

Bowie State University
College of Business

Center for Business and Graduate Studies

14000 Jericho Park Road

Bowie, Maryland 20715

2016-2017 Annual Plan
Accounting, Finance and Economics
(revised 2/19/2016)

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. Economics faculty will offer Elements of Econometrics, ECON 493, by spring 2017
- b. Finance faculty will offer a new, rigorous course in financial derivatives by fall 2016
- c. All faculty will continue to invite leading business professionals to serve as guest lecturers in the classroom, Spring 2016
- d. Accounting faculty will develop feasibility study, a Forensic Accounting Concentration by fall 2016
- e. Finance faculty will make FINA 222 (Personal Finance) required for banking and finance students by fall 2016 (C)

~~1.1 Not addressed~~

1.2 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

~~1.3 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

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 AFE 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 2016-17 (A)

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 CoB faculty and academic advisement center advisors will encourage students to take FINA 222 as a general education course by fall 2016 (C)
- b. 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 2016 (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 chair will establish a External Relations Office (Career Development, Alumni, high schools, Community Colleges, Corporations, Government Agencies, Open Houses) within the College of Business by 2020 (A)

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

Bowie State U

iversity 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

- a. 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)
- 3.1 Encourage faculty to experiment with new pedagogies and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.
 - i. 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 and as part of ECON 405
 - ii. The economics faculty will complete redesign Business and Economics Statistics, ECON 351 by spring 2016 and implement in fall 2016(B)

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

- .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

- 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 ir

online programs

- 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. Chair and coordinators will evaluate course evaluations in online versus face-to-face courses starting fall 2016 (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. Newly hired tenure-track, and contractual faculty will be required to participate in the LOTTO (Learning Online and Teaching with Technology Online) Institute starting fall 2016 (A)
- c. The chair will send at least 3 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 2016. (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, chair, 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. The dean, chair, and coordinators will continue developing a relationship with the PG County Business and Finance Academy and Montgomery County High School Administrators – ongoing (A)

- c. The dean, chair, and coordinators will host annual open houses for Community Colleges and high schools starting fall 2016 (A)
- d. 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, chair, 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, chair, and coordinators will invite new organizations to participate in the annual COB conferences such as the Career Day, and Bankers Day to talk to students about career opportunities - ongoing (A)
- c. The dean, chair, and coordinators will establish new COB conferences/symposia/panel sessions for the main disciplines – starting fall 2016 (A)
- d. The dean, chairs, and coordinators will identify new partnership opportunities with community leaders and other non-profit institutions – ongoing (A)
- e. The Accounting faculty will invite Gleim, Becker, Bisk etc, to campus to provide annual CPA Review Courses by fall 2016 (B)
- f. 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

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 chair 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 chair 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 2016 (B)
- d. The dean, chair, and coordinators will promote faculty and student attendance at annual national conferences - ongoing (B)
- e. 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 2016 (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. AFE 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 2016 (A)
- b. AFE department will host an open discussion meeting with Academic Advisement, the Registrar, Admissions, and Financial Aid, starting fall 2016 (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)

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 chair will encourage faculty to attend at least one grant writing workshop sponsored by the ORSP each academic year starting fall 2016 (B)

~~5.5 Not addressed~~

~~5.6 Not addressed~~

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.

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. AFE faculty advisors to the student organizations will create websites for each student organization to feature professional development, community service, and fundraiser activities starting fall 2016 (B)

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

~~6.5 Not addressed~~

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



College of Business
Department of Management Information Systems

Goals and Initiatives
AY 2016-2017

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

Initiative 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*

Action 1.1.1: All faculty will continue to invite leading business professionals to serve as guest lecturers in the classroom.

Initiative 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.*

Action 1.10.1: 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.

GOAL 2: DEVELOP AND IMPLEMENT PROGRAMS AND SERVICES THAT PROMOTE ACCESS, AFFORDABILITY, AND DEGREE 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

Initiative 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.*

Action 2.3.1 The MIS faculty will continue to encourage students to take FINA 222 as a general education course

Initiative 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*

Action 2.4.1 The chair and coordinators will continue to monitor and improve advisement in each discipline.

Action 2.4.2 All faculty will continue to discuss internships, full-time employment opportunities, and scholarships with students.

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

Initiative 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*

Action 3.1.1 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

Initiative 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*

- Action 3.2.1** The chair will facilitate annual meetings of the MIS faculty with the Office of Research and Sponsored Programs (ORSP) to identify collaborative research grant opportunities.
- Action 3.2.2** The MIS Dept. will participate in the COB 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
- Initiative 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.*
- Action 3.3.1** The MIS Dept. will develop an online section for each COB core course beginning summer 2016
- Action 3.3.2** The MIS Dept will plan to offer an online program for the MS MIS degree by fall 2016.
- Action 3.3.3** The MIS Dept. will develop an online section for each core course in Business Information Systems.
- Action 3.3.4** The department chair will ensure that all CoB faculty will use Blackboard or other similar platforms starting spring 2016.
- Initiative 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*
- Action 3.4.1** The chair and coordinators will analyze course evaluations of online versus face-to-face courses to measure direct and indirect learning outcomes.
- Initiative 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*
- Action 3.6.1** The chair will require all newly hired tenure-track, and contractual faculty to participate in the LOTTO (Learning Online and Teaching with Technology Online) Institute.
- Action 3.6.2** The chair will facilitate faculty participation in Teaching Conferences, including The Teaching Professor Conference and the AACSB Seminars (e.g., Experiential Learning, Teaching Effectiveness, and Online and Blended Learning).

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

Initiative 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*

Action 4.1.1 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.

Action 4.1.2 The dean, chairs, and coordinators will continue developing a relationship with the PG County Business and Finance Academy and Montgomery County High School Administrators.

Action 4.1.3 The dean, chairs, and coordinators will host annual open house sessions for Community Colleges and high schools.

Initiative 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.*

Action 4.2.1 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.

Action 4.2.2 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.

Action 4.2.3 The dean, chairs, and coordinators will establish new COB conferences/symposia/panel sessions for the main disciplines.

Action 4.2.4 The dean, chairs, and coordinators will identify new partnership opportunities with community leaders and other non-profit institutions.

Initiative 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*

Initiative 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*

Action 4.4.1 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.

Action 4.4.2 The chairs and coordinators will increase faculty and student participation/interaction within student organization events.

Action 4.4.3 The retention coordinator, chairs, and faculty advisors to student organizations will coordinate and host an annual COB student organization showcase.

Action 4.4.4 The dean, chairs, and coordinators will promote faculty and student attendance at annual national conferences.

Action 4.4.5 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).

GOAL 5: ADVANCE THE OVERALL EFFECTIVE AND EFFICIENT USE OF RESOURCES TO 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

Initiative 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

Action 5.1.1 The MIS 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.

Action 5.1.2 The MIS department will host an open discussion meeting with Academic Advisement, the Registrar, Admissions, and Financial Aid, every semester.

Action 5.1.3 The dean and chairs will continue to support and recommend training for administrative support personnel.

Initiative 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

Action 5.3.1 The dean and chairs will develop a strategy for scholarships, endowments, and other fundraising needs by fall 2016.

Action 5.3.2 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.

Initiative 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

Action 5.4.1 The chair will encourage faculty to attend at least one grant writing workshop sponsored by the ORSP each academic year.

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

Action 6.2.1 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.

Initiative 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*

Action 6.3.1 The MIS Club's faculty advisor will create a composite website for the Club, featuring professional development, community service, and fundraising activities.

Goals, Initiatives, and Action Items
AY 2016-2017

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

Initiative 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*

Action 1.1.1: The management faculty will submit a developed proposal for review to the University Curriculum Committee and University Faculty Senate. This proposal focuses on making the General Business concentration more flexible and marketable while taking into account other majors within the university. 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.

Action 1.1.2: MPA faculty will submit a developed proposal for a concentration in Education Administration within the MPA program to the University Curriculum Committee and University Faculty Senate for review.

Action 1.1.3: MPA faculty will submit a developed proposal for a five-year MPA program for high performing students to the University Curriculum Committee and University Faculty Senate for review.

Action 1.1.4: The MPA Coordinator will report the feasibility study findings on offering a Health Care Management MPA concentration.

Action 1.1.5: All faculty will continue to invite leading business professionals to serve as guest lecturers in the classroom.

Initiative 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*

Action 1.5.1: The College of Business will host annual student learning outcome assessment seminars for chairs, coordinators, and faculty.

Initiative 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; social and cultural activities*

Action 1.8.1: The Management faculty will continue to offer an assignment/project in at least a section of MGMT 101 (Introduction to Business) as part of the Scholar's Studio learning community per year.

Initiative 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.*

Action 1.10.1: 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.

Action 1.10.2: 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.

GOAL 2: DEVELOP AND IMPLEMENT PROGRAMS AND SERVICES THAT PROMOTE ACCESS, AFFORDABILITY, AND DEGREE 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

Initiative 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.*

Action 2.3.1 The Management faculty will require students who are enrolled in Introduction to Business (MGMT 101) to apply for scholarships as part of an assignment.

Action 2.3.2 The MMPA Department faculty will continue to encourage students to take FINA 222 as a general education course.

Initiative 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*

Action 2.4.1 The chair and coordinators will continue to monitor and improve advisement in each discipline.

Action 2.4.2 All faculty will continue to discuss internships, full-time employment opportunities, and scholarships with students.

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

Initiative 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*

Action 3.2.1 The chair will facilitate annual meetings of the MMPA faculty with the Office of Research and Sponsored Programs (ORSP) to identify collaborative research grant opportunities.

Initiative 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.*

Action 3.3.1 Develop an online section for each course in Marketing beginning Summer 2016 and implemented Fall 2019.

Action 3.3.2 The chair will strongly encourage MMPA faculty to use Blackboard or other similar platforms to deliver all courses.

Initiative 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*

Action 3.4.1 The chair and coordinators will analyze course evaluations of online versus face-to-face courses to measure direct and indirect learning outcomes.

Initiative 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*

Action 3.6.1 The chair will require all newly hired tenure-track, and contractual faculty to participate in the LOTTO (Learning Online and Teaching with Technology Online) Institute.

Action 3.6.2 The chair will facilitate faculty participation in Teaching Conferences, including The Teaching Professor Conference and the AACSB Seminars (e.g., Experiential Learning, Teaching Effectiveness, and Online and Blended Learning).

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

Initiative 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*

Action 4.1.1 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.

Action 4.1.2 The dean, chair, and program coordinators will continue to develop and support the Entrepreneurship Academy activities.

Action 4.1.3 The Entrepreneurship Academy will host an annual high school business idea competition.

Action 4.1.4 The dean, chairs, and coordinators will continue developing a relationship with the PG County Business and Finance Academy and Montgomery County High School Administrators.

Action 4.1.5 The dean, chairs, and coordinators will host annual open house sessions for community colleges and high schools.

Initiative 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.*

Action 4.2.1 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.

- Action 4.2.2** 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.
- Action 4.2.3** The dean, chairs, and coordinators will establish new COB conferences/symposia/panel sessions for the main disciplines.
- Action 4.2.4** The dean, chairs, and coordinators will identify new partnership opportunities with community leaders and other non-profit institutions.
- Initiative 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*
- Action 4.4.1** 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.
- Action 4.4.2** The chairs and coordinators will increase faculty and student participation/interaction within student organization events.
- Action 4.4.3** The retention coordinator, chairs, and faculty advisors to student organizations will coordinate and host an annual COB student organization showcase.
- Action 4.4.4** 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.
- Action 4.4.5** The dean, chairs, and coordinators will promote faculty and student attendance at annual national conferences.
- Action 4.4.6** 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).

GOAL 5: ADVANCE THE OVERALL EFFECTIVE AND EFFICIENT USE OF RESOURCES TO 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

- Initiative 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*
- Action 5.1.1** The MMPA 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.
- Action 5.1.2** The MMPA department will host an open discussion meeting with Academic Advisement, the Registrar, Admissions, and Financial Aid once per year.
- Action 5.1.3** The dean and chairs will continue to support and recommend training for administrative support personnel.
- Initiative 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*
- Action 5.4.1** The chair will encourage faculty to attend at least one grant writing workshop sponsored by the ORSP each academic year.

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

- Initiative 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*
- Action 6.3.1** The faculty advisors to the American Marketing Association (AMA) and Entrepreneurship student clubs will lead the effort in creating a website for each student organization to feature professional development, community service, and fundraising activities.