommendation for deserving faculty and staff members.	50,000.00	Dean and Chairs
Goal A -2 <i>Design and implement Innovative faculty and staff development strategies (University Objective D-3.1)</i>	1. Provide faculty and staff professional development opportunities for Continues improvement	a. Provide opportunities to at least two faculty (one from each program area) annually for attending professional development workshops and seminars. b. Provide job shadow opportunity to at least two faculty annually to enhance their teaching strategies. c. In collaboration with the Office of HR, organize training workshops for COB staff members to help them develop and perform at the highest level of professionalism.	60,000.00 10,000.00 TNS IT experts and faculty time	COB IC and Faculty Development committee and Chairs COB IC and Faculty Development committee and Chairs COB Internal Operations committee and Chairs

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
	2. Enhance faculty pedagogical and delivery effectiveness by using instructional technologies in the classroom	a. In collaboration with the appropriate university units, organize at least one workshop annually to enable COB faculty use modern instructional technologies effectively. b. Maintain and update on regular basis instructional technologies, simulation and statistical analysis packages in COB labs	Faculty and IT experts time	Technology committee and Chairs COB Technology Committee and TNS
Distinctive Initiative: B <u>Students</u> Goal B-1: <i>Increase the total student enrollment at the SUBR College of Business (University Goal A-1)</i>	1. Increase the total number of undergraduate student enrollment at the COB by 100 students over the 2010-2011 baselines by 2017 2. Recruit more top-notch (>ACT or 3.0 GPA) undergraduate students of diverse socio-economic backgrounds. 3. Increase the total student enrollment at the COB MBA to 150 by 2017	a. Recruit at least 20 new undergraduates annually b. Establish partnership with selected area high schools, community colleges, and SU alumni chapters for recruiting students. c. Utilize available media resources and outlets including university and COB Website. a. Increase the number of available scholarship through Gala On the Bluff and other fundraiser events. b. Strengthen the COB summer Institute as a potential source for recruiting new students a. Recruit at least 40 new MBA students annually b. Establish partnership with selected firms, government entities, four-year colleges, SU Alumni Chapters and foreign partnering institutions as sources for recruiting MBA students. c. Encourage and assist MBA students to participate in the National Black MBA Annual Conference and in at least one summer internship/coop before graduation.	25,000.00 5,000.00 5,000.00 150,000.00 Title III support fund 15,000.00 30,000.00	Dean, Associate Dean and Chairs COB Business Development coordinator and Chairs Dean and COB Advisory Council Dean and Chairs Dean, Associate Dean, Chairs and MBA National Boards of Advisors MBA Director and faculty

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
<p>Goal B-2</p> <p><i>Increase student retention rate (University Goal A-2)</i></p>	<p>1. Improve student perceptions of their experience at SUBR COB.</p> <p>2. Increase the COB student retention rate for juniors and seniors to 70% over the 2011-12 baseline by 2017</p>	<p>a. Increase student involvement in COB standing committees and activities.</p> <p>b. Improve advisement service and encourage frequent contact between student and faculty.</p> <p>c. Provide support to student clubs and associations</p> <p>d. Assist students in finding internship and placement opportunities.</p> <p>a. Provide award for academic and leadership achievement to at least five students (one from each program area)</p> <p>b. Improve student retention by effectively coordinating tutoring services provided by CTLE.</p> <p>c. Improve and expand student advisement at COB</p> <p>d. Strengthen student involvement in COB standing committees, COB events, student organizations and creative activities.</p> <p>e. Encourage and assist students to participate in at least one summer internship program before graduation</p> <p>f. Enhance awareness within the COB faculty and staff that “Retention is Everybody’s Business”</p>	<p>12,500.00</p>	<p>Dean and Chairs</p> <p>Chairs</p> <p>Dean, Associate Dean and Chairs</p> <p>Dean, Associate Dean and Chairs</p> <p>Dean, Associate Dean and Chairs</p> <p>Chairs, Faculty and CTLE</p> <p>Chairs and Faculty</p> <p>Chairs, COB student organizations and Faculty</p> <p>Chairs</p> <p>Dean, Chairs, Faculty and staff</p>
<p>Goal B-3</p> <p><i>Increase student graduation rates annually (University Goal A-3)</i></p>	<p>1. Increase the number of students annually completing undergraduate degrees at SUBR COB.</p> <p>2. Increase the number of students annually completing MBA degree and improve placement opportunities.</p>	<p>a. Improve graduation rate of COB undergraduate students by at least 10% over the 2010-2011 baselines to 5.5 years by 2017.</p> <p>a. Improve the MBA graduation rate by 15% over the 2010-2011 baseline to 18 months by 2017</p> <p>b. Enhance MBA students interviewing and soft skills.</p>		<p>Dean, Chairs and Faculty</p> <p>Associate Dean and MBA Director and Chairs and Faculty</p>

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility	
Distinctive Initiative: C Goal C-1: <i>Enhance COB's research, consulting and grant proposal development environment</i>	1. Encourage faculty members to publish their research in peer-reviewed journals.	a. Provide faculty support funds for presenting papers at professional conferences.	75,000.00	Dean, Chairs and Faculty	
		b. Support faculty by defraying publishing fees.	10,000.00	Dean and Chairs	
		c. Provide award and endowed professorship to faculty that excel in research productivity	15,000.00	Dean and Chairs	
	2. Encourage faculty to undertake research projects and consulting activities that involve research focusing on major business disciplines, instruction and business practices.	a. Undertake at least nine research activities (at least three from each department) annually for publication in peer-reviewed and other journals.	40,100.00	Chairs and Faculty	
		b. Make at least 15 Presentations (Five from each Department) annually at professional forums.	75,000.00	Chairs and Faculty	
		c. Submit at least three grant proposals annually (at least one from each program).		Chairs and Faculty	
		d. Engage in at least one consulting activity by each Department annually.		Chairs and Faculty	
	3. Integrate results of research projects for improving course content and teaching methodologies	a. Establish a depository of research publication of the faculty by displaying the title and abstract of peer reviewed journal articles.		COB IC Committee	
		b. Integrate research outcome to classroom instruction where appropriate		Chairs and Faculty	
	4. Provide faculty appropriate support that motivates involvement in grant proposal writing ad consulting activities.	a. Undertake at least eight grant proposal (two from each department) annually		Chairs and Faculty	

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
		<ul style="list-style-type: none"> b. Encourage faculty to participate in business research consulting activities. c. Provide faculty necessary administrative support in developing grant proposals as well as in the implementation process of funded grants. d. Encourage faculty to participate in business research consulting activities. 		<p>Chairs</p> <p>Dean and Chairs</p> <p>Dean and Chairs</p>
<p>Distinctive Initiative: D</p> <p>Goal D-1</p> <p><i>Design and maintain proactive, innovative, and challenging programs and curricula that remain current with changes in business, accreditation standards and educational environments. (University Goal D-1)</i></p>	<ul style="list-style-type: none"> 1. Develop a systematic and periodic program review and curriculum revision method to strengthen COB's academic programs. <i>(University Objective D-1.1)</i> 2. Improve the rigor of our business programs 	<ul style="list-style-type: none"> a. Review and update annually COB undergraduate and graduate programs to ensure AACSB accreditation maintenance. b. Review undergraduate and graduate curriculum, at least once per year, to ensure currency. a. Enhance undergraduate curricula in the fundamental business disciplines i b. Build stronger capabilities in the undergraduate and MBA curricula by enhancing supporting disciplines of quantitative methods, leadership, ethics, supply chain management, professional sales and communication skills. c. Develop an on-line MBA to start offering in Fall 2013. d. Implement the proposed JD/MBA program by Fall 2013. e. Develop and implement the Insurance Institute project in partnership with Louisiana Insurance Commission. 		<p>Dean Chairs and Faculty</p> <p>Chairs and Faculty</p> <p>Chairs and Faculty</p> <p>Chairs and Faculty</p> <p>MBA Director and On-line MBA Committee</p> <p>Dean and MBA Director</p> <p>Chair Department of Economics and Finance and faculty</p>

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
	Develop a systematic assurance of learning assessment mechanism to measure student-learning outcome as part of the College's undergraduate and MBA curriculum management process	<ul style="list-style-type: none"> a. Based on college and departmental annual assessment plan, conduct assessment of student learning outcome at course, program and college level. b. Analyze and disseminate assurance of learning assessment information to faculty committees and the College of Business leadership. c. Use assessment results for continuous improvement (closing the loop) 		<p>Chairs, Assessment Committee and faculty</p> <p>Chairs, Assessment Committee and faculty</p> <p>Dean and Chairs</p>
<p>Distinctive Initiative: E</p> <p>Goal E-1</p> <p><i>Revise and enhance the COB internal operations and academic functions. (University Goal C-1)</i></p> <p>Goal E-2</p> <p><i>Develop a Facilities Master Plan to identify the physical requirements of COB that will be needed to promote teaching and learning. (University)</i></p>	<ul style="list-style-type: none"> 1. Revise and improve COB'S organizational structures and manuals. (University Objective C-1.2) 2. Build and sustain a state-of-the-art information technology infrastructure (University Objective B-3.4) 1. Using Title III develop a master plan to determine COB's physical facilities requirement. 	<ul style="list-style-type: none"> a. Revise the organizational structure of the College in compliance with COB's mission and the reorganizational principles of the new Southern University. b. Review and update COB's Policies and Procedures Manual. (University Goal C-1.2) c. Maintain and replace COB's computers and other instructional technologies on a three-year cycle based on availability of budget. (University Goal D-1) a. Develop annual plan for maintenance, update and replacement of COB's instructional technologies b. Maintain, update and replace instructional technologies in a timely manner. a. Review the facilities needs of COB's undergraduate and MBA Programs in collaboration with the university's Facilities and Plant Department. 		<p>Dean and Strategic Planning Council</p> <p>Dean and Strategic Planning Council</p> <p>Dean, Chairs and COB Technology Standing Committee</p> <p>COB Technology committee and TNS</p> <p>COB Technology Committee and TNS</p> <p>Dean and COB Internal Operation Committee</p>

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
		<ul style="list-style-type: none"> b. In collaboration with the university's Facilities and Physical Plant unit, develop a proposal for major renovation of existing T.T. Allain Hall. (<i>University Objective D-2.2</i>) c. Develop feasibility study and design of the future College of Business facility. 		<p>Dean, COB Internal Operations and SUBR Physical Plant and Facilities Department</p> <p>COB Internal Operations and SUBR Physical Plant and Facilities Department</p>
<p>Distinctive Initiative: F</p> <p>Goal F-1</p> <p><i>Develop, maintain and expand COB's relationship with alumni, friends industry and government organizations</i></p>	<ul style="list-style-type: none"> 1. Enhance partnership between the College of Business and its stakeholders. 2. Engage faculty in building strategic partnerships with important firms, industries, government entities and community. 	<ul style="list-style-type: none"> a. Develop and maintain effective alumni networks to ensure a high level of engagement. b. Strengthen relationships with major firms and government organizations as major source of internships and future placement for COB students. c. Enhance the role and composition of the College of Business Advisory Council and the MBA National Board of Advisors to facilitate implementation of the College's mission. d. Assign a dedicated and qualified business development coordinator for the College. a. Seek opportunities for at least two international faculty exchange programs during 2012-2017. b. Provide at least four faculty (one from each department) job shadowing opportunities to develop and maintains relationship with business professionals who relate to COB's academic disciplines. 		<p>COB Business Development Coordinator and External Relations Committee</p> <p>Dean, Chairs and External Relations Committee</p> <p>Dean and Chairs</p>

Distinctive Initiative	Objectives	Action Steps	Estimated Budget	Responsibility
	<p>3. Enhance the visibility of COB faculty, students and programs</p>	<p>a. Develop promotional literature, brochure, posters and billboards to inform the general public on COB's undergraduate and MBA programs, faculty and students.</p> <p>a. Organize recruiting and promotional open house events, at least once per semester, for prospective undergraduate and MBA students.</p>	50,000.00	<p>Chairs and COB Business Development Coordinator</p> <p>Chairs and COB Business Development Coordinator</p>
	<p>4. Develop and strengthen the fundraising strategies of COB</p>	<p>a. Expand further the Gala on the Bluff COB scholarship annual fundraiser event.</p> <p>b. Develop new fundraising strategies to enhance the inflow of support funds from benefactors both for the undergraduate and MBA programs.</p> <p>c. Develop the COB and MBA quarterly newsletters to update stakeholders on the college's activities.</p> <p>d. Allocate more time to development activities</p>	<p>COB administration, faculty, staff students and community volunteer's time</p> <p>10,000.00</p>	<p>Dean, COB Business Development Coordinator and the Gala Committee</p> <p>Dean, COB Business Development Coordinator and COB Advisory Council</p> <p>COB Business Development coordinator.</p>