

**Strategic Plan
(2006-2010)
College of Business Administration
Georgia Southern University**

The College of Business Administration at Georgia Southern University is part of a comprehensive, regional university. At the undergraduate level, we provide degree programs in accounting, economics, finance, information systems, management, marketing, and logistics and intermodal transportation. At the graduate level, we provide the Master of Accounting and Master of Business Administration degrees to prepare students for accounting and management positions of significant responsibility. Our degree programs are accredited by the AACSB: The Association to Advance Collegiate Schools of Business, an affiliation that underscores the College's dedication to continuous improvement and commitment to excellence.

Mission

The College of Business Administration at Georgia Southern University provides a student a centered, learning community that presents, applies, and extends the current boundaries of knowledge about today's dynamic global business environment.

Shared Values

Our mission is supported by a set of shared values that form the foundation for developing critical mission activities:

- We value our students. Our first responsibility is to our students. Faculty members encourage excellence in academic performance by exhibiting professionalism in teaching, mentoring, and by being readily accessible for consultations outside the classroom. We believe a student's career achievement is a result of this faculty/student interaction. Although the majority of our students are Georgia residents, we welcome and encourage the diversity that occurs as we gain increasing numbers of students from beyond our state and national borders.
- We value our region. As a College within a state-supported regional university, we recognize and value opportunities to assist in the development of our region. Our desire to serve extends to providing organizations with professional assistance, learning opportunities, and leadership in areas that cover an extensive range of domestic and international business practices.

- We value our local community. We recognize our involvement in the local community as a central part of our responsibilities. Support of and involvement in our community make it a better place in which to live and provide a better environment for our students.
- We value our faculty and staff. The College supports a collegial atmosphere for faculty and staff in which academic freedom exists and life-long learning is encouraged.
- We value our alumni. They provide leadership in business, the community, and the world. We strive to keep them involved in our mission, and we recognize them for their career and life achievements.

Core Commitments

The faculty and staff of the College of Business Administration are committed to creating an atmosphere in COBA that will enable us to be:

- a diverse, academically qualified faculty who makes students its first priority.
- providers of instruction that combines business theory and practice for effective student understanding of the dynamic business environment.
- competent users of relevant technology located in modern, comfortable facilities.
- providers of expertise to serve the local community and region.
- a dedicated, qualified staff who supports COBA programs and activities.
- actively engaged with the Business Advisory Council.
- actively engaged with our Alumni.

Student Outcomes

The faculty and staff of the College of Business Administration are committed to providing academic programs that will enable our students to become:

- graduates able to compose the appropriate business document using contemporary technology.
- graduates able to identify and analyze relevant data using contemporary computer-based technology and apply the results to make decisions concerning the specific question or problem.
- graduates aware of global issues and their implications in diverse business environments.
- graduates able to articulate the practical, economic, and ethical considerations bearing on decisions in their case studies.
- graduates able to articulate the need for contingency plans in formulating business decisions.
- graduates able to prepare and deliver a professional presentation with business content using appropriate technology.

Summary of Strengths, Weaknesses, Opportunities and Threats

STRENGTHS

1. The College is AACSB accredited.
2. The tenure track faculty are active in regional, national, international associations representing their disciplines.
3. Qualified and dedicated faculty and staff provide advising and instruction.
4. Travel funds are available for presenting faculty research.
5. The Business Advisory Council assists the College with strategic planning.
6. Students are entering with better SAT scores.
7. The Student Services Center, the Technology Support Center, COBA Staff, and Galileo/COBA Library Liaison support our goal of being student centered.
8. The Publications and Faculty Research Services office supports faculty research.
9. Superior student organizations.
10. Scholarships for high achieving business students.
11. Continuing financial support from alumni and friends of the College.
12. Internship opportunities for students and graduates.
13. *Princeton Review* cited the MBA and MAcc programs as among the best.
14. WebMBA is ranked high among on-line MBA degree programs.

WEAKNESSES

1. Too few graduate assistants to support faculty research expectations.
2. In some instances faculty compensation is below national and regional norms.
3. More support is needed for student services.

4. Scholarships for high achieving business students are not sufficiently available in every discipline.
5. Need to find ways to generate more operating budget.
6. We do not have enough computer lab space, computerized classrooms, and computer monitoring.
7. Need a way to continue to support software specific to disciplines.
8. A Sufficient number of scholarships are not available across the board.

OPPORTUNITIES

1. Forensic Accounting Program.
2. MS in Applied Economics.
3. Finance areas in Personal Financial Planning and Risk Management and Insurance.
4. Proposed Doctorate in Logistics.
5. Find ways to enhance the growth and quality of our graduate programs.
6. Centers provide opportunities for outreach and revenue generation.
7. Regional Economic Development niche.
8. Leverage on-line technology to improve the undergraduate experience.

THREATS

1. Lack of retention of capable undergraduate students.
2. Lack of state funding to allow for student growth.
3. Non-competitive salaries for COBA faculty hinder retention of qualified faculty.
4. Uncertainty of DL delivery systems.
5. Entry or growth of other programs in our region, such as the expansion of Georgia Tech and Mercer University in Savannah.
6. Lack of control over our budget due to trends toward decentralization.

Mission

Goals, Objectives, and Strategies 2006-2010

In support of its mission, the College of Business Administration has developed the following goals (G), objectives (O), and strategies (S). This plan is based on analysis of our stakeholders, the external environment in which we exist, and our unique strengths and weaknesses.

G1: Academic distinction

O1 Recruit, develop, and retain quality faculty

- S1 Include a relationship-building event during campus visit when recruiting prospective faculty.
- S2 Offer research presentations and developmental programs on teaching, research and service for current faculty.
- S3 Identify current faculty whose annual salaries are considerably under market and who are outstanding performers. Consider them for market salary adjustments.

O2 Expand the college's portfolio of intellectual contributions

- S1 Increase the proportion of academically-qualified faculty.

O3 Recruit quality students

- S1 Offer additional COBA Honors courses.
- S2 Initiate a Leadership group from the top freshman pre-business students.
- S3 Publicly recognize outstanding students in each business discipline.
- S4 Encourage students who qualify for business honorary societies (such as Beta Gamma Sigma, Beta Alpha Psi and others) to join these honorary organizations.
- S5 Strengthen admission standards for pre-business and BBA status.

O4 Refine existing programs and develop new programs as opportunities arise

- S1 Expand the fraud examination minor within the School of Accountancy.
- S2 Offer a forensic accounting concentration within the Masters of Accountancy program.

- S3 Offer a DBA in logistics.
- S4 Continue to incorporate SAP and/or other ERP systems into various COBA courses.
- O5 Facilitate teaching excellence
 - S1 Encourage and reward (in evaluating annual reports) faculty who attend CET sessions or other teaching developmental sessions.
 - S2 Encourage the use of learning research/classroom assessment techniques to enhance teaching and learning effectiveness.

G2: Student-centered University

- O1 Improve retention rates for COBA students
 - S1 Encourage COBA faculty to participate in First Year Experience.
 - S2 Conduct exit surveys of non-retained business students to determine the primary reasons the student was not retained.
 - S3 Identify which courses hinder retention because of high failure rates and develop strategies to improve academic success in those classes.
- O2 Facilitate students' transition to employment
 - S1 COBA administration to facilitate career development-related events such as job fairs, meet the new graduates events on campus each semester and provide free graduate resume website postings accessible by bonafide potential employers.
 - S2 Encourage COBA faculty and administrators to visit employers in the region to promote COBA graduates.
- O3 Provide student engagement opportunities with professional stakeholders
 - S1 Faculty will be expected to leverage their professional contacts to invite stakeholders to appear in the classroom.
 - S2 Encourage student participation in professional meetings.

G3: Technological advancement

- O1 Explore use of technology to improve learning

- S1 Provide workshops/seminars for faculty by faculty demonstrating methods for incorporating available technology into courseware for enhancement of learning.
 - S2 Encourage faculty and staff to avail themselves of workshops and services provided at professional meetings and at Georgia Southern.
- O2 Maintain up-to-date technological infrastructure
- S1 Appropriate COBA standing committee to conduct annual technology audit to identify potential gaps in infrastructure.
 - S2 Pursue opportunities to expand technology use within the COBA environment via technology grants and external funding.
- O3 Ensure student competency with current technology tools
- S1 Assure through assessment that students are competent in the technological tools required by their potential employers.
 - S2 Encourage students to participate in workshops provided by campus resources to enhance their technology literacy.
- G4: Transcultural opportunities
- O1 Promote and expand international faculty development activities
- S1 Annually fund at least one faculty member's participation in "international curriculum" summer workshops.
 - S2 Fund faculty involvement in AACSB international study tours as available.
 - S3 Support faculty seeking to participate in university exchanges including those that Georgia Southern has established with international universities.
- O2 Increase student participation in study abroad programs
- S1 Invite university coordinator of study abroad to promote programs in the COBA building and in COBA classes.
 - S2 Encourage development of cross cultural projects in COBA courses.
 - S3 Explore development of an AIESEC chapter and other opportunities to support recruitment and retention of international students.

G5: Private and public partnerships

- O1 Promote and enhance the Centers' activities that contribute to providing business education and business development opportunities
 - S1 Release to the local newspapers information on the services available from the COBA Centers.
 - S2 Survey appropriate stakeholders to determine if the Centers offer needed services.
- O2 Increase communication with alumni
 - S1 Send to alumni weekly email update of COBA activities.
 - S2 Send to alumni semi-annual newsletter update of COBA activities.
 - S3 Provide a link on our website by which alumni can communicate with us.
 - S4 Publicize and support homecoming and other types of events.
- O3 Improve visibility and effectiveness of advisory councils
 - S1 Report to our alumni the recommendations of the advisory councils that were successfully adopted by COBA and its schools/departments.
 - S2 Post the names and firm affiliations of all advisory council members in a prominent location in COBA.
- O4 Provide economic development support and faculty expertise to the region
 - S1 Place qualified faculty on appropriate state and regional economic development boards.
 - S2 Provide and publicize the availability of paid and pro bono consulting services for local economic development authorities.
- O5 Pursue objectives in COBA's financial resources plan
 - S1 Meet with potential donors to pursue their funding of particular financial resource needs.

S2 Prepare a visual display of progress towards our financial goals and the partners that are instrumental in our reaching these goals.

G6: Physical environment and infrastructure

O1 Retain and develop high quality staff

S1 Promote GSU training available for staff.

S2 Provide an annual staff award.

O2 Enhance appearance of building

S1 Maintain relationship with physical plant to support ongoing maintenance.

S2 Establish guidelines for facility displays.

S3 Encourage all stakeholders to maintain a professional environment.

S4 Increase the number of recycling bins in the building.

O3 Develop plans for additional wing to the building

S1 Review building needs with administrative group.

S2 Design a funding campaign.