

Bowie State University
College of Business

Center for Business and Graduate Studies

14000 Jericho Park Road

Bowie, Maryland 20715

2015-2020 Strategic Plan

(Final version)

Strategic Planning Process

In the fall of 2014, the University finalized its 2013-2018 strategic plan. Using the goals and initiatives in the University's plan, the College of Business generated action items to help fulfill the University's strategy. In the summer of 2014 the College of Business hosted a retreat to begin generating action items for the five-year plan. During the fall of 2014, the Student Advisory Council also generated a list of action items for the plan. Furthermore, the College of Business Board of Advisors also met to provide a set of action items. The College of Business dean named a strategic planning steering committee made up of department chairs, program coordinators, full-time faculty, and an adjunct faculty member. The committee began by identifying goals and initiatives from the university plan that were applicable to the College of Business. Each department chair met with their respective departments to submit additional action items. Next, the committee divided into subcommittees and reviewed all of the action items previously generated and identified additional action items. The department chairs and dean met on three separate occasions in June and July 2015 to review and revise the action items. The committee reconvened on July 15 and 21, 2015 to review and revise the action items once again.

The department chairs presented the overall plan to their departments for approval. Each department approved the plan with friendly amendments in early September 2015. Finally, the Provost and Vice President of Academic Affairs reviewed and approved of the plan in late September 2015.

The purpose of the plan is to give direction and focus to annual planning for each department over the next five years, including aligning goals and financial resources and providing a mechanism for tracking the college's and university's progress toward its mission and vision. The actual status of the five-year plan and the annual department plans will be tracked and updated each year.

Mission Statement

To develop individuals from diverse backgrounds into professionals with a global perspective through a comprehensive education in business, information systems, and public administration that emphasizes academic excellence, professionalism, and innovation in teaching, scholarship, and service.

Vision

The College of Business will be recognized for having premier career-oriented programs in business, information systems, and public administration.

Overall Strategy

The mission and vision of the College of Business will be accomplished by continuous program improvement, implementation of programs and services that promote access, affordability, and completion, innovative course delivery methods, establishing and nurturing strong partnerships with local, state, national, and international entities, promoting professional development of employees, pursuing alternative revenue

streams, defining and proactively communicating its distinctive identity and value to internal and external audiences.

Strategic Goals and Accountability Measures/Metrics

Strategic Goal 1: Deliver high quality academic programs and relevant co-curricular experiences.

Bowie State University will continuously improve its academic programs with an emphasis on identifying two signature programs, as well as providing a high quality liberal arts educational experience for students through the creation of a learning environment that combines up-to-date, evolving curricula and relevant co-curricular opportunities.

Overarching Accountability Measures: Retention and graduation rates; time to degree; levels of satisfaction with academic and co-curricular activities

Initiatives:

1.1 Enhance the rigor and relevance of existing academic programs and develop new programs to meet the needs of a global society.

Metrics: External accreditation of selected programs; academic program reviews; relevant program modifications; new academic programs

- a. Accounting faculty will offer a second, rigorous Auditing course, which will require specific software and auditing projects by spring 2016 (B)*
- b. Accounting faculty will increase the use of basic excel worksheets in ACCT 211, ACCT 212, ACCT 311, ACCT 312, ACCT 411, and ACCT 412 beginning Spring 2016 (A)
- c. Accounting faculty will develop a Forensic Accounting Concentration by fall 2016 (B)
- d. Finance faculty will make FINA 222 (Personal Finance) required for banking and finance students by fall 2016 (C)
- e. Finance faculty will find funding for the proposed Financial Trading Room/Simulation Lab by fall 2017 (C)
- f. Finance faculty will offer a new, rigorous course in financial derivatives by fall 2016 (B)
- g. Economics faculty will offer ECON 493 (Elements of Econometrics) annually by spring 2016 (C)
- h. Economics faculty will develop and implement a track in Health Economics by Fall 2016 (A)
- i. Management faculty will revise the General Management Concentration to eliminate track/subplans, provide students with flexibility and clarity, and save resources by fall 2016 (A)
- j. Management faculty will develop a new concentration proposal in International Business in conjunction with the Department of History and Government and the Department of English and Modern Languages by fall 2016 (B)
- k. The Management faculty will develop a proposal for a more flexible and marketable General Business concentration taking into consideration other majors within the university, such as Sport Management, Computer technology, etc. and areas such as Contract Management by Spring 2016. Students will be required to take the business core and the remaining courses in a specific field of interest to complete the requirements for graduation (B)
- l. Management Information Systems faculty will increase the use of Excel in BUIS 260 (B)
- m. MPA faculty will develop a proposal for a concentration in Education Administration within the MPA program by Spring 2016 (A)
- n. MPA faculty will develop a proposal for a five-year MPA program for high performing students by Spring 2016 (A)
- o. The MBA Coordinator will develop a proposal for the MBA program to reduce the number of credits to 36 credits and make it more relevant and experiential to business by fall 2015 (A)

- p. The MBA Coordinator will develop a proposal for a five-year MBA program for high-performing students by Fall 2016 (A)
- q. The MBA Coordinator will develop a proposal for a concentration in Education Management within the MBA program by Fall 2015 (A)
- r. The MBA Coordinator will conduct a feasibility study on offering a Health Care Management MBA Concentration or degree program beginning fall 2015 (B)
- s. The MPA Coordinator will conduct a feasibility study on offering a Health Care Management MPA Concentration or degree program beginning fall 2015 (B)
- t. All faculty will continue to invite leading business professionals to serve as guest lecturers in the classroom (B)
- u. The COB will form a committee to investigate the feasibility of establishing doctoral programs in selected areas by fall 2016 (B)
- v. The CoB will change the concentrations to degree programs by fall 2017 (B).
- w. The dean will establish a committee to develop a supplemental “Elite Program” for high performing students by fall 2016 (A)
- x. The CoB will obtain AACSB accreditation for the BSBA, MBA, and MS MIS programs by spring 2016 (A)
- y. The CoB will maintain ACBSP accreditation for BSBA and MBA programs – ongoing (A)
- z. The MIS faculty will conduct a feasibility study to offer an MCSE certification in Business Intelligence by Spring 2016 (B)

1.2 ~~Not addressed~~

1.3 Provide optimal learning experiences in STEM academic programs.

Metrics: Enrollment and degrees awarded in STEM disciplines; number of mutually beneficial STEM partnerships; funding levels for STEM programs; number of highly-qualified faculty

- a. The MPA faculty will develop a proposal for a new certificate program in Sustainability Management by fall 2016. (C)
- b. The MIS faculty will seek to implement proposals for new certificate programs in:
 - i. Cyber security in Fall 2016 (A)
 - ii. Digital business/web applications/knowledge management by fall 2018 (B)
 - iii. Health Informatics by fall 2017 (B)
 - iv. IT Project Management by fall 2017 (B)

1.4 ~~Not addressed~~

1.5 Continue assessing student learning outcomes and implementing curricula improvements resulting from assessment findings.

Metrics: Data collection for programmatic learning outcomes assessment; programmatic student learning outcomes over time; curricular changes resulting from assessment; annual delineation of assessment activities and results

- a. The Assessment Coordinator will meet with Undergraduate and graduate AOL committees on a regular basis to review student learning outcomes and other assessment results on an on-going basis and recommend curriculum improvements to align with AACSB and ACBSP accreditation criteria by fall 2015 (A)
- b. Host annual student learning outcome assessment seminars for Chairs, Coordinators, and faculty starting fall 2015 (A)

- c. The Dean will support the position of the Assessment Coordinator (A)

~~1.6 Not addressed~~

~~1.7 Not addressed~~

- 1.8 Establish programs designed to prepare faculty, staff and students for integrative and interdisciplinary teaching and learning.

Metrics: Professional development; learning community models; capstone experiences; community service, career services; social and cultural activities

- a. Dr. Alsaaty will submit a proposal for the Education Innovation Initiative to develop a course/training program for students to learn the essentials of TRIZ (The Inventive Problem Solving Theory) by Fall 2015 (B)
- b. The MIS faculty will redesign INSS 745 (Systems Problem Solving Methods) to emphasize interdisciplinary problem solving approaches by fall 2017 (B)
- c. The MIS faculty will develop a course (BUIS 445 - Systems Problem Solving Methods) to emphasize interdisciplinary problem solving approaches by fall 2017 (B)
- d. The Management faculty will continue to offer an assignment/project in at least one section of MGMT 101 (Introduction to Business) as part of the Scholar's Studio learning community per year (C)

- 1.9 Enhance the Honors Program to include additional honors courses that extend to each degree program.

Metrics: Number of students and retention and graduation rates in Honors Program; number of honors courses

- a. The MMPA Department offer an Honors section of MGMT 101 (Introduction to Business) by fall 2017 (C)
- b. The MIS Department will offer an Honors section of BUIS 260 by fall 2016 (C)

- 1.10 Promote reputable academic scholarship and interdisciplinary research among faculty members.

Metrics: Number of scholarly publications; programmatic, departmental, and course-level self studies resulting in scholarship and publications; increase regional, national and international presentations

- a. Each terminally degreed business faculty member, including the Dean and Chairs, will present research in the Brown Bag Research Seminar, MTMI Conference, the Washington Business Research Forum, or other conferences once per year starting AY 2015-16 (A)
- b. The MIS Department will expand the brown bag research program to include bi-weekly research seminar on interdisciplinary issues by including graduate students and faculty across campus by fall 2017 (B)
- c. The MMPA faculty, in collaboration with other business faculty, will submit a proposal to publish an Entrepreneurship Book by fall 2018 (C)
- d. Faculty members who serve as editors for peer-reviewed journals will invite business and other BSU faculty (e.g., Psychology, Sociology, History, Government) to submit high quality papers for review starting fall 2015 (C)

Strategic Goal 2: Develop and implement programs and services that promote access, affordability, and completion for a diverse student body with an emphasis on underserved populations.

Bowie State University will honor its rich heritage and culture by recruiting, retaining, and graduating students who reflect the diversity of a globally oriented society, underscoring the belief that a diverse student body is a critical aspect of achieving national prominence as a world-class higher education institution.

Overarching Accountability Measures: Annual increase in the recruitment, enrollment, retention, and graduation measures; annual reduction of the gap in performance between Bowie State University and other USM institutions

~~2.1 Not addressed~~

~~2.2 Not addressed~~

2.3 Provide structured financial training and counseling to minimize student loan indebtedness.

Metrics: Loan default rates and graduating student loan indebtedness levels; personal finances; financial literacy curriculum; student financial knowledge, attitudes, and behaviors.

- a. The management faculty will require students who are enrolled in Introduction to Business (MGMT 101) to apply for scholarships as part of an assignment by fall 2015 (B)
- b. The CoB faculty and academic advisement center advisors will encourage students to take FINA 222 as a general education course by fall 2015 (C)
- c. Through the finance faculty and the Finance and Economics Club, continue to host an annual financial literacy workshop in association with the Financial Aid Office by fall 2015 (C)

2.4 Design and implement a service delivery model to increase satisfaction levels of students, parents, and other university constituents.

Metrics: Student and customer satisfaction levels

- a. The dean and chairs will establish an External Relations Office (Career Development, Alumni, High Schools, Community Colleges, Corporations, Government Agencies, Open Houses) within the College of Business by 2020 (A)
- b. The chairs and coordinators will continue to monitor and improve advisement in each discipline starting fall 2015 (A)
- c. The retention coordinator will take the lead in developing an academic advising handbook and a student academic advising syllabus by fall 2016 (A)
- d. All faculty will continue to discuss internships, full-time employment opportunities, and scholarships with students starting fall 2015 (A)
- e. The dean will survey Prince George's County high school teachers on their perceived value and perceptions about Bowie State University by 2016 (B)
- f. The COB staff assistant will email the College of Business Newsletter to students and alumni starting fall 2015 (C)

Strategic Goal 3: Conduct and sustain academic transformation initiatives to improve student success and promote greater faculty collaboration.

Bowie State University will create student-centered learning experiences through instructional programs using innovative delivery methods from technology enhanced traditional courses through fully online courses and programs, enabling students to function competently and ethically in a highly technical world while broadening both their knowledge base and skill sets across disciplines.

Overarching Accountability Measures: Student success rates in course sections that participate in academic transformation initiatives; number of online courses and programs; number of redesigned courses

3.1 Encourage faculty to experiment with new pedagogies and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.

Metrics: Faculty incentive programs/grants; transformed/redesigned courses; professional development opportunities; technology improvements and integration

- a. The marketing faculty will use MKTG 538 (Marketing Management) as an experiential learning course where MBA students work on projects such as developing marketing plans/strategic marketing campaigns for a local business, participating in a marketing case study competition, or course simulations as part of the course requirements beginning fall 2016 (A)
- b. The economics faculty will continue the redesign implementation for the Principles of Economics (ECON 211 and ECON 212), using Undergraduate Learning Assistants (ULAs) as tutors as part of ECON 405. (B)
- c. The accounting faculty will begin the redesign and implementation for the Principles of Accounting (ACCT I) using Undergraduate Learning Assistants (ULAs) as tutors starting spring 2016. (B)
- d. The economics faculty will redesign Business and Economics Statistics (ECON 351) starting in summer 2016 and the implementation will in spring 2017. (B)
- e. The MIS faculty will redesign BUIS 360 guided by the lessons learned in the redesign of BUIS 260 by summer 2016 and implement by fall 2016. (B)
- f. The finance faculty will begin the redesign of Principles of Finance (FINA 320) using Undergraduate Learning Assistants (ULAs) as tutors beginning summer 2016 and the implementation in spring 2017. (C)

3.2 Promote intellectually rewarding interdisciplinary collaborations among faculty and the various academic units.

Metrics: number of cross-curricular /interdisciplinary initiatives; number of departments participating interdisciplinary collaborations

- a. The dean and chairs will host a meeting with the Office of Research and Sponsored Programs (ORSP) annually to identify collaborative opportunities with various BSU departments on research grant proposals starting spring 2016 (A)
- b. The MIS Department will expand the ongoing interdisciplinary and inter-institutional collaborations in grant-writing with Computer Science, Natural Science, Education, and Math. The MIS faculty will submit another interdisciplinary or inter-institutional grant/contract proposal for funding beginning Summer 2017 (B)
- c. The College of Business will form a research collaboration committee to host an interdisciplinary workshop to invite various academic departments across Bowie State University to discuss potential research collaborations and current research projects starting Fall 2016 (C)

3.3 Identify and implement selected online academic programs and courses to provide alternative modes of instructional delivery for undergraduate and graduate students

Metrics: Number of online academic programs and courses; enrollment in online courses; number of majors in online programs

- a. Develop an online section for each COB core course beginning summer 2016 and implemented fall 2017 (A)
- b. Plan to offer online programs for each graduate program: MS MIS degree by fall 2016 (A), for the MBA program by fall 2018 (A), and for the MPA program by fall 2019 (A).
- c. Develop an online section for each core course in Business Information Systems and Marketing beginning summer 2016 and implemented fall 2019 (A).
- d. Department Chairs will ensure that all CoB faculty will use Blackboard or other similar platforms starting spring 2016 and ongoing. (B)

3.4 Ensure students have comparable instructional experiences between face-to-face and distance education offerings.

Metrics: Comparative results of direct and indirect student learning measures

- a. Chairs and coordinators will evaluate course evaluations in online versus face-to-face courses starting fall 2015 (B).

~~3.5 Not addressed~~

3.6 Promote faculty professional development in curriculum design, instructional delivery, assessment, and evaluation as well as the effective application of instructional technology.

Metrics: Number of faculty trained, number of training courses offered; number of instructional technology staff to faculty ratio

- a. The Faculty Development Committee will host an annual Teaching Excellence workshop/symposium to educate and train faculty on new teaching pedagogies, course development and enhancement, and online teaching starting spring 2016 (A)
- b. The chairs will require all newly hired tenure-track, and contractual faculty to participate in the LOTTO (Learning Online and Teaching with Technology Online) Institute starting fall 2015 (A)
- c. The chairs will send at least 7 people (one per discipline/program) to Teaching Conferences such as The Teaching Professor Conference, June 3-6, 2016 and the AACSB Seminars (e.g., Experiential Learning, Teaching Effectiveness, and Online and Blended Learning beginning fall 2015. (A)

Strategic Goal 4: Develop a comprehensive model of regional, national, and global engagement to address societal needs.

Bowie State University will build recognition of its value by proactively engaging the community at large to meet the challenges of the global society and by establishing and nurturing strong partnerships with local, state, national, and international entities to facilitate economic and cultural development.

Overarching Accountability Measures: Number of fully developed and implemented strategies to integrate outreach and engagement to foster opportunity and innovation through the development of partnerships and collaborations

- 4.1 Expand community outreach efforts to middle school and high school students to promote early college planning and to enhance exposure to BSU academic programs.

Metrics: Number of middle and high school students engaged in early college planning activities; number of middle and high school on campus summer experiences

- a. The dean, chairs, and program coordinators will visit Community Colleges, such as, PGCC, AACC, CSM, Baltimore Community Colleges, and MC-Takoma Park at least once per year -- ongoing (A).
- b. Continue to develop and support The Entrepreneurship Academy activities – ongoing (A)
- c. The Entrepreneurship Academy will host an annual high school business idea competition starting fall 2015 (A)
- d. The dean, chairs, and coordinators will continue developing a relationship with the PG County Business and Finance Academy and Montgomery County High School Administrators – ongoing (A)
- e. The dean, chairs, and coordinators will host annual open houses for Community Colleges and high schools starting fall 2015 (A)
- f. The dean will maintain the relationship with the Bowie Business Innovation Center to enhance the learning environment for students -- ongoing (B)

- 4.2 Cultivate partnership programs with business, government, media, and community groups to enhance the university's impact in the community and to provide career-oriented opportunities for students.

Metrics: Number of Bowie State students who participate in internships; increase in number and scope of community service initiatives led by student organizations; increase in research and creative activity that enhances the scholarship and engagement of students.

- a. The dean, chairs, and coordinators will continue working to cultivate partnerships with state and federal government agencies (e.g., EPA, MD Department of Housing and Community Development, MD Department of General Services) to identify internships and career opportunities for both undergraduate and graduate business students - ongoing. (A)
- b. The dean, chairs, and coordinators will invite new organizations to participate in the annual COB conferences such as the MMPA Conference, Career Day, and Bankers Day to talk to students about career opportunities - ongoing (A)
- c. The dean, chairs, and coordinators will establish new COB conferences/symposia/panel sessions for the main disciplines – starting fall 2015 (A)
- d. The dean, chairs, and coordinators will identify new partnership opportunities with community leaders and other non-profit institutions – ongoing (A)
- e. The graduate program coordinators and undergraduate coordinators will develop Advisory Councils for the MPA, MBA, accounting, finance, economics, management and marketing, and MIS programs by fall 2017 (B)
- f. The Accounting faculty will invite Gleim, Becker, Bisk etc, to campus to provide annual CPA Review Courses by fall 2016 (B)
- g. The Accounting faculty will continue to provide VITA free tax preparation services to students, seniors and the needy (B)

4.3 Strengthen and increase academic programs at off-campus locations to promote access to the university's academic programs and student success.

Metrics: Number of BSU academic programs established at Regional Higher Education Centers (RHECs); number of BSU academic programs offered in other states or nations; number of students enrolled in off-campus locations; increase in study abroad opportunities

- a. The MIS faculty will present a plan for reactivation and expanded use of the Virtual Computing Laboratory (VCL) facilities by December 2015 (A)
- b. The chairs and coordinators will add a service-learning activity to at least three courses (preferably honors courses) in the COB by spring 2018 (B)
- c. The dean and chairs will expand partnership with Prince George's Community College (PGCC) to offer one COB course per academic year on the PGCC campus in the fall 2019. (C)

4.4 Design opportunities that encourage interaction among faculty, staff, and students to foster a greater sense of community.

Metrics: Number of formal and informal events held annually; the level of faculty, staff, and student engagement in event planning and participation

- a. The dean and chairs will continue activities that foster a greater sense of community such as monthly birthday celebrations, the homecoming alumni cookout, faculty, staff, student, and alumni spotlights, Christmas Potluck, and the Pillars of Success Awards -- ongoing. (A)
- b. The chairs and coordinators will increase faculty and student participation/interaction within student organization events - ongoing (B)
- c. The retention coordinator, chairs, and faculty advisors to student organizations will coordinate and host an annual COB student organization showcase starting fall 2015 (B)
- d. The MMPA Chair and management coordinator will continue to offer one section of MGMT 101 (Introduction to Business) as part of the Scholar's Studio learning community - ongoing (B).
- e. The dean, chairs, and coordinators will promote faculty and student attendance at annual national conferences - ongoing (B)
- f. The retention coordinator, chairs, and coordinators will offer a "Meet Your Department Faculty/Chair" session each semester to provide useful information to undergraduate and graduate students on academic advisement, curriculum requirements, internships, scholarship opportunities, and other frequently asked questions (FAQs) starting fall 2015 (B)

Strategic Goal 5: Advance the overall effective and efficient use of resources and identify new revenue sources to support the university's core mission.

Bowie State University will expand the breadth and depth of resource acquisition to generate revenue through grants, contracts, fundraising and auxiliary enterprises for continuous infrastructure, academic program and resource improvement, while redirecting resources as needed to remain, solvent, competitive and relevant.

Overarching Accountability Measures: Compliance with USM guidelines for fund balance contributions; increase in annual external grant submissions; achievement of annual fundraising goals for private and foundations gifts

5.1 Promote the personal and workplace growth of all employees through professional development aligned with strategic goals.

Metrics: Financial support for internal and external faculty and staff development; satisfaction rate with professional development program

- a. Each COB department will conduct an academic advisement training workshop and facilitate at least one faculty to attend an advising workshop/conference at least once per year starting fall 2015 (A)
- b. Each COB department will host an open discussion meeting with Academic Advisement, the Registrar, Admissions, and Financial Aid, starting fall 2015 (A)
- c. The dean and chairs will continue to support and recommend training for administrative support personnel - ongoing (B)

~~5.2 Not addressed~~

5.3 Pursue alternative revenue streams through the University, the BSU Foundation, Office of Research and Sponsored Programs and other University affiliated entities in support of institutional initiatives.

Metrics: Conference services and facilities use plan; alternative revenue streams; achievement of annual fundraising goals

- a. The dean and chairs will develop a strategy for scholarships, endowments, and other fundraising needs by fall 2016 (B)
- b. The COB will begin host annual conferences (e.g., Entrepreneurship Summit, an academic research, as well as practitioner conference, and Industry Trends Conference) at Bowie State University to attract academicians, practitioners, government agencies, current and prospective students for a reasonable conference fee by fall 2016 (C)

5.4 Support faculty and staff involvement in seeking external funding to support the University's strategic initiatives.

Metrics: Number of faculty and staff submitting grants; number participating in grant writing training; development of an incentive plan for grant writing

- a. The dean will invite the Office of Research and Sponsored Programs (ORSP) to give a short presentation at one college meeting each academic year on identifying, writing, and submitting research grant proposals starting fall 2015 (B)
- b. The chairs will encourage faculty to attend at least one grant writing workshop sponsored by the ORSP each academic year starting fall 2015 (B)
- c. The dean will provide a link on the COB website to the ORSP website for research grant opportunities sponsored by business, government, and health organizations spring 2016 (C)

~~5.5 Not addressed~~

~~5.6 Not addressed~~

Strategic Goal 6: Define and communicate the University's distinctive identity and value proposition.

Bowie State University will define and proactively communicate the distinctive identity and value of the university to internal and external audiences to build understanding of who we are, what we do, and the value we offer. We will clearly articulate the attributes that differentiate BSU, focusing on our holistic academic experience, affordable educational opportunity, nurturing and inclusive environment and our rich legacy and tradition that provide a strong platform for success.

Overarching Accountability Measures: Consistent messaging; inquiry and application rates; perceptions of key audiences; media coverage; satisfaction with communication processes

~~6.1 Not addressed~~

6.2 Implement an integrated marketing plan to increase awareness of the university's strengths and value, support student enrollment, and effectively communicate to alumni and other key constituencies.

Metrics: Number of student inquiries; number of student applications from targeted areas; percentage of alumni engagement; perceptions of high school counselors, prospective students, business and community leaders.

- a. The dean will establish a COB Alumni Council to support and promote the COB programs by spring 2016 (B)
- b. The dean, chairs, and graduate and undergraduate coordinators will develop an integrated marketing plan for the CoB utilizing marketing faculty and students by fall 2016 (B)
- c. The graduate coordinators will establish a Distinguished Lecture Series as part of the graduate curricula to market the value of the COB by spring 2017 (C)

6.3 Build recognition of the expertise of faculty, staff and students by positioning them to comment on the problems confronted in society.

Metrics: BSU database of faculty, staff, and student experts; news articles featuring university faculty and staff experts; news articles about student achievement and exemplary community service

- a. The faculty advisors to the student organizations will create websites for each student organization to feature professional development, community service, and fundraiser activities starting fall 2015 (B)
- b. Each chair will communicate the research expertise of faculty and staff on each department's website by fall 2018 (C)

6.4 Enhance traditional, online, and new media strategies to extend the national and global reach of communication efforts.

Metrics: Engagement activity in new media tools, i.e. Facebook, Twitter, YouTube, etc.; web site activity; infrastructure for new tools and tactics

- a. The COB will secure a webmaster and social media specialist to create and maintain a web presence by fall 2017 (A)
- b. The College of Business will work with the Office of University Relations and Marketing to produce informative videos about our Business Administration degree programs on YouTube, Facebook, social media websites, and diversity websites by fall 2018 (B)

~~6.5 Not addressed~~

*Priorities: (A) High; (B) Medium; (C) Low

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Bowie State University
College of Business
2013-2018 High Priority Strategic Initiatives

Tactical Action Items	Leads	Start Date	End Date	Status/Comments
1. Improve the recruitment, retention, graduation, and placement of students				
a. Increase undergraduate enrollment by 20% (200) by fall 2018				
i. Host an Annual CoB High School Guidance Counselor and Faculty Day	Retention Coordinator, Dean	Fall 2013	January 2014 (On-going)	Waiting to establish contacts with PGPS Business Liaisons
ii. Develop relationships with 10 high schools by 2018 and visit 3 each fall and early spring, starting 2013-2014	Retention Coordinator, Undergraduate Program Coordinators, Dean	Fall 2013	May 2018	In progress
iii. Invite 3 high schools to participate in the Annual Career Day	Retention Coordinator	August 2013	November 2013	Difficult for high schools to attend during the day
iv. Visit PGCC annually, starting fall 2013	Retention Coordinator, Undergraduate Program Coordinators, Dean	September 2013	April 2013 (on-going)	
v. Develop professional brochures by fall 2013	Program Coordinators, Department Chairs, Staff Assistant, Dean	August 2013	November 2013	
b. Increase graduate enrollment by 20% (50) by fall 2018				
i. Develop relationships with 10 organizations from which prospective students will come by 2018	Graduate Program Coordinators	September 2013	May 2018	Not started – waiting for Graduate Admissions to assign a graduate recruiter
ii. Develop relationships with 5 colleges that do not have graduate programs to create a pipeline by 2018	Graduate Program Coordinators	September 2013	May 2018	Not started – waiting for Graduate Admissions to assign a graduate recruiter
c. Increase the CoB graduation rate to 61% by 2016				
i. Develop and implement an Advisement Plan by spring 2014	Retention Coordinator, Department Chairs	August 2013	February 2014	Not started
ii. Increase the total (merit and need-based) financial aid to \$60,000	Dean	August 2013	May 2018	\$30,000
iii. Improve the class pass rate to 75% in the Principles of Accounting I & II	AFE Department Chair, Accounting Faculty	August 2013	May 2015	In progress

courses				
iv. Offer all core courses in each program (Business, MBA, MPA, MS MIS) online by 2018	Program Coordinators, Department Chairs	August 2013	May 2018	In progress
Ensure that 50% of undergraduate students have at least 100 hours of co-op experience before graduating and 75% are placed with organizations or graduate programs within 3 months of graduation by 2013				In progress
i. Develop and implement a CoB Student Code of Conduct by spring 2014	Retention Coordinator	August 2013	February 2014	
ii. Strategically use the alumni database in Alumni Affairs for testimonials, mentors, job opportunities, etc.	MMPA Department Chair	August 2013	April 2014	
iii. Strategically create and use a Parent Advisory Council to establish contacts with corporations and government agencies	Dean	August 2015	May 2016	Not started
iv. Implement Professional Development I & II classes by spring 2014	MMPA Department Chair	August 2013	January 2014	
v. Implement career advising strategies within the Introduction to Business, Professional Development I and II, and selected upper-level courses within each discipline by fall 2014				
vi. Host an annual CoB Graduate School Day starting fall 2014	Retention Coordinator, Undergraduate Program Coordinators, Dean	Fall 2014	Fall 2014	Possibly Spring 2015
Tactical Action Items	Leads	Start Date	End Date	Status/Comments
2. Enhance relationships with customers (students, employers, and graduate programs)				
a. Obtain and out 5 average business student satisfaction rating by fall 2013				-
i. Conduct annual student orientation sessions for new and transfer students	Retention Coordinator	August 2013	May 2018	
ii. Twenty-five percent of students within	Faculty Advisors to Student	August 2013	May 2018	On-going (need to measure)

each undergraduate discipline will participate in their respective student organizations	Organizations			
b. Obtain a 4.0 in average employer satisfaction rating by fall 2018				
i. Develop an employer satisfaction survey with the assistance of employers				
ii. At least 10 organizations will participate in Professional Development I and II and Introduction to Business annually	MMPA Chair	September 2013	On-going	
iii. Continue to host Career Day and seek employer participation	Retention Coordinator, Program Coordinators	August 2013	Annually	
iv. Host one Happy Hour per month for faculty and employers	Dean, Staff Assistant, Administrative Assistant	September 2013	Monthly	Questionable – should we continue
v. Develop relationships with 15 more organizations by 2018	Undergraduate Program Coordinators, Dean	August 2013	May 2018	On-going
vi. Develop a CEO Speaker Series by 2015	Dean	August 2014	August 2015 (On-going)	Questionable – should we continue
vii. Establish an Advisory Board/Council for each undergraduate discipline by fall 2014	Program Coordinators	September 2013	September 2014	MIS - completed
viii. At least 2 organizations will participate in each New and Transfer Student Orientation	Retention Coordinator	November 2013	May 2018 (on-going)	Not feasible, given the dynamic nature of Orientation, which is controlled by Acad. Advising.
c. Ten percent of graduates will pursue a graduate degree within 5 years of graduating by 2018	Retention Coordinator	Spring 2015		
i. Develop relationships with at least 5 regional graduate schools by 2018	Retention Coordinator, Undergraduate Program Coordinators, Dean	September 2015	May 2018	Not started yet
3. Create value propositions for each program (brand, marketing, telling story in a data-driven way)				

<p>a. Bachelor of Science in Business Administration Proposition: The CoB at BSU offers an affordable, accessible, career-oriented business program in an environment with small class sizes and close relationships between students, faculty, and prospective employers and with scholarship, professional development, and career opportunities in Maryland, Washington DC, and Northern Virginia.</p>	<p>Undergraduate Program Coordinators</p>	<p>August 2013</p>	<p>September 2013</p>	
<p>b. MBA Proposition: The CoB offers an affordable and accessible MBA program with small class sizes with a mixture of face-to-face and online courses.</p>	<p>Graduate Program Coordinators</p>	<p>August 2013</p>	<p>September 2013</p>	
<p>c. MS in Information Systems Proposition: The CoB offers an affordable and accessible MS MIS program with small class sizes with a mixture of face-to-face and online courses.</p>	<p>Program Coordinators, Chairs</p>	<p>August 2013</p>	<p>September 2013</p>	
<p>d. MPA Proposition: The CoB offers an affordable and accessible MPA program with small class sizes with a mixture of face-to-face and online courses.</p>				
<p>e. Employer Proposition: The CoB develops proven career-focused professionals who have poise in tense situations, subject matter expertise, positive attitudes, ethics, a sense of duty, initiative, discretion, superior communication ability, and the ability to lead, work well in teams, and think critically.</p>				
<p>Tactical Action Items</p>	<p>Leads</p>	<p>Start Date</p>	<p>End Date</p>	<p>Status/Comments</p>
<p>4. Develop alternative revenue streams</p>	<p>Dean, Chairs</p>	<p>August 2015</p>	<p>On going</p>	