

REVISED 08/7/18

**Harley Langdale, Jr. College of Business Administration (LCOBA)
2018-2023 Five Year Strategic Plan**

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| <p>Temporarily Suspended Planning/Development Phase Implementation Phase Completed; Evaluation Phase Completed; Continuing Responsibilities Assigned Completed</p> |
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STRATEGIC GOALS

Strategic Goal #1: Recruit, retain, and graduate a successful, diverse student body

| No. | Objectives | Action Plans | Resources Required | Responsibility | Progress/Status |
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| 1 | Utilize remediation tools and other techniques to improve retention and graduation rates. | a. Determine whether actions have been taken at the RRC and department levels. b. Create Career Strategies Center to assist students with identifying career opportunities. | <ul style="list-style-type: none"> • Student Engagement Center - \$205,000 • Adjuncts - \$4,000 yearly | Recruitment and Retention Committee (RRC) Career Strategies Coordinator | a. Temporarily Suspended b. Implementation Phase |
| 2 | Grow undergraduate enrollment by 2% per year (credit hours and student enrollment) and graduate enrollment by 5% (credit hours and student enrollment) per year, contingent on faculty funding. | a. Determine growth rates of graduate and undergraduate enrollment. b. Develop marketing materials if growth targets have not been reached. c. Consider hiring a GA to monitor and update social media as needed. d. Identify responsible party for maintaining Facebook accounts for LCOBA, Enactus, Center for Business and Economic Research, and Entrepreneurship. | <ul style="list-style-type: none"> • Partnerships with local and surrounding high schools. • Counselors to participate in LOCBA events - \$5000 • Development Officer-VSU Capital Campaign to fund faculty upgrades. • Creation of an app for HS and community college counselors \$6000 to create. | RRC Executive Committee | a. Implementation Phase b. Implementation Phase c. Implementation Phase d. Implementation Phase |
| 3 | Ensure that curriculum content is appropriate for the degree programs and learning objectives, and align with LCOBA mission statement. | a. Revise curriculum as needed. b. Consider new minors and majors. | <ul style="list-style-type: none"> • Faculty • Business Advisory Board | Department Heads Advisory Boards | a. Implementation Phase b. Implementation Phase |
| 4 | Maintain and deploy a faculty sufficient to ensure quality outcomes across degree programs. | a. Identify funding source for incentivizing scholarship. b. Hire more faculty to handle the increase in student credit hours. | <ul style="list-style-type: none"> • L. Brown Visiting Scholar Award • VSU Faculty Internationalized Fund • Development Officer/Capital Campaign • Dean/Associate Dean • Hire new faculty (3) for logistics major - \$380,000/yearly. | Academic Affairs Executive Committee | a. Completed; Continuing Responsibilities Assigned b. Planning/Development Phase |

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| 5 | Restructure instructional delivery, as necessary for all students, inclusive of non-traditional students, out-of-region students, special needs and at-risk students. | a. Increase offerings of online courses. | <ul style="list-style-type: none"> Utilize online/hybrid course development through VSU eLearning and VSU's faculty scholarship for course/curriculum redesign or development - \$40,000 first year, \$5,000 yearly | Department Heads | a. Implementation Phase |
| 6 | Collaborate with high schools, junior colleges, Universities and other VSU Colleges to increase LCOBA exposure. | <p>a. Create new marketing material to attract undergraduate students.</p> <p>b. Ask students and faculty to participate in Open Houses.</p> <p>c. Recruit high school students who meet Steele Scholarship requirements.</p> <p>d. Retain current students with LCOBA scholarships.</p> | <ul style="list-style-type: none"> Lunch and Learn events for local high school and Jr. college admin.- \$10,000 LCOBA Magazine - \$5000 Inclusion of high school principals and counselors in LCOBA events/open house. | RRC | <p>a. Implementation Phase</p> <p>b. Completed: Continuing Responsibilities Assigned</p> <p>c. Implementation Phase</p> <p>d. Implementation Phase</p> |
| 7 | Create an LCOBA Marketing Plan | a. Align LCOBA marketing strategy with new University strategy. | <ul style="list-style-type: none"> VSU Creative Services VSU Print Shop Media Outlets Faculty and staff Advisory Boards | Marketing Task Force | a. Planning/Development Phase |
| 8 | Create financial strategies to obtain resources appropriate to, and sufficient for, achieving LCOBA's mission related to student success. | <p>a. Coordinate with LCOBA development officer and University Advancement to seek new funding prospects.</p> <p>b. Develop relationships with local alums and donors through Society engagements and donor visits. Create a monthly LCOBA newsletter to share with local leadership to strengthen the connection to the Langdale College.</p> <p>c. Create strategic engagement with VSU alumni. LCOBA Director of Development will attend Alumni Association events.</p> | <ul style="list-style-type: none"> Development Officer-Capital Campaign Dean Department heads | LCOBA Dean LCOBA Development Officer | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> <p>c. Completed; Continuing Responsibilities Assigned</p> |
| 9 | Expand the number and increase the total dollar amount of gifts raised for student scholarships. | a. Actively seek financial gifts by educating the business community leaders and advisory boards of the importance of their investment in LCOBA students. | <ul style="list-style-type: none"> Development Officer Capital Campaign Career Strategies Coordinator Dean Department heads | LCOBA Dean LCOBA Development Officer | a. Implementation Phase |

References:

**AACSB Standards: 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14 AACSB
LCOBA Values, Vision**

Strategic Goal #2: Provide an environment of professional development and support

| No. | Objectives | Action Plans | Resources Required | Responsibility | Progress/Status |
|-----|--|--|--|--|--|
| 1 | Ensure that a well-documented and well-communicated process exists to manage and support faculty and staff over the progression of their careers. | <p>a. Adapt Digital Measures to incorporate 2013 AACSB changes.</p> <p>b. Include a peer-review process in the new LCOBA Faculty Handbook.</p> <p>c. Assign the duty of training of administrative secretary to the executive secretary. This includes preparing reports & forms and other duties as needed.</p> | <ul style="list-style-type: none"> • Dean/Associate Dean • Department heads • Regular faculty/staff meetings | Associate LCOBA Dean Department Heads Executive Secretary | <p>a. Completed; Evaluation Phase</p> <p>b. Completed Evaluation Phase</p> <p>c. Completed; Continuing Responsibilities Assigned</p> |
| 2 | Encourage faculty research, scholarship, and other academically creative activities. <i>Mission: Practical Research</i> | a. Clearly communicate the requirements for tenure, promotion, and pre & post tenure; and emphasize value of all forms of faculty scholarship with an emphasis on applied and learning-based research via the Faculty Handbook. | <ul style="list-style-type: none"> • Steele Grant - \$150,000 • Grant Select- State and Federal level | Department Heads | a. Completed; Continuing Responsibilities Assigned |
| 3 | Support faculty efforts to obtain external support for research and other academically creative activities. | a. Keep faculty members updated on grant opportunities available through OSPRA. Encourage LCOBA faculty to apply for Faculty Research Seed Grants. Contact LCOBA alumni and business leaders to obtain more funding sources. | <ul style="list-style-type: none"> • Development Officer-Capital Campaign • CASE Conference training opportunities • Grants.gov • Grant Select | LCOBA Dean Office of Sponsored Programs on Research Activities (OSPRA) LCOBA Development Officer | a. Completed; Continuing Responsibilities Assigned |
| 4 | Encourage faculty to present academic research at regional, national, and international conferences. | <p>a. Encourage the use of the University faculty scholarship proposal application.</p> <p>b. Continue to provide faculty incentives for published academic scholarship.</p> <p>c. Encourage participation in a peer-support system for faculty requiring research assistance.</p> <p>d. Encourage faculty participation in professional engagement activities by providing financial support and integrating these activities into the faculty annual review.</p> | <ul style="list-style-type: none"> • Utilize VSU's Faculty Internationalization Fund • Utilize VSU's Faculty Research Seed Grants` Senior Grants Specialist K Morris • Grants.gov | Executive Committee | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> <p>c. Planning/Development Phase</p> <p>d. Completed; Continuing Responsibilities Assigned</p> |

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| 5 | Create gift opportunities for donors to allow for investment in human capital of our faculty. | a. Make education on the importance funding for LCOBA a focus through the monthly newsletter, soon to be magazine, regular donor meetings and stewardship of seasoned donors, tours of HSBA allowing us to tell our story, and discovery meetings with new donors. | <ul style="list-style-type: none"> • LCOBA Business Adv. Bd. • Accounting Adv. Bd. • FTC Adv. Bd. • Student Business Adv. Bd. • Development Officer • Capital Campaign | LCOBA Dean LCOBA Development Officer | a. Completed; Continuing Responsibilities Assigned |
| 6 | Strive for increased faculty/staff participation in VSU's capital campaign. | a. Educate faculty and staff about the importance of their gifts and participation. | <ul style="list-style-type: none"> • Roy Copeland • Development Officer • University Advancement | LCOBA Development Director LCOBA Capital Campaign Manager | a. Implementation Phase |

References:

AACSB Standards: 2, 3, 6, 10, 12, 13, 15

LCOBA Vision and Values

Strategic Goal #3: Engage the local, regional, and global communities

| No. | Objectives | Action Plans | Resources Required | Responsibility | Progress/Status |
|-----|---|--|--|---|--|
| 1 | <p>Increase international experiences of LCOBA students and faculty. <i>Mission: Global Engagement</i></p> | <p>a. Provide funding for study abroad program directors and for scholarships for students who engage in study abroad programs.</p> <p>b. Continue to develop the existing global engagement partnerships in Germany and Turkey. Explore the opportunity to partner with a university in Croatia.</p> | <ul style="list-style-type: none"> • Financial Aid, US Study Abroad Scholarship Grants, and LCOBA Steele Grant - \$36,000/yearly • Dev. Officer- Capital Campaign | <p>LCOBA Dean Study Abroad Committee Internationalization Committee</p> | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> |
| 2 | <p>Expand opportunities for LCOBA students to participate in internship programs with local and regional businesses. <i>Mission: Experiential Learning</i></p> | <p>a. Utilize the Career Counselor and Career Strategies Coordinator on North Campus to continue expanding opportunities for students to participate in internship programs and other experiential learning opportunities.</p> <p>b. Create partnerships between LCOBA and local and regional businesses in order to provide exposure to the college and its students.</p> | <ul style="list-style-type: none"> • Dev. Officer • Career Strategies Coordinator • Business Leaders • Valdosta/Lowndes Co. Development Authority | <p>Advisory Boards Career Strategies Coordinator</p> | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> |
| 3 | <p>Identify opportunities for business leaders to have a presence on campus and interact with faculty, staff, and students.</p> | <p>a. Invite business leaders as guest speakers to address students and local community members.</p> <p>b. Invite business leaders on a regular basis to student organization (e.g., IMA and IHI) functions.</p> <p>c. Form Advisory Boards: BSAC, BAB, FTC Board, ACCT Board, IHI Board, and new logistics board. Explore opportunity to create an advisory board to support the career strategies center and professional and personal development of our students. Use advisory boards to provide opportunities for business leaders to address students and faculty.</p> | <ul style="list-style-type: none"> • Development Officer • Business Leaders • Career Strategies Coordinator • Student Engagement Center • Advisory boards • Department heads | <p>Executive Committee LCOBA Development Officer</p> | <p>a. Completed; Continuing</p> <p>b. Completed; Continuing Responsibilities Assigned</p> <p>c. Implementation Phase</p> |

| No. | Objectives | Action Plans | Resources Required | Responsibility | Progress/Status |
|-----|--|---|--|---------------------------------------|---|
| 4 | <p>Encourage faculty engagement with businesses and the community. <i>Mission: Global Engagement</i></p> | <p>a. Make faculty engagement with local, regional, and global business leaders and communities an important factor in annual evaluations and promotion and tenure decisions.</p> | <ul style="list-style-type: none"> • Time • Faculty and staff | <p>Executive Committee</p> | <p>a. Completed; Continuing Responsibilities Assigned</p> |
| 5 | <p>Encourage student engagement with businesses and the community. <i>Mission: Global Engagement and Experiential Learning</i></p> | <p>a. Provide outreach opportunities to local, regional, and global industries e.g., career/internship fair, IHI shadow SGMC executives and secure donations of supplies and services, and the IMA will engage in community service which will feature interactions with leaders from Fortune 500 companies.</p> <p>b. Provide local, regional, and statewide outreach and experiential learning opportunities for our students (e.g., community service projects; internships with local businesses and organizations; shadowing programs with local professionals; speaking at local high schools; local business leaders invited to speak at organizations' meetings; attendance at area networking events; tours of area plants; and attendance at regional conferences).</p> | <ul style="list-style-type: none"> • Career Strategies Coordinator • Event coordination- \$5000 • 12-15 seat van for business tours- \$40,000 | <p>BSAC Student Organizations</p> | <p>a. Completed Evaluation Phase</p> <p>b. Completed Evaluation Phase</p> |

References:

AACSB Standards: 10, 13, 15
LCOBA Vision and Values

Strategic Goal #4: Pursue continuous improvement of the Langdale College

| No. | Objectives | Action Plans | Resources Required | Responsibility | Progress/Status |
|-----|--|--|---|---|---|
| 1 | Structure LCOBA to ensure proper oversight, accountability, and responsibility for continuing operations of human, financial, physical, and infrastructure resources. | <p>a. Develop and implement adopt a new global assessment tool.</p> <p>b. Revise AOL goals.</p> <p>c. Periodically review, evaluate, and update LCOBA policies. By-Laws committee will establish LCOBA by-laws that assigns committee duties and taskforces.</p> | <ul style="list-style-type: none"> • Time • Faculty and staff | Executive Committee | <p>a. Implementation Phase</p> <p>b. Planning/Development</p> <p>c. Completed; Continuing Responsibilities Assigned</p> |
| 2 | Evaluate the business curriculum on an on-going basis for potential changes in the business education environment. | <p>a. Rely on input from Advisory Boards and other external parties to help assess the need for added curriculum programs, such as a logistics and accounting minor, or changes to those programs, such as an improvement in business writing.</p> <p>b. Review competitor and peer institutions for best practices</p> <p>c. Revise curriculum in order to bring LCOBA more in line with AOL needs, such as adding an “international select” component to the curriculum to address the need for global awareness and including SAP through the curriculum.</p> | <ul style="list-style-type: none"> • Faculty and staff • Business Advisory Board • SAP- \$25,000/ first year, \$15,000 continuing • Senior core curriculum revisions - \$2,500 first year | Advisory Boards Department Heads AOL Committees | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> <p>c. Completed; Continuing Responsibilities Assigned</p> |
| 3 | Maintain AACSB accreditation. | <p>a. Monitor any changes in AACSB guidelines and their impact on LCOBA policies. The Dean will continue as AACSB CIR team member and attend AACSB Dean’s Meeting and International Conference.</p> <p>b. Committee chairs and department heads will participate in AACSB seminars.</p> <p>c. Assess the need for alterations based on AACSB standards.</p> <p>d. Strategic Planning Committee will meet annually to review progress and reports to the faculty. The Mission Review Taskforce and the Faculty Manual Taskforce will meet every five years to review the mission and LCOBA procedures and guidelines.</p> | <ul style="list-style-type: none"> • Time • Faculty and staff | LCOBA Dean Executive Committee AOL Committees | <p>a. Completed; Continuing Responsibilities Assigned</p> <p>b. Completed; Continuing Responsibilities Assigned</p> <p>c. Completed; Continuing Responsibilities Assigned</p> <p>d. Completed; Continuing Responsibilities Assigned</p> |

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| 4 | Articulate a clear and distinctive mission for LCOBA. | a. Revise mission statement and use the mission's pillars (experiential learning, practical research, and global engagement) to develop the strategic plan and all LCOBA activities. | <ul style="list-style-type: none"> • Time | Executive Committee | a. Planning/Development Phase |
| 5 | Conduct periodic reviews to align LCOBA mission statement, strategic plan, and faculty handbook with those of the University. | a. Review annually the University's strategic plan, mission and faculty handbook for any changes and modify LCOBA documents as needed. | <ul style="list-style-type: none"> • Time in conducting faculty/ staff meetings for review and discussion • VSU Creative Services • VSU Print Shop | Executive Committee | a. Completed: Continuing Responsibilities Assigned |
| 6 | Engage LCOBA stakeholders when developing policy changes. | a. Assign task force to adjust LCOBA strategic plan, mission and faculty manual as needed. | <ul style="list-style-type: none"> • Time | Executive Committee | a. Completed: Continuing Responsibilities Assigned |

References:

AACSB Standards: 1, 3, 4, 5, 6, 8, 9, 11, 13, 14, 15

LCOBA Mission, Vision, Values