JSU | JACKSON STATE UNIVERSITY®

1877

COLLEGE OF BUSINESS

STRATEGIC PLAN

2021 – 2025

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EXECUTIVE SUMMARY

The College of Business

The School of Business was authorized on July 1, 1972, through the merger of the Division of Business and the Department of Economics. The resulting School was departmentalized and underwent a number of departmental changes over the years. On July 1, 2003, the School of Business evolved to the College of Business. At that time, the College of Business included the following four departments: Departments of Accounting; Economics, Finance and General Business; Entrepreneurship and Professional Development; and Management and Marketing. The College of Business also had a Career Services Office, a Center for Professional Development, Business Graduate Programs, and a Center for Business Development and Economic Research. The College of Business is accredited by AACSB International – the Association to Advance Collegiate Schools of Business.

In July 2017, as part of a University-wide budget reduction measure, the College of Business was reorganized into two departments – the Departments of Accounting, Finance and Entrepreneurship; and Business Administration (which now houses the programs in Management, Marketing, General Business and Economics). While retaining the Business Graduate Programs, the other offices morphed into the Center for Academic and Professional Success (CAPS), the Small Business Development Center (SBDC), and a state-of-the-art Stock Trading room.

The College is committed to offering a supportive learning environment that will allow students to grow and flourish under the leadership of qualified faculty who value academic excellence. The College also incorporates special presentations by speakers from business and industry and by notable alumni to enrich the learning environment. Thus, students have consistent/persistent opportunities to interact with executives and other professionals from the business community.

In order to continue to meet its mission *The College of Business 2021-2025 Strategic Plan* was developed with the input from various stakeholders within and outside the college. The Plan contains eight core values: (1) Internationalization (2) Teaching and Learning with Technology (3) Student Engagement (4) Education and Professional Excellence (5) Mutually Beneficial Internal and External Partnerships (6) Communication and Transparency (7) Faculty Scholarship and (8) Student Success in a Personal Learning Environment.

Internal Challenges

Over the last four years, the College of Business has witnessed significant faculty attrition due to retirement (some for health-related reasons), resignations for personal or professional reasons, and attritions due to non-renewal of faculty contracts.

Further, declining student enrollment presents an internal challenge to the college. Enrollment has gradually declined each year since peaking at1160 students in 2016.

Role of Strategic Plan

The 2021-2025 *Strategic Plan* will serve as a roadmap that guides the College of Business for the next five years as we continue to realize our mission and seek to continuously improve our mission fulfillment processes, build on existing strengths, and use data-driven decision making to seize key opportunities. The College will review the *2021-2025 Strategic Plan* annually to gauge progress towards accomplishing its strategic initiatives and identifying whether revisions to the goals and objectives are warranted.

OVERVIEW

Current Programs

The College of Business awards the Bachelor of Business Administration (BBA) degree in the following areas: Accounting, Business Administration, Economics, Entrepreneurship, Finance, Management, and Marketing. In addition, the College, through its Business Graduate Programs Office, awards the Master of Business Administration Degree (MBA), the Master of Business Administration Degree – Online (MBA), and the Master of Professional Accountancy (MPA) Degree. The College also awards the Doctor of Philosophy Degree in Business Administration (Ph.D.) with three concentrations: Accounting, Economics, and Management. The College of Business at Jackson State University is committed to providing undergraduate and graduate business education programs that prepare students with competencies to succeed in the competitive global business world. Students are provided every opportunity for success in preparation for meeting the changing needs of business, industry, government, nonprofits, and education.

Jackson State University Vision Statement

Building on its historic mission of empowering diverse students to become leaders, Jackson State University will become recognized as a challenging, yet nurturing, state-of-the-art technologically infused intellectual community. Students and faculty will engage in creative research, participate in interdisciplinary and multi-institutional/ organizational collaborative learning teams and serve the global community.

Jackson State University Mission Statement

The mission of Jackson State University, an HBCU and comprehensive urban research university, is to provide quality teaching, research and service at the baccalaureate, masters, specialist, and doctoral levels to diverse populations of students and communities using various modalities to ensure that they are technologically-advanced, ethical, global leaders who think critically and can address societal problems and compete effectively.

The College of Business Budget

As a public, coeducational institution, Jackson State University, and by inference, the College of Business, is supported by legislative appropriations supplemented by student fees and federal

and private grants. As demonstrated in the table below, the College of Business has experienced a budget decline (parallel to its enrollment decline) for the past four academic years.

ALLOCATIONS	FY17: 2016-2017	FY18: 2017-18	FY 19: 2018-19	FY20: 2019-20
Personnel	$5,555,513.00	$5,015,177.00	$4,602,240.00	$4,776,568.00
Non-Personnel	$109,852.00	$57,383.00	$30,213.00	$20,514.00
Faculty Travel	$23,374.59	$34,453.09	$9,156.56	$9,369.85
Student Travel	$11,564.97	$10,376.47	$2,848.00	$3,953.90
Total	$5,700,304.56	$5,117,389.56	$4,644,457.56	$4,810,405.75

Role and Quality of Faculty

Most of our full-time faculty members fall in the category of Scholarly Academics (SA). Consistent with the standards for SA faculty, most of our faculty members are engaged in high-quality Intellectual Contributions (IC) and regularly produce peer-reviewed journal articles in high quality indexed journals. The College supports faculty presentations at conferences every year. About 30% of our faculty fall in the Instructional Practitioner (IP) category. IP faculty are required to maintain their currency through activities ranging from the practice of law and consulting to business ownership. They bring a wealth of business experience to the classroom.

Maintenance of Accreditation

The College of Business at Jackson State University is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB International), the highest business school accrediting body in the world. The College is also accredited by the Network of International Business Schools (NIBS). NIBS Accreditation recognizes business schools that have demonstrated a commitment to internationalization in all facets of their organization. The College is committed to maintaining both accreditations for the benefit of our students, and all our stakeholders.

Ph.D. Program

The Ph.D. program in Business is designed to develop outstanding scholars and researchers in the fields of business and prepare them for successful careers in academia, business, and government. Since its inception, the Ph.D. program has maintained a 100% placement record of its graduates.

SITUATION ANALYSIS

The College of Business Successes

The College of Business at JSU provides students with opportunities for intellectual and professional development and growth. Jackson State University invests in innovation, invention, entrepreneurship, and economic development by developing an infrastructure to encourage and facilitate faculty and student innovation, and extends this to the broader community, particularly

minority-owned businesses. This year, the U.S. Small Business Administration (SBA) honored our Small Business Development Center (SBDC) for championing small businesses and entrepreneurship in Mississippi. The College of Business takes pride in the placement of our doctoral students. To date we have maintained a perfect 100% career placement rate of our Ph.D. students. Many of them have gone on to serve and earn tenure at AACSB-accredited institutions, and others have gone to serve in administrative capacities as Deans and Department Chairs.

STRATEGIC PLAN

The College of Business Vision

The College of Business seeks to be recognized for having a positive impact on the lives of our students, successful career progression of our faculty, and contributions to the prosperity of the local community, Metro Jackson, and the State of Mississippi.

We will achieve our vision through offering unique educational opportunities and rigorous academic standards in the classroom, providing a supportive environment for faculty to excel in teaching and service, promoting relevant, high quality and highly impactful scholarship, and contributing to the economic development of the region and the state through national and global partnerships with educators and business owners.

The College of Business Mission Statement

The College of Business provides an undergraduate and graduate management education to a student body that is growing in diversity, by serving students from the southern region, expanding our national presence, and with growing emphasis serving international students. We focus on students and families who value the HBCU educational experience and on educating those from historically disadvantaged backgrounds. Our faculty, serving at the only major urban university in the State of Mississippi, actively engage in research and value excellence in the classroom as they prepare our students to provide creative business-centered solutions that promote economic and social advancement in local and national economies. The College produces ethical, technologically advanced, and globally aware business leaders.

CORE VALUES
Our Core Values:
- **Internationalization -** *We value internationalization to prepare students for a competitive global environment*
- **Teaching and Learning with Technology -** *We value the role of technology in student learning and career preparation.*
- **Student Engagement -** *We value student engagement in academics, extra-curricular activities, and community service.*
- **Educational and Professional Excellence -** *We value educational and professional excellence, integrating conceptual and practical knowledge across disciplines.*

- **Mutually Beneficial Internal and External Partnerships -** *We value mutually beneficial partnerships, both within and outside the university community.*
- **Communication and Transparency -** *Our partnerships are characterized by communication and transparency.*
- **Faculty Scholarship -** *We value faculty scholarship to benefit our students' education and career paths.*
- **Student Success in a Personal Learning Environment -** *We provide a personal learning environment that contributes to students' academic and professional success*

GOALS, OBJECTIVES, STRATEGIC INITIATIVES AND ACTION STEP

Goal A: Enhancing Student Success

Objective 1: Improve retention and degree completion

A. Continue to retain a diverse student population
   a. Identify at-risk students and provide appropriate assistance by retention staff
      a. University Student Retention Services
      b. Academic departments – Faculty
      c. Center for Academic and Professional Success (CAPS)
B. Continue to encourage and support high-performing students
   a. Provide recognition for high-performing students in the form of awards and membership in Beta Gamma Sigma, Mortar Board and other honor societies.
C. Increase the efficiency and effectiveness of undergraduate and graduate student services
   a. Review current organizational structure within the COB and re-organize to ensure functional compatibility with student enrollment and faculty growth
   b. Explore means for improving the administrative infrastructure for department and programs within the COB
   c. Provide support and assistance to student run clubs and organizations
   d. Conduct a student experience survey that explores why students choose Jackson State University as well as their expectations and evaluation of the program.
   e. Expand opportunities for student work experience
   f. Career opportunities for graduates
D. Reward students who actively engage in University-wide activities such as Founders Day and Commencement convocations.

Objective 2: Increase student enrollment

A. Review delivery format for all programs in order to increase enrollment
   a. Ensure that all faculty are train in on-line delivery methodology
   b. Investigate the possibility of offering online and/or certificate programs
B. Begin planning for new outreach sites for undergraduate and graduate programs in order to increase enrollment
   a. Develop partnerships with local community colleges to provide hybrid and online courses to their students
   b. Conduct research on universities that offer courses at satellite locations

C. Continue to develop enrollment initiatives for the MBA program
   a. Develop a Marketing campaign for the MBA program
   b. Explore the feasibility of developing an Executive MBA program
   c. Participate in career fairs for prospective MBA's

Objective 3: Place more emphasis on professional skills of students

A. Ensure and continue to implement skills-driven assignments for students to enhance their professional skills.
B. Continue to emphasize oral presentations and writing opportunities throughout the business curriculum
C. Develop internal exchange programs for students and faculty
D. Monitor program effectiveness to ensure student learning
   a. Maintain and review policies for Assurance of Learning for COB
   b. Assign committees to assess Assurance of Learning for COB

Goal B: Enhancing Teaching and Learning through Technology

Objective 1: Achieving Student Success

A. Retention
B. Engagement through internationalization of curriculum
C. Diversifying our student population
D. Increased student placement on internship and permanent positions

Objective 2: Providing faculty IT Development Opportunity

A. Ensuring that all faculty are trained in the University's LMS
B. Faculty technology development through participation in IT training
C. Providing an opportunity for faculty to share their knowledge of student engagement through technology
D. Updating faculty technology knowledge base through participation in conferences

Objective 3: Adopting Appropriate Instructional Technology

A. Upgrading classroom technology
B. Upgrading faculty office technology

Goal C: Enhancing Educational and Professional Excellence

Objective 1. Enhance Professional Development Skills

A. Provide early exposure to career planning
B. Explore partnerships between businesses and schools to provide real-world experience
C. Attend workshops and seminars on professional dress, communication skills, and interpersonal skills
D. Require students to collaborate with a mentor
E. Increase student participation in lecture series

Objective 2: Enhance student experiential learning experiences

A. Explore internship options for students
B. Encourage student participation in Volunteerism
C. Engage students' participation and leadership through clubs and organizations

Objective 3: Improve students analytical and reasoning skills

A. Ensure students involvement in case studies
B. Engage learners with scenario-based learning
C. Review strategies that teach students how to pay attention to details
D. Review online tools to better assess skills
E. Continue to provide training in "soft skills" like communication and problem-solving

Goal D: Developing Mutually Beneficial Internal and External Partnerships

Objective 1: Internal Partnerships

A. Encourage inter-departmental collaborations in student and faculty research activities
B. Provide access to interdisciplinary courses for students
C. Encourage and enable students to audit courses in other areas that complement their majors
D. Engage our students in Work-Study programs with other academic Departments in the University
E. Encourage and enable active student participations in extra-curricular activities
   a. Provide students with the opportunities to connect with the SBDC and Innovation Center
   b. Establish a student advisory board

Objective 2: External Partnerships — Domestic

A. Engage with peer institutions for student exchanges
B. Engage with peer institutions for mutual elective course acceptances
C. Engage with peer institutions for faculty research collaboration
D. Placement initiatives for graduate studies opportunities for our students in top-tier schools
E. Engaging and opening internship placements for our students in major companies and corporations
F. Engaging and opening jobs and career placement initiatives for our graduating students in the corporate sector
G. COB will partner with the Society for Financial Education and Professional Development, Inc. (SFE&PD) in providing a Financial Wellness Center

Objective 3: External Partnerships — International

A. Engage with international institutions for student exchanges.
B. Develop programs of faculty exchanges with international institutions.
C. Undertake periodic travel excursions to international destinations for service-learning experiences for our students.

Goal E: Maintaining Communication and Transparency

Objective 1: Strengthen Communication Channels

A. Resolve complaints in a timely manner
B. Hold regular College and Departmental meetings
C. Hold Annual COB retreat

Objective 2: Enhance transparency in COB operations

A. Proactive use of social media

B. Market available training opportunities to COB employees

Goal F: Enhancing Faculty Scholarship

Objective 1. Recruit faculty members with excellent credentials

    A. Keep track of impending retirements and make provisions/plans for new hires

    B. Provide clear and unambiguous scholarship expectations during interviews

    C. Identify and recruit strong candidates

Objective 2: Improve faculty retention by facilitating progression towards tenure and promotion

    A. Provide proper/realistic annual feedback to tenure-track faculty

    B. Assign a balanced/realistic teaching load to tenure-track faculty with limited preps when possible

    C. Provide incentives for faculty to publish with students

    D. Provide incentives for publications in top quality journals

    E. Encourage faculty to collaborate on research with new faculty

Objective 3: Establish a conducive work environment

    A. Ensure that administrators and faculty are conscious of all biases (gender, race, etc.) that create a hostile work environment.

    B. Provide proper technology/tools needed to perform work.

Objective 4: Provide avenues for professional development

    A. Provide funds for conference attendance

    B. Organize workshops for skill enhancement

    C. Provide training on grant writing.

    D. Create avenues for faculty to interact with businesses

MEASUREMENT

GOAL – OBJECTIVE	STRATEGIC INITIATIVE	MEASUREMENT	RESPONSIBILITY
A - 1. Improve Retention and Degree Completion	a) Continue to retain a diverse student population b) Continue to encourage and support high-performing students c) Increase the efficiency and effectiveness of undergraduate and graduate student services	a) Retention data and graduation rates by program b) Beta Gamma Sigma membership c) Student Survey experience	Dean Departmental Chairs Graduate and Undergraduate Program Coordinators
A - 2. Increase Student Enrollment	a) Review delivery format for all programs within the COB b) Begin planning for new outreach sites for undergraduate and graduate programs in order to increase enrollment c) Continue to develop enrollment initiatives for all academic programs d) Groom alums and student ambassadors to support student enrollment initiatives	a) Number of faculty members who deliver online course b) Number of sites established and enrollment increase c) Number of partnerships established d) Increase Graduate enrollment e) Number of new academic programs	Departmental Chairs Graduate and Undergraduate Program Coordinators Faculty
A - 3. Place More Emphasis on Professional Skills of Students through coursework	a) Ensure and continue to implement skills-driven assignment for students to enhance their professional skills b) Continue to emphasize oral presentations and writing opportunities throughout the business curriculum c) Develop international exchange program for faculty and students d) Monitor program effectiveness to ensure student learning	a) Results of assurance of learning program b) Documentation of writing and presentation assignments in upper-level courses	Departmental Chairs Faculty
B - 1. Achieving student success	a) Retention b) Engagement through internationalization of curriculum c) Diversifying our student population d) Increased student placement in internship and permanent positions	a) Retention and graduation rates by degree program b) Number of courses with international content c) Student demographic data d) Student internship and placement data e) Number of students who obtain professional certificates	Dean Departmental Chairs Center for Academic and Professional Success (CAPS) Faculty
B - 2. Providing faculty IT Development Opportunity	a.) Ensuring that all faculty are trained in the University's LMS b.) Faculty technology development through participation in IT training c.) Providing an opportunity for faculty to share their knowledge of student engagement through technology d.) Updating faculty technology knowledge base through participation in conferences	a) Number of faculty trained in the University's LMS b) Faculty participation in IT development training c) Number of training opportunities for faculty and staff d) Faculty participation and/or presentations at conferences with technology content	Dean Departmental Chairs Faculty
B - 3. Adopting Appropriate Instructional Technology	a.) Upgrading classroom technology b.) Upgrading faculty office technology	a) Number of classrooms with upgraded technology b) Number of faculty offices with technology that is less than 5 years old c) Number of new Instructional Technologies (software/hardware) adopted	Dean Departmental Chairs

C - 1. Enhance Professional Development Skills	a) Provide early exposure to career-planning b) Explore partnerships between businesses and schools to provide real-world experience c) Attend workshops and seminars on professional dress, communication skills, and interpersonal skills d) Require students to collaborate with a mentor e) Increase student participation in lecture series	a) Career Planning Worksheet b) Increase in the number of businesses providing internships c) Survey student's interaction and participation with guest lecturers d) Survey students for personal growth e) Survey students for relevance and applicability	Center for Academic and Professional Success (CAPS) Departmental Chairs Faculty
C - 2. Enhance Student Experiential Learning	a) Explore internship options for students b) Encourage student participation in volunteerism c) Engage students' participation and leadership through clubs and organizations	a) Increases in both the number of internships and kind of industries b) Increase in students' required community service before deadlines c) Number of student's membership in clubs and organizations	Departmental Chairs Faculty CAPS
C - 3. Enhance students analytical and reasoning skills	a) Ensure students involvement in case studies b) Engage learners with scenario-based learning c) Continue to provide training in "soft skills" like communication and problem-solving	a) SLO rubric	Faculty CAPS
D - 1. Internal Partnerships	a) Encourage inter-departmental collaborations in student and faculty research activities. b) Provide access to interdisciplinary courses for students. c) Encourage and enable students to audit courses in other areas that complement their Majors. d) Engage our students in Work-Study programs with other academic Departments in the University. e) Encourage and enable active student participations in extra-curricular activities. f) Provide students with the opportunities to connect with the SBDC and Innovation Center g) Establish a student advisory board	a) Number of joint faculty-student research collaborations documented in faculty annual reports. b) Number of opportunities for interdisciplinary content in the curricula c) Students submit reports on their work-study experiences. d) Number of meetings of the Student Advisory Board per year	Departmental Chairs Faculty Dean
D - 2. External Partnerships -- Domestic	a) Engage with peer institutions for student exchanges b) Engage with peer institutions for mutual elective course acceptances c) Engage with peer institutions for faculty research collaboration d) Placement initiatives for graduate studies opportunities for our students in top-tier schools e) Engaging and opening Internship placements for our students in major companies and corporations f) Engaging and opening job and career placement initiatives for our graduating students in the Corporate sector g) COB will partner with the Society for Financial Education and Professional Development, Inc. (SFE&PD) in providing a Financial Wellness Center	a) Number of students engaged in exchange programs b) Number of faculty engaged in the research collaboration program. c) Number of students that secure placements in graduate schools. d) Number of employers that hire our graduates for internships and permanent positions	Dean Departmental Chairs Graduate Programs Director CAPS

D - 3. External Partnerships -- International	a) Engage with international institutions for student exchanges b) Develop programs of faculty exchanges with international institutions c) Undertake periodic travel excursions to international destinations for service-learnings experiences for our students	a) Number of international institutions engaged in student exchanges b) Number of international institutions engaged in faculty exchanges c) Number of travel excursions and destinations	Dean Faculty CAPS
E - 1. Strengthen Communication Channels	a) Resolve complaints in a timely manner b) Hold regular College and Departmental meetings c) Hold Annual COB retreat	a) % of complaints resolved on time b) Number of meetings c) Ratio of implemented suggestions to submitted suggestions	Dean Departmental Chairs Faculty
E - 2. Enhance transparency in COB operations	a) Proactive use of social media b) Market available training opportunities to COB employees	a) Visiting hours b) % of employees that have been trained c) Average training hours	IT Dean Human Resources
F - 1. Recruit faculty members with excellent credentials	a) Keep track of impending retirements and make provisions/plans for new hires b) Provide clear and unambiguous scholarship expectations during interviews c) Identify and recruit strong candidates	a) Number of years of service b) Faculty openings/needs c) Provide a list of acceptable publication outlets d) Obtain lists of graduating students from targeted institutions	Dean Departmental Chairs MBA and Ph.D... Coordinators
F - 2. Improve faculty retention by facilitating progression towards tenure and promotion	a) Provide proper/realistic annual feedback to tenure track faculty b) Assign a balanced/realistic teaching load to tenure track faculty with limited preps when possible c) Provide incentives for faculty to publish with students d) Provide incentives for publications in top quality journals e) Encourage faculty to collaborate on research with new faculty	a) Number of meetings with tenure track faculty b) Number of preps assigned to tenure track faculty c) Number of incentive initiatives available d) Number of faculty publications	Departmental Chairs Dean
F - 3. Establish a conducive work environment	a) Ensure that administrators and faculty are conscious of all biases (gender, race, etc.) that create a hostile work environment b) Provide proper technology/tools needed to perform work	a) Number of workshops, meetings, and literature provided on creating a conducive work environment b) Yearly assessment of computer and software facilities provided in offices c) Yearly assessment of computer and other instructional technologies provided in the classrooms	Department Chairs Dean
F - 4. Provide avenues for professional development	a) Provide funds for conference attendance b) Organize workshops for skill enhancement c) Provide training on grant writing. d) Create avenues for faculty to interact with businesses	a) Budgeted professional development funds b) Number of workshops organized/attended c) Number of grant writing seminars d) Number of business partners recruited	Dean

APPENDICES

APPENDIX A: SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
A. Educational Program	– AACSB accreditation – Strength of undergraduate curriculum – Graduate Programs – MBA; MPA and the Ph.D... Program – Faculty credentials (CPAs, entrepreneurs) – Unique course offerings (entrepreneurship, professional development) – Proactive partnership with other universities, community, college, k-12 schools, and corporations – Quality and affordable programs (undergraduate, MBA, MBA Online, MPA, Ph.D.) – Early alert system (Dropout Detective) to identify students at-risk and intervene with needed supports or resources – Strength of the Ph.D... Curriculum	– Lack of degree options at night and on the weekends – Decrease in internal funding	– Future connection to the International community through international Faculty – Big online market to be tapped – Expand and diversify curriculum to attract new students and increase the concentration in the Master's program – Increase online course offerings (Business Administration Degree) to reach new target markets – Demand from other academic disciplines for their students to develop business skills – Establishment of new degree programs such as Data Analytics, Supply Chain, and Logistics Management etc. – The College of Business does not offer the Executive MBA (While surrounding College of Business programs do – Millsap, Mississippi College)	– State/Federal Funding Reductions as a result of uncertainty in the economy– a continuing reduction of state support and the need to generate new streams of revenue from non-traditional sources; keeping the cost of attendance affordable – Increased competition in academic offerings (online and traditional) by other schools in Mississippi and in the region with similar or more appealing programs – Declining enrollment
B. Faculty, Staff and Student	– Long-term faculty provide a sense of program stability and represent a wealth of institutional, programmatic, and departmental knowledge – Committed Faculty – High percentage of career placement of our graduates both undergraduate and graduate students – Strong Student Scholars – Knowledgeable and dedicated faculty and staff – Diverse Faculty – Dedicated, committed, and enthusiastic alumni and friends	– Inadequate resources for recruitment and retention of quality staff – Lack of resources to attract top students, both undergraduate and graduate – Use of too many adjunct instructors – Faculty shortages – Due to Budget constraints and Retirement – Limited ability to collaborate and do research within the College of Business – Tracking the progress of alumni – Funding for new faculty positions – Student retention rates – Availability of course offerings – Employee diversity	– Big transfer population to be tapped – Recruitment of younger, more diverse and dynamic faculty – Potential for enrollment growth – Work with schools to improve secondary education Graduation rates –	– Poor Academic Preparation – a challenge that students are not prepared to perform college-level work – Qualified faculty shortage presents a risk – Declining pool of college ready students
C. Research and Scholarship	– Have funds for endowed chair – Metacognition related Business Research	– Weakness of faculty publications – Resources for Research – Inadequate research database subscriptions to diversify student and faculty research – Absence of culture of grant writing	– Explore student support and faculty research opportunities through fundraising and grant writing	– Highly competitive market for diverse high quality faculty and staff – Limited travel funds
D. Environment and Location	– Only HBCU located in the Capital city	– Inadequate Transit system	– Only college of Business in the area that offers the Masters of Public	– Many students have Full-time jobs.

A-2

	Strengths	Weaknesses	Opportunities	Threats
	– Mississippi's only Urban University – One of only two AACSB-accredited Ph.D... in Business Programs among more than 100 HBCU institutions		Accountancy and the Ph.D. in Business – Ability to attract qualified faculty because of location – MBA Online is attractive and popular	

E. **Recognition and Reputation**	– International Graduates
	– Strong Student Leadership (former students have been Miss JSU, SGA President, Honda All-Star College Bowls. Participants); Student Organizations (Accounting Society, Student Ambassadors)
	– Accredited by Network of International Business Schools (NIBS)
	– The College of Business at JSU has a long-held reputation for excellence in business education.
	– 100% placement for our doctoral graduates mostly tenure-track position and many of them at other AACSB accredited schools
	– Excellent engagement with industry
	– Economic Force in the Community
	– Centers in the college:
	  ▪ Small Business Development Center (connects the college with the community, assist in small business startups, counseling for small businesses
	  ▪ CAPS Center (Professional Development component, Internships and permanent placement of students), Lecturer Series
	  ▪ The Center for Research in Economic Education and Literacy in Finance (CREELF)
		– Good Stories (student accomplishments, faculty research) are not told or publicly known
		– Small faculty and reliance on adjuncts to cover class offerings
		– Graduates not getting good jobs
		– Students lack of exposure to various forms of diversity which hinders their ability to develop the competences required to be effective in a diverse world
		– Inadequate publicity
			– National and International name recognition
			– Popular school among potential students
			– Our Ph.D. program is very attractive and popular
			– Improving the visibility of the College of Business through collaboration and internships could strengthen ties to area businesses and the community
			– Increased support of global initiatives
			– Student internship possibilities
			– International Students from Aricia
				– Stiff Competition in graduate and undergraduate enrollment
				– More involvement in the community
				– We do not utilize our graduates enough- we don't know what is going on with them nor do they know what's going on the campus
				– Competition from area liberal arts colleges not subject to AACSB requirements
				– Proliferation of online programs
				– Health threats (pandemic

F. **External Relation**	– Faculty and staff created external relationships – Faculty and Administration created external relationships with stakeholders, created scholarships, internships, and employment opportunities for students	– Lack of funds to keep the University at the forefront of the changing technological dynamics within higher education	– Fundraising opportunities to support student scholarships and certification programs – Improved technology in the college – Student placement—full-time opportunities – Advisory Board	– Lack of resources and funding cuts – Advertisement (College of Business needs to be more visible) – Inadequate funding/resources – Declining resources for faculty and student travel to present their research as required by AACSB
G. **Infrastructure**	– The College of Business provides an aesthetically pleasing campus environment – Adequacy of instructional technology	– Updates to computer labs – Faculty computers need to be refreshed – Lack of technology in classrooms		

APPENDIX B: Strategic Plan Taskforce Members
College of Business
Strategic Planning Task Force

Members

Dr. Fidelis Ikem (Chair)	Dean
Dr. Bobbie Daniels	Chair, Department of Accounting, Finance, and Entrepreneurship, Associate Professor of Accounting
Dr. Fidel Ezeala-Harrison	Chair, Department of Business Administration, Professor of Economics
Dr. Sheila Porterfield	Associate Dean
Dr. Dal Didia	Associate Professor of Economics
Dr. Vershun McClain	Visiting Assistant Professor
Dr. Joann White	Assistant Professor of Management
Mr. Mahmoud Nabulsi	Instructor of Accounting
Dr. Donald Causey	Assistant Professor of Entrepreneurship
Undergraduate Student	Jasmine Taylor, Junior Business Administration Major
Graduate Student	Bradley Hardin, Ph.D. student - Accounting

Member of University Administration- Dr. Shemeka McClung, Director, Institutional Research and Assessment

Ms. Monica Williams (Dean's Office) will arrange the meetings and will take the minutes.

The AACSB ***Strategic Planning Task Force*** is charged to review and update the College's strategic planning direction, consistent with the University's recently-completed strategic plan. The Task Force should develop a forward-looking "vision" statement which incorporates the mission statement and mission components, core values and action priorities for the school. The strategic objectives should be explicit and aligned with the school's financial resources, and a process should be outlined to allow for input from all stakeholders.