**Lamar University College of Business**

**2020-2025 Strategic Plan**

**Mission Statement**



**Strategic Values from the Mission**

Lamar University’s College of Business focuses on the following strategic concepts in its daily execution of its Mission:

* Ethics & Integrity
* Personal Relationships & Technology-Based and Experiential Learning
* Principles & Responsiveness
* Resilience & Adaptability
* Diversity & Accessibility
* Community Engagement
* Career-Ready Lifelong Learners

**Distinctive Capabilities**

Like all organizations, Lamar University’s College of Business possesses unique capabilities that afford it competitive advantages. In developing its strategic plan, the College derived its goals and strategies from the following distinct capabilities:

1. The College is a close-knit community
2. The College’s students are ready on day one with the technical knowledge and soft skills necessary for career success
3. The College encompasses a diverse student population
4. The College offers valuable and attractive programs to the Lamar University campus, the Southeast Texas community, and beyond
5. The College is an experienced leader in online education
6. The College’s engaged Advisory Boards share their industry knowledge and resources to inform the College’s curriculum
7. The College is the only entity in Southeast Texas offering quality four-year undergraduate and graduate business education and advanced professional skills for the local petrochemical, healthcare, and port industries

**Goals**

To maximize its engagement, innovation, and impact and fulfill its mission of preparing business leaders, Lamar University’s College of Business has identified six strategic goals. These goals will form the focus of the College’s efforts over the next five years and drive the strategies and tactics that will expand the College’s impact and reach.

1. Assess and update the College’s business model, structure, and operating procedures
2. Expand and enhance curricular offerings incorporating experiential learning opportunities to increase student engagement
3. Demonstrate value for stakeholders by increasing their involvement in College activities
4. Increase the quality, visibility, promotion of, and collaboration on research activities, publications, and presentations
5. Create a comprehensive plan to modernize the College’s facilities and technology
6. Develop a comprehensive marketing campaign to communicate the College’s value to its stakeholders, the Lamar University campus, and the Southeast Texas community

*Sample “story”: The College of Business is updating its business model to increase student engagement by expanding experiential curricular offerings, increasing opportunities for constituent involvement, elevating the quality and impact of scholarly activities, modernizing its facilities, and communicating its value to its stakeholders and its community.*

*Sample “story”: Lamar University’s College of Business is assessing its business model to develop new program offerings, which will allow it to increase stakeholder involvement while elevating scholarship in a leading-edge environment that creates and communicates value for stakeholders and the community.*

**Strategies**

Lamar University’s College of Business developed the following strategies and actions to move each strategic goal forward to achieve the College’s mission to prepare business leaders. To increase the College’s engagement, innovation, and impact, the execution of measurable strategies and action steps by clearly designated individuals and groups is the hallmark of effectively achieving the goals and fulfilling the mission. The College will work on immediate priorities over the first two years of the plan’s life, continuing work on unfinished initiatives and beginning work on future priorities in the subsequent years.

1. **Assess and update the College’s business model, structure, and operating procedures**

*Immediate Priorities*

* 1. Establish new operating procedures and develop a handbook for new CoB structure with faculty involvement (Associate Deans, Ad Hoc Committee including CoB Faculty Senate representative(s))
     1. Metric: Updated operating procedures document, handbook document, including procedures for regular review and revision
  2. Develop guidelines and expectations for faculty to balance teaching loads, research expectations, engagement/innovation/impact activities, and administrative responsibilities, including policies to grandfather active research faculty hired under previous teaching load expectations (Dean, Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Updated operating procedures document, handbook document with definitions of faculty roles and expectations, including procedures for regular review and revision
  3. Establish COB standards for scholarship through shared governance with faculty input (Dean, Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Faculty input mechanism, scholarship standards document, including procedures for regular review and revision
  4. Review and revise CoB committees, charges, and membership to define role of faculty and students in College procedures and curricular design (Dean, Associate Deans, Ad Hoc Committee including CoB Faculty Senate representative(s))
     1. Metric: Committees list with charges and membership lists (included in CoB handbook document), reviewed and revised each academic year
  5. Identify and communicate administrative support staff roles and responsibilities in new CoB structure (Dean, Associate Deans, Staff Professional Impact Committee)
     1. Metric: Updated administrative staff job descriptions, “contact x for…” document (included in CoB handbook document and faculty/staff contact sheet)
  6. Increase and improve internal CoB communications, including a CoB calendar of events (see Strategy 6.3) (Dean, Associate Deans, Program Chairs, Marketing Coordinator)
     1. Metric: Regular internal email to internal CoB constituents
  7. Set targets to secure funding to support the new strategic plan (Dean)
     1. Metric: Funding targets document aligned with strategic plan initiatives
  8. Conduct a comprehensive assessment of CoB revenue streams, pre-requisite and core course offerings, class sizes, delivery modalities, and course carousels and schedules to align with new College structure (Dean, Associate Deans, Program Chairs, Undergraduate and Graduate Curriculum Committees)
     1. Metric: Assessment report document(s) with recommendations
  9. Develop and implement student Code of Ethics with accountability plan (Associate Dean-Undergraduate, Student Advisory Council, CoB students, faculty ad hoc committee)
     1. Metric: Code of Ethics document, accountability plan document

*Future Priorities*

* 1. Review and re-design CoB assessment mechanisms defined by a wider stakeholder group
  2. Promote the value and maintain the integrity of face-to-face programs and the traditional college experience

1. **Expand and enhance curricular offerings incorporating experiential learning opportunities to increase student engagement**

*Immediate Priorities*

* 1. Explore new course offerings and modules in areas such as global supply chain management, health information management, big data, international trade, ethics, globalization, quantitative skills, communication skills, and critical thinking skills (Undergraduate and Graduate Curriculum Committees)
     1. Metric: Number of new or revised course/module offerings, research and assessment documents with recommendations
  2. Update CoB curricula to reflect current trends, technologies, and skills and to enhance curricular offerings including 5-year programs (Undergraduate and Graduate Curriculum Committees)
     1. Metric: Documented curricular changes, 5-year program offerings document(s)
  3. Prepare and submit proposals for DBA and PhD-IS programs (Dean, Associate Dean-Graduate, Graduate Curriculum Committee)
     1. Metric: Submitted proposals
  4. Create a CoB Tutoring program(s) (or Student Support Services program) utilizing high performing students as learning assistants (Associate Deans, Cardinal Coach, Student-Faculty Relations Committee)
     1. Metric: Established Tutoring program(s)

*Future Priorities*

* 1. Engage CICE, local business community, and alumni in creating experiential learning opportunities for CoB students
  2. Utilize strong alumni base to increase Passport program, internship, certification, and job placement opportunities for students
  3. Add study abroad and exchange courses to degree plans and certificates
  4. Increase degree and certificate offerings, including stackable certificates toward a degree
  5. Develop online options for all CoB degrees and course offerings, where feasible
  6. Add Concentrations to the MSA program to coincide with 2024 CPA Exam revisions
  7. Incorporate diversity and inclusion elements deeper into CoB curriculum

1. **Demonstrate value for stakeholders by increasing their involvement in College activities**

*Immediate Priorities*

* 1. Create and formalize networking opportunities for CoB students (Dean, Associate Deans, Student Advisory Council, Marketing and Promotions Committee, Marketing Coordinator, University Advancement)
     1. Host “Business Week” each semester (one per year on campus, one virtual) with significant alumni and local business presence in the College through guest lectures, competitions, and other activities
     2. Encourage alumni to host “LU Day” at their offices or virtually to allow students to shadow successful business leaders
     3. Increase CoB involvement in SETX Chambers of Commerce and SETX Young Professionals Organization
        1. Metrics: Semi-annual Business Week events, LU Day events (one each semester), documented student success outcomes resulting from events (where applicable), documented CoB involvement in Chambers of Commerce and SETX Young Professionals Organization
  2. Increase student retention and graduation rates and involvement in CoB activities (Associate Dean-Undergraduate, Student Advisory Council, Student-Faculty Relations Committee, Cardinal Coach)
     1. Metric: Documented increases in retention rates, graduation rates, student involvement
  3. Expand Student Advisory council charge to include a student “ambassador” program (Associate Dean, Student Advisory Council)
     1. Metric: New charge and implementation plan for SAC

*Future Priorities*

* 1. Increase student engagement in experiential learning through class projects, internships, study abroad trips, and similar activities
  2. Broaden use of Advisory Boards and increase engagement with successful alumni, businesses, and donors
  3. Increase CoB-specific donor and prospective donor engagement, giving, and recognition
  4. Establish annual CoB social event for students, faculty, and staff

1. **Increase the quality, visibility, promotion of, and collaboration on research activities, publications, and presentations**

*Immediate Priorities*

* 1. Incentivize impactful faculty participation in international, national, and regional academic conferences (Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Documented increases in faculty conference participation
  2. Establish a research seminar series where both COB faculty and invited outside faculty present their research at Lamar to increase research collaboration (Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Research series established and held regularly (three per semester), documented increases in faculty and outside faculty presentations
  3. Develop objective guidelines and measurements for research quality using ABDC-approved journals while also including policies to petition to add both business and non-business journals of demonstrated quality (Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Research guidelines, measures, and petition policies document, document distributed to faculty and included in CoB handbook
  4. Create incentives to increase quality of research activities and publications (Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Incentives list and criteria for achievement document, document distributed to faculty and included in CoB handbook
  5. Incentivize faculty and students to increase student involvement in research activities (Scholarly Activity Committee, Student Advisory Council)
     1. Metric: Incentives list document, document distributed to faculty and included in CoB handbook, documented increases in students as authors on research
  6. Incentivize faculty to participate in interdisciplinary research, in a relevant way to their discipline and teaching, across departments and Colleges (Associate Dean-Research, Scholarly Activity Committee)
     1. Metric: Incentives list document, document distributed to faculty and included in CoB handbook, documented increases in interdisciplinary research

*Future Priorities*

* 1. Identify strategic research areas that impact CoB stakeholders
  2. Secure funding for research endowments to allow faculty to balance teaching and research expectations

1. **Create a comprehensive plan to modernize the College’s facilities and technology**

*Immediate Priorities*

* 1. Renovate or refresh Galloway building (Dean, Facilities and Technology Committee, University Advancement)
     1. Increase student success office and student lounge and study space
     2. Renovate entry hall, hallways, and restrooms
     3. Repurpose former departmental office spaces
        1. Metrics: Renovated building, increased student success office and student lounge space, renovated entry hall/hallways/restrooms, repurposed former departmental offices
  2. Assess recent and projected enrollment growth to invest resources appropriately in on-campus vs. online infrastructure (Dean, Associate Deans, Facilities and Technology Committee, University Enrollment Management Office)
     1. Metric: Enrollment history and projection assessment document with infrastructure investment recommendations
  3. Conduct analysis of options for new labs vs. CPUs for each student vs. student BYOD program vs. software platform subscriptions vs. remote access services (like Citrix) (Facilities and Technology Committee, CoB and LU IT)
     1. Metric: Assessment document with recommendations
  4. Survey CoB faculty and staff on current and future software and technology needs (Facilities and Technology Committee, CoB and LU IT)
     1. Metric: Survey document, survey results, results summary document with recommendations
  5. Hire course assistants to edit and caption faculty lecture videos (Associate Deans, Facilities and Technology Committee)
     1. Metrics: Course assistant list, list distributed to faculty, all faculty lecture videos captioned

*Future Priorities*

* 1. Create a small number of advanced multimedia classrooms for filming and streaming lectures

1. **Develop a comprehensive marketing campaign to communicate the College’s value to its stakeholders, the Lamar University campus, and the Southeast Texas community**

*Immediate Priorities*

* 1. Define a clear value proposition for CoB (Marketing and Promotions Committee, Marketing Coordinator, Student Advisory Council)
     1. Develop a comprehensive list of all current and prospective CoB offerings that add value for stakeholders
     2. Create a comprehensive services list and promotion plan for CoB offerings to the LU campus including Minors, Certificates, Graduate Programs, Executive Education, and Study Abroad programs
     3. Conduct a comprehensive student assessment to understand how students define the value of CoB
     4. Capture more data along key metrics that affect constituents
        1. Metrics: Value proposition statement/document, current and prospective offerings document with associated value, Minors etc. service list document and promotion plan document, student value assessment results document with recommendations, document listing additional data to capture and documented results of data capture
  2. Re-design, elevate, and maintain a filled CoB Marketing Coordinator role (Dean, Marketing and Promotions Committee)
     1. Metric: Updated Marketing Coordinator job description, occupied Marketing Coordinator position
  3. Create regularly updated CoB communication materials to College stakeholders showcasing people, programs, research, and accomplishments (Marketing and Promotions Committee, Marketing Coordinator)
     1. Create and distribute a CoB email newsletter regularly to CoB students, faculty, staff, and external constituents
        1. Incorporate communication from LU and CoB administrators
        2. Incorporate faculty research and accomplishments
     2. Promote CoB-specific email address for student communications to the College
     3. Revise CoB website for currency and accuracy
     4. Review and regularly update CoB website to promote College news, faculty research and accomplishments, and similar information
     5. Improve visibility and promotion of faculty research including Google Scholar profiles and LU affiliations
     6. Create a pipeline of CoB success stories for regular promotion
        1. Metrics: Regular e-newsletter distribution, documented inclusion of administrator communication and faculty accomplishments information in e-newsletter, documentation and promotion plan for student CoB email address, documented CoB website updates/re-design, documentation of faculty accomplishments on CoB website, documented faculty Google Scholar profiles and LU affiliations, database of CoB success stories and promotion plan document
  4. Create a directory of firms in Southeast Texas that CoB students, faculty, and staff can access for class project development, research, community service projects, and similar activities (See strategies 2.5, 2.6, and 3.4) (Marketing and Promotions Committee, Marketing Coordinator)
     1. Metric: Database of firms
  5. Increase communication and engagement with prospective students with a step-by-step guide to enrolling in the CoB (Undergraduate Curriculum Committee, Marketing and Promotions Committee, Marketing Coordinator, University Recruitment and Admissions Office)
     1. Increase national and international marketing and recruitment efforts
     2. Increase coordination with community colleges to recruit CoB students
     3. Market graduate programs to students in Houston and SW Louisiana (specifically, MSA and MS-MIS) with increased emphasis on STEM-certifications
        1. Metrics: CoB Enrollment Guide document, documented increases in national and international enrollments, documented increases in Community College transfer enrollments, documented increases in Houston/SW Louisiana student graduate enrollments

*Future Priorities*

* 1. Create CoB traditions, culture, and brand awareness to enhance stakeholder perception
  2. Develop student volunteer program based on the student organization, Students Consulting for Nonprofit Organizations
  3. Promote LU CoB programs through local industry HR departments’ hiring packets
  4. Develop marketing workshops for local businesses describing services and class projects CoB can offer
  5. Add “Click here to get help with…” links to CoB website for local small businesses to connect with services CoB offers

**Implementation and Amendments**

The College of Business will designate a Strategic Plan Implementation Committee to oversee the initial implementation (the first 12-24 months of the plan’s life cycle). Responsibility for completing strategies is outlined throughout the plan, along with performance measures to demonstrate progress and completion. The Strategic Plan Implementation Committee will receive reports each semester on the status of strategic initiatives from responsible parties and will develop summary reports on plan progress for the Executive Committee and the Accreditation and Assessment Office. Annually, the committee will review the plan document for amendments resulting from significant changes in the internal or external environments, and to ensure appropriate commencement of work on future initiatives.