

Appendix A: Strategic Plan Outlook for 2020-2025

The following report resumes the COB strategic plan for the next five-year cycle. The outcomes from the 2015-2020 plan have been documented and most of the loops have been closed. In addition, the relevant components remaining have been interwoven into this plan. Though the strategic goals have slightly changed, the key components of the strategic plans are congruent and will flow seamlessly.

GOAL #1:	Develop innovative and sustainable programs and curriculum			
OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES	EVALUATION	Resources
<p>1.1 Partner with stakeholders including alumni, employers and industry and benchmark competitive schools to identify cutting-edge, current or relevant courses and programs.</p> <p>1.2 Partner with other on-campus disciplines (computer science, engineering technology) in order to supplement skills needed to advance offerings in programs such as Business Analytics, ERP, Supply Chain</p>	<p>1.1.1 Conduct sessions, survey and interview industry representatives to gather intelligence on relevant skill sets and knowledge bases</p> <p>1.2.1 Get letters of support to assist with course development or revisions.</p> <p>1.2.2 Negotiate with other disciplines to open up or offer courses to business students that they are more suitable to teach</p>	<p>1.1.1.1 Identify additional skills and competencies students need</p> <p>1.2.1.1 Document support from other disciplines</p> <p>1.2.2.1 Document other faculty (skill sets) and courses they are willing to teach</p>		<p><i>COB Dean, Dept. Heads, Curriculum & Assessment Committee & faculty members</i></p> <p><i>Dean, COB Dept. Heads, computer science & engineering Dept. Heads</i></p>

<p>Management, SAP, and Advanced Excel.</p> <p>1.3 Use COB Research Colloquium to advance knowledge on cutting edge topics</p>	<p>1.3.1 Select presenters based on subject matter or topical expertise that the COB is in greater need of relative to curricular enhancement.</p>	<p>1.3.3.1 Request copies of presenters credentials before assigning them to a program</p>		<p><i>Research Colloquium Coordinator</i></p>
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<p>GOAL #2:</p>	<p>Develop an innovative Recruitment-Enrollment-Retention-Graduation-Placement pipeline free of bottleneck</p>
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OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES	EVALUATION	Resources
<p>2.1 Design an attractive, current, informative brochure, video, and other informational material for use in recruiting high school and community college students and activate a COB recruitment team.</p>	<p>2.1.1 Collect updated curriculum materials, pictures (photographer), testimonials and form a committee consisting of COB faculty, students and university admissions staff</p> <p>2.1.2 Partner COB selected faculty with the University admissions and recruitment team to visit high schools, community colleges and other sources to recruit highly qualified students who represent the diversity of the population we serve.</p> <p>2.1.3 Include noted alumni, advisory board members, and friends of GSU in recruiting</p> <p>2.1.4 Establish displays and provide literature and support to students on High School Day and “ROAR”</p>	<p>2.1.1 Verify information from official source and get official approval on final product.</p> <p>2.1.2.1 Increase student enrollment</p> <p>2.1.3.1 Increase Internships</p> <p>2.1.4.1 Interest and applications increase</p> <p>2.2.5.1 Increase in Faculty effectiveness</p>		<p><i>COB Student Affairs Committee, GSU Recruiting & Admission Office & COB faculty, etc.</i></p> <p><i>\$11,000.00 expenses for brochure, video, etc.</i></p>

<p>2.2 Establish Curriculum maps to enhance student preparation, tutoring, advisement and to focus on learning goals</p> <p>2.3 Establish a 360 degree mentoring program</p> <p>2.4 Partner with library staff to enhance a “State of the Art” Student Success Center</p> <p>2.5 Ensure that students attend career fairs held on campus and have resumes on file in the career center before their Junior year.</p>	<p>(student/parent visitation and pre-advising Program.</p> <p>2.2.5 Ensure that faculty are constantly trained in advising, curriculum updates and the relationships between courses and learning goals.</p> <p>2.3.1 Enlist students, faculty, alumni and advisory board members to form the team to constantly mentor COB students (student to student, faculty to student, and professional to student)</p> <p>2.4.3 Partnership will identify a conducive area that will include tutorial stations for study sessions and groups as well as test preparation material for GMAT, CPA, LSAT, as well as other certification material.</p>	<p>2.3.1.1 Increase in student engagement</p> <p>2.4.3.1 Increase in student performance</p> <p>2.5.1.1 Increase in student placement</p>		<p><i>COB faculty & students</i></p> <p><i>Dean of COB & Dean of GSU Library</i></p> <p><i>COB faculty & Director of Career Services</i></p> <p><i>COB Faculty & Curriculum & Assessment committee</i></p>
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<p>2.6 Ensure that student learning is monitored, evaluated, and continuously enhanced in tandem with skills requirements and industry demands</p> <p>2.7 Appoint a liaison in COB to collaborate with the Career Service Department to enhance internship and job opportunities for students and graduates and to enhance corporate relationships</p> <p>2.8 Encourage student involvement in student clubs, community service, plant visits and other engagement activities.</p>	<p>2.5.1 Require faculty in core courses to work with career services to require students to comply by linking conformance to course assignments.</p> <p>2.6.1 Develop effective approaches to skills development in business functions, critical thinking, technology applications, communication and soft skills.</p> <p>2.6.2 Evaluate the AOL process on a continuous or concurrent basis including the time of faculty evaluations.</p> <p>2.7.1 COB will appoint faculty from student and corporate relations committee to serve this capacity.</p>	<p>2.6.1.1 Student training and development and job prospects will improve.</p> <p>2.6.1.2 Faculty will become more effective relative to assessment</p> <p>2.7.2.3 Enhance engagement and increase student job placement</p>		<p><i>COB Dean</i></p> <p><i>COB Student Affairs Committee & Student Organizations club Advisor</i></p>
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GOAL #3:	Develop and Strengthen Faculty and Staff
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OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES	EVALUATION	Resources
3.1 Hire two tenure tract faculty in the COB	3.1.1 Hire one Ph.D in CIS and one Ph.D in Management before fall 2020.	3.1.1.1 Increase in faculty sufficiency		<i>COB Dean & Faculty Search Committee</i> \$200,000.00
	3.1.2. Advertise at major business conferences, other universities, Ph.D. Project, GSU website, newspapers, radio, letters, and social media	3.2.2.1 Increase in recruitment efforts		<i>COB Dean, Dept Heads & Faculty Affairs Committee</i> \$6,000.00
3.2 Develop faculty development plan that requires consistent faculty involvement	3.2.1 Establish annual faculty development goals for attending the University run faculty institute and for externally administered faculty development programs and conferences. In addition, require CANVAS training workshop attendance annually	3.2.1.1 Increase in faculty attendance at Faculty Development workshops		\$5,000.00/year
	3.1.2.1 Increase in Teaching, Research and Service effectiveness among faculty	3.1.2.1 Increase in Teaching, Research and Service effectiveness among faculty		<i>COB Dean, Dept. Heads & Faculty Affairs Committee</i>
3.3 Join and attend professional organizations that allow for faculty recruitment	3.1.2 Ensure that faculty are trained well on their primary responsibilities: Teaching, Research, and Service.	3.3.1.1 Increase in resources and faculty engagement		\$10,000.00

<p>3.4 Develop a succession plan for COB.</p> <p>3.5 Work with entities and agencies to ensure a pool of adequately qualified faculty</p> <p>3.6 Encourage and support junior faculty as well as high potential graduates to pursue terminal degrees.</p>	<p>3.3.1 Join the Ph. D. project and other organizations to gain access to a potential faculty pool for recruitment purposes.</p> <p>3.4.1 Develop a table of all faculty including fields for “date of hire,” “years of service,” “retirement eligible dates,” “critical skills,” and “ease of replacement”</p> <p>3.5.1 Develop a contact list of doctoral granting institutions and Deans of Business as well as other professional organizations to proactively support the succession plan.</p> <p>3.6.1 Identify and encourage promising junior faculty and high achieving COB graduates to enter PhD pipeline.</p>	<p>3.4.1.1 Enhance effectiveness in filling vacancies or replacements</p> <p>3.5.1 Improve in the recruiting process</p> <p>3.6.1.1 Increase the pool of loyal candidates and decreasing the turnover</p>		<p><i>COB Dean, Dept. Heads & Faculty Affairs Committee</i></p>
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GOAL #4:		Develop Alumni, Business, Community, and Professional Relationships		
OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES	EVALUATION	Resources
4.1 Appoint , assign or hire faculty or staff member to maintain alumni and corporate information network database.	4.1.1The COB will select a faculty member - through a committee assignment- and develop the duties and responsibilities and provide training, resources and support necessary to succeed.	4.1.1.1 Increase in corporate contacts		<i>Corporate & Alumni Relations Chair person</i> <i>\$3,000.00/year</i>
4.2 Align the college with industrial organizations to gain insight and beneficial collaborations	4.2.1 Join organizations such as the Chamber of Commerce, and other professional organization to gain intelligence, and networking opportunities	4.2.1.1 Increase collaboration and support		<i>Committee of communities service/affairs</i>
4.3 Assign faculty member from COB to represent the COB in community affairs and with alumni	4.3.1 Select a faculty based on skill set and affiliations to serve as a liaison for the COB to external stakeholders. 4.3.2 Establish a support system to provide resources when needed to carry out duties.	4.3.1.1 Improve support and contributions from external stakeholders 4.3.2.1 Increase funding and support for position		<i>\$5,000.00 - As needed</i> <i>Student Affairs Committee</i>
4.4 Provide and promote student organizations to successfully engage in projects involving local businesses and high school students that serve surrounding communities	4.4.1 COB faculty will continue to provide and promote student organizations to successfully engage in projects involving local businesses and high school students that serve surrounding communities	4.4.1.1 Increase student engagement and productivity		<i>\$7,000.00</i>

GOAL #5:		Enhance the Financial Strength of the College:		
OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES	EVALUATION	Resources
5.1 Increase student enrollment and diversity in the COB to increase revenue	5.1.1 Attract scholarships to recruit and retain academically talented students 5.1.2 Establish partnerships with community colleges as feeder-institutions 5.1.3 Target white majority high schools for recruitment 5.1.4 Work with academic institutions to engage and support international students	5.1.1.1 Increase scholarship awards 5.1.2.1 Increase MOUs and Articulation Agreements 5.1.3.1 Increase number of white students in the COB 5.1.4.1 Increase number of international students attending COB		<i>COB Student Affairs Committee & GSU Recruiting Office & COB Faculty</i> \$1,000.00 <i>COB Dean, Dept. Heads, Strategic Planning & Financial Strategies & VP of Advancement</i> <i>COB Dean, Dept. Heads & Coordinator, Faculty</i>
5.2 Partner with Advancement developing fundraising activities	5.2.1 Encourage the Office of Advancement to support, intercede for and represent the COB in venues that are favorable for COB fundraising.	5.2.1.1 Increase corporate donations from areas and companies not currently under our radar		
5.3 Develop a proposal writing team	5.3.1 Encourage interested and capable faculty and staff to initiate proposal writing for the COB.	5.3.1.1 Increase funding for the COB generated through grants		
5.4 Conduct fundraising events around regional and national hubs				<i>GSU alumni director</i>

<p>5.5 Encourage COB alumni to participate in their company’s “match” program.</p> <p>5.6 Establish a campaign to raise money for research, travel, building and technology upgrades.</p> <p>5.7 Continuously improve our COB Scholarship Breakfast each year.</p>	<p>5.4.1 Organize around alumni chapters located in regional or national hubs to host fundraising activities.</p> <p>5.5.1 Contact alumni and make a special request for them to support the COB through the company’s match fund.</p> <p>5.6.1 Develop and launch an approved capital campaign</p> <p>5.7.1 Engage additional alumni, community leaders and corporate representatives and establish a “scholarship board” and include a wider array of resourceful board members to serve, support and assist in the process.</p>	<p>5.4.1.1 Increase funding for the COB</p> <p>5.5.1.1 Increased alumni contributions</p> <p>5.6.1.1 Increase funding for COB</p> <p>5.7.1.1 Increase corpus of scholarship funds</p>		<p><i>COB Dean, Department Heads, Coordinators, Faculty</i></p>
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