



**2019 – 2021**  
**College of Business**  
**Strategic Plan**  
(final approval by faculty, April 25, 2019)

*“Logic will get you from A to Z; imagination will get you everywhere.” – Albert Einstein*

**Vision**

To be known as the best model in building learning communities focused on career success and positive impact.

**Mission**

AUM’s College of Business fosters a collaborative learning environment promoting innovative, effective business practices that positively impact our stakeholders by preparing students for successful careers. Voted on and passed by faculty 12.07.18.

**Values**

- *Community* – placing emphasis on people, their interactions and the relationships that form a ‘we is greater than me’ attitude.
- *Student-centric* – putting students at the center of the ecosystem, challenging them to excel.
- *Learning* – acquiring new knowledge, competencies, and performance levels to succeed.
- *Collaboration* - working together as a diverse group of individuals to provide value for all stakeholders.
- *Success* – accomplishing an aim or purpose, or achieving established goals.

**“Building Learning Communities”**

The 2019-2021 College of Business Strategic Plan coordinates efforts to fulfill its mission, and to support the mission and strategic goals of Auburn University at Montgomery. This plan builds on the previous accomplishments of our students, faculty and staff as we continue to leverage the strengths identified while also addressing our weaknesses and opportunities. The primary focus of this plan is to attract, retain and engage students, faculty and other stakeholders through building learning communities focused on the twin goals of ensuring career success and making a positive impact.

Learning communities are designed to connect people, organizations and systems to learn and work across boundaries in hopes of achieving a common goal(s). To this end, key factors of a good community - membership, influence, integration of needs and emotional connection (McMillan and Chavis 1986) - will be considered in accomplishing initiatives.

Research indicates that the new generation of students enjoys a sense of belonging and mattering (Supiano 2018).

As a result, this strategic plan’s goals and objectives revolve around community-based initiatives and will be supported by more detailed implementation plans. The College’s Strategic Planning Committee will monitor these goals, objectives and expected outcomes on an annual basis (end of each spring semester).

### Situational Analysis

<i>Location of Factor</i>	<i>Valence of Factor</i>	
	<i>Positive</i>	<i>Negative</i>
<i>Internal</i>	<b>Strengths:</b> *Quality education/high academic standards *Diversity: Students and Faculty *Faculty/staff accomplishments *Student-centric/personalized experience *Student achievements *Facility upgrades *Community relationships *Successful alumni	<b>Weaknesses:</b> *Faculty turnover, low morale, and lack of engagement *Course scheduling/access to courses *Lack of communication/coordination *Lack of advertising/promotion of programs *Meeting student career preparation needs *Barriers to student progression
<i>External</i>	<b>Opportunities:</b> *New, unique career opportunities in high demand *Increased support from local community *Increased interest from international students *Increased job announcements in the state and local community	<b>Threats:</b> *Funding in higher education *More intense competition *Increased criticism of higher education ROI *Number of high school graduates decreasing *Market saturation of MBA graduates *Fast-paced changes in higher education

### Goals

1. Enhance learning communities.
2. Provide resources for career success.
3. Strengthen collaborations with stakeholders.
4. Improve operational efficiency.

Voted on and passed by faculty 12.07.18; Revised by faculty 03.22.19.

**Goal 1: Enhance Learning Communities.**

To achieve this goal, the faculty and staff will focus on using criteria for a good community to build programs that create buy-in from all stakeholders.

	<b>Lead Coordinator</b>	<b>Cost/Year</b>	<b>Intermediate Benchmark (Summer, 2020)</b>	<b>Ending Goal/Metric (by end of 2021)</b>
<i>Objective 1: Improve Student Experiences.</i>				
Action 1: Grow and support innovative curriculum initiatives to enhance sense of community (e.g., Upside down Curriculum; Course Clustering; Incorporate ERP skills within core curriculum; Service and/or experiential learning)	Faculty & Curriculum Committees	\$0	At least one curriculum change approved	Implemented at least two curriculum changes
Action 2: Create a 1 <sup>st</sup> Year Experience program for COB students(to include COB Early Intervention Team).	OSES & Student Support/Retention Specialist	\$3,000 Corporate Partnership	Program created	At least 50% of new students engaged
Action 3: Improve “New” Ambassadors Program.	OSES & Student Support/Retention Specialist	\$10,000 Corporate Partnership	New structure implemented	At least 70% of graduating students are pinned
Action 4: Grow COB student organizations.	Faculty Advisors & Faculty	\$20,000 SGA Funds	Establish current student engagement numbers	At least 50% of majors engaged in COB student organization
Action 5: Establish a COB Tutoring Center (with peer-to-peer tutoring).	DLC	\$3,500 WASC	N/A	Have at least 20% of students engaged
Action 6: Develop Mentoring Programs at both UG and G levels.	DLC	\$3,500 Private Giving	At least one program started	Have at least 5 students engaged at each level
Action 7: Improve Student Advisory Boards at both UG and G levels.	DLC	\$250 O&M Budget	Hosted at least two meetings	Hosting at least two meetings a year at each level
<i>Objective 2: Increase Number of Learning Projects.</i>				
Action 1: Increase the number of faculty co-authored, applied research crossing business disciplines.	Faculty	\$2,500 Private Giving	At least 2 projects published	Have at least 5 projects published

Action 2: Increase the number of faculty-student research projects at both the UG and G level (to include grant funding obtained & a Blackboard Community established).	Faculty	\$36,000 Graduate Research Assistants – approved budget line \$2,500 Provost Office	At least 5 projects presented or published	Have at least 10 projects presented or published.
Action 3: Increase the number of faculty-led student competitive events.	Faculty	\$0	Participated in at least 7 competitive events	Participated in at least 15 competitive events
<i>Objective 3: Increase Faculty and Staff Learning Opportunities.</i>				
Action 1: Expand and Improve Lunch-and-Learn workshops focused on teaching and research tools.	Dean	\$2,000 O&M budget	Identify current faculty attendance levels	At least 50% of faculty attending events
Action 2: Expand and Improve COB Mentorship Program (new faculty and new staff each with a mentor).	Dean	\$1,000 O&M Budget	Hosted at least two events	Hosted at least two events each year
Action 3: Support professional development workshops and/or webinars within college for staff.	Dean	\$500 O&M Budget	Hosted at least two events	Hosted at least two events each year
<i>Objective 4: Enhance Synergies across Business Disciplines.</i>				
Action 1: Seek interdisciplinary academic programs, curriculum and hiring (e.g., Human Resources & Information Systems / "People Soft" course)	Faculty	\$0	Identify at least one interdisciplinary program	Began at least one new interdisciplinary program
Action 2: Improve the collaboration in programmatic assurance of learning processes and engagement.	Faculty & Curriculum Committees	\$3,000 ETS Exams Information Technology	Measure faculty engagement in AOL process	100% of faculty engaged in AOL process
<i>Objective 5: Create Centers of Excellence.</i>				
Action 1: Establish at least one center within the COB.	DLC	\$100,000 Director + Programming; Provost Office & Private Giving	N/A	Opened a center

**Goal 2: Provide resources for career success.**

To achieve this goal, the college will focus on encouraging students, faculty and staff to improve skills for career progression and success. The resources will be kept current and tailored to individual needs as necessary.

	<b>Lead Coordinator</b>	<b>Cost/Year</b>	<b>Intermediate Benchmark (Summer, 2020)</b>	<b>Ending Goal/Metric (by end of 2021)</b>
<i>Objective 1: Increase students' exposure to career interests.</i>				
Action 1: Increase student use of CareerBeam (beyond the classroom).	OSes	\$1,200 CareerBeam O&M Budget	Developed a method for measuring CareerBeam use outside of the classroom	At least 50% of business majors have an account
Action 2: Increase job-shadowing opportunities.	Faculty	\$0	Developed a system for tracking job-shadowing participation; Calculated the baseline number of students completing a job-shadowing opportunity	At least 10 students participated in a job-shadowing opportunity
Action 3: Increase the number of students with internships.	OSes and Faculty	\$0	Developed a system for tracking student internships; Calculated the baseline percentage of students completing an internship	10% of students completed an internship before graduation
Action 4: Increase student interaction with business professionals (e.g., student organization visits, membership to professional organizations, classroom visits, club speakers, field trips, etc.).	Faculty & Faculty Advisors	\$2,500 Private Giving Student Travel as Needed Provost Office	Developed a system for tracking student interaction with business professionals	70% of students interacted with business professionals
<i>Objective 2: Improve student career readiness opportunities.</i>				
Action 1: Continue to improve Classmates to Colleagues workshops focused on soft skills.	OSes	\$1,000 Corporate Partnership	Developed a system for tracking student attendance at Classmates to Colleagues workshops	70% of business majors attended at least two of these events
Action 2: Improve development of soft skills in curriculum content (e.g., leadership,	Faculty	\$5,000 Student Fees or Corporate Partnership	Developed a system for tracking student exposure to soft skills	100% of seniors exposed to multiple soft skills content

Etiquette lunch and Dress for Success).				
Action 3: Include required professional communication necessary in professions (e.g., written and oral) in major.	Faculty	\$0	Each major identified how to teach and assess these skills	Each major established an assessment on these skills within their major
Action 4: Provide opportunities for students to complete a mock interview to include resume and cover letter critique (involve business professions).	OSES	\$0		Students participated in multiple opportunities
Action 5: Increase participation in career fairs.	OSES	\$1,250 Corporate Partnership	Developed a system for tracking student attendance at career fairs	50% of seniors attended at least one career fair
Action 6: Enhance the activity level of the Beta Gamma Sigma student organization (be active with national BGS).	Dean	\$2,000 Private Giving	Defined the desired activity level	Chapter is implementing new desired activities
Action 7: Promote Handshake (new for AUM).	OSES and Faculty	\$0	Developed a plan to help students create an account; Developed a system for tracking the number of students with an account	At least 70% of business majors have a HandShake account
Action 8: Continue improving the Clothing Closet and assisting a cross section of students.	OSES	\$200 O&M Budget; Donations of clothing.		At least 10% of students used the Clothing Closet
<i>Objective 3: Increase financial resources for students.</i>				
Action 1: Increase student scholarships within the college.	Dean	\$500 O&M Budgets		Increased number of business scholarships by 3

Action Item 2: Decrease student textbook expenses incurred.	Faculty	\$0		Reduced textbook expenses by 25%
<i>Objective 4: Increase number of students earning professional certifications.</i>				
Action 1: Increase student membership in professional organizations (many organizations have reduced cost student memberships).	Faculty	\$500 Private Giving	Developed a system for tracking student membership in professional organizations	At least 20% of students joined as members of a professional organization
Action 2: Increase student awareness of professional certifications.	Faculty	\$0	Each major has established a plan for promoting professional certification	Each major regularly presented the opportunities and benefits to their students
Action 3: Increase number of students passing certification exams.	Faculty	\$10,000 Private Giving	Developed a system for tracking student pass rates	5% of students passed a certification exam
<i>Objective 5: Support Faculty &amp; Staff Career Development.</i>				
Action 1: Enhance competitive summer research grants focused on applied, collaborative projects in the college.	Dean	\$5,000 Private Giving	Application process and selection processes completed	Awarded two or more each year
Action 2: Promote, incentivize, recognize and reward collaborative teaching impact among faculty.	DLC	\$5,000 Private Giving	Promotion strategy and reward program implemented	Awarded to at least 3 faculty per year
Action 3: Provide additional financial support for faculty and staff to attend professional development conferences/webinars.	DLC	\$500 per year O&M budget		Funded at least 70% of the requests for additional funding

**Goal 3: Strengthen Collaboration with Stakeholders.**

To achieve this goal, projects and activities will translate into applied, effective business practices by cultivating and strengthening value-added partnerships.

	<b>Lead Coordinator</b>	<b>Cost/Year</b>	<b>Intermediate Benchmark (Summer, 2020)</b>	<b>Ending Goal/Metric (by end of 2021)</b>
<i>Objective 1: Engage Business Community &amp; Government Entities in Academic Activities.</i>				
Action 1: Create 4-week immersion, business elective courses for students.	Faculty	\$0	Proposal submitted and approved	Implemented 1 immersion course per year
Action 2: Revise the business capstone course (BUSN 4800) to include participants from business community within the course.	Faculty	\$0	Revised curriculum approved	One company participated each semester
Action 3: Incentivize applied research collaborations with business community and/or governmental entities.	Dean & Faculty	\$2,500 Private Giving	Completed 1	Completed at least 1 per year.
Action 4: Implement a new program where business & governmental leaders serve as mentors to faculty.	DLC	\$0	At least 1 faculty member participated	At least 2 faculty members participated per year
Action 5: Encourage and support an active Business Community Advisory Board.	Dean	\$500 O&M Budget	Met 2 times	Met at least 2 times a year
<i>Objective 2: Enhance Community Engagement and Collaboration among Faculty, Staff and Students.</i>				
Action 1: Support faculty & staff memberships, involvement & leadership in professional organizations.	DLC	\$1,000 Private Giving	At least 5 are approved	At least 10 faculty and staff joined each year
Action 2: Implement Faculty Internships.	Dean	\$5,000 Matching Private Funds with company.	Process approved	At least 1 faculty participated per year
Action 3: Establish a College of Business community service day.	Administrative Staff	\$500 O&M Budget	Hosted COB community service day	At least 50% of COB faculty and staff participated



Action 4: Enhance Partnerships with Other Academic Institutions including Auburn University.	Faculty & DH's	\$0	A partnership proposal is approved	Established at least one new partnership
Action 5: Enhance Partnerships with Other Academic Units on AUM campus.	Faculty & DH's	\$0	A partnership proposal is approved	Established at least one new partnership
Action 6: Enhance partnership across COB units (OSES, UG Advising and Graduate Advising).	Dean	\$500 O&M Budget	Plan submitted and approved	Created a one-stop shop

**Goal 4: Improve operational efficiency.**

To achieve this goal, internal operations will be efficient, transparent, flexible and fiscally sound.

	<b>Lead Coordinator</b>	<b>Cost/Year</b>	<b>Intermediate Benchmark (Summer, 2020)</b>	<b>Ending Goal/Metric (by end of 2021)</b>
<i>Objective 1: Build COB Brand.</i>				
Action 1: Create COB brand image (to include a brand mark).	Dean & Mark./Comm. Mgr.	\$0	Established 1 <sup>st</sup> complete draft of mark	Approved and integrated into all collateral
Action 2: Create marketing collateral for external promotion (to include video of community, inventory of group photos and program narratives).	Mark./Comm. Mgr.	\$5,000 Funds from Univ. Mktg.	Achieved 25 group photos and 2 narratives	Archived at least 50 group photos and 5 narratives
Action 3: Post collaborative processes to web site (e.g. AOL process).	Dean & Mark./Comm. Mgr.	\$0	Established a plan for posting	Updated annually
<i>Objective 2: Improve Internal Operations &amp; Communications.</i>				
Action 1: Create a leadership succession planning strategy.	Dean	\$1,000 Private Giving	Plan proposed	Implemented plan
Action 2: Recruit and retain qualified faculty and staff.	DLC		All positions filled	All positions filled
Action 3: Implement an Annual Strategic Planning process (to include collecting & analyzing data; planning day; aligning each department with college goals focused on community; and Continue standard faculty/staff meetings).	DLC	\$3,000 (WuFoo platform and meetings) O&M Budget \$2,500 Private Giving	Implemented plan	Implemented plan each year
Action 4: Maximize use of technology in communication (e.g., Blackboard Communities and publishing AOL process and outcomes on website).	DLC	\$0	Utilized technology	Utilized technology each year
Action 5: Improve student communications from college (e.g., Clementine Newsletter, Graduate Student newsletter, texts and emails).	Mark./Comm. Mgr.	\$0	Produced at least two pieces	Produced at least two pieces each year
Action 6: Continue Annual Calendar (post on Blackboard and send monthly reminders to faculty).	Mark./Comm. Mgr.	\$0	Published calendar	Published calendar each year

<i>Objective 3: Promote Successes to External Stakeholders.</i>				
Action 1: Market student & faculty outcome data to web site (update annually).	Dean & Mark./Comm. Mgr.	\$0	Posted at least one round of outcome data	Updated annually
Action 2: Enhance social media campaign for community campaign (to begin including ads on successes).	Mark./Comm. Mgr.	\$500 Funding from Univ. Mktg.	Established plan for boosting posts and ads	Increased use of social media
Action 3: Enhance published communications about college accomplishments (e.g., Business Beans and Deans Report).	Dean & Mark./Comm. Mgr.	\$320 (Constant Contact subscription) O&M Budget	Forecasted publication calendar for Business Beans each year	Published multiple pieces each year
<i>Objective 4: Increase Financial Resources.</i>				
Action 1: Increase enrollments across all programs (to include new students as well as retaining current students).	ALL	\$5,000 Funding from Enroll. Mngt.	Increased UG enrollment by 15%  Increased G enrollment by 25%	Increased UG enrollment cumulative by 30%  Increased G enrollment cumulative by 70%
Action 2: Increase dollar amount of corporate partnerships.	Dean	\$1,000 Private Giving	Raised at least \$10,000 in first six months	Raised at least \$20,000 each year
Action 3: Implement a coordinated Alumni Relations Program (help with database, scholarships, internships, etc.).	DLC	\$2,500 Private Giving	Plan proposal approved	Implemented plan
Action 4: Participate in Day of Giving Campaign.	DLC	\$0	Participated in Day of Giving	Participated in Day of Giving each year
<i>Objective 5: Initiate Facilities Campaign.</i>				
Action 1: Have the campaign approved.	Dean	\$5,000 Funding from Univ. Dev.	N.A.	Kick off the campaign.
Action 2: Work with Advancement/ Development to visit potential donors.	Dean	\$10,000 Funding from Univ. Dev.	Set fundraising goal(s).	Raised at least 10% of campaign goal

## Financial Strategies

<b>Sources of Funds</b>	<b>Annual College Funds</b>	<b>Planned 1<sup>st</sup> Year Expenses</b>
Operating Budgets (no salary/wages)	\$29,500	\$16,670
Private Gifts - College(non-scholarship)	\$60,000 (avg.)	\$56,000
Corporate Partnerships	\$8,500 (last year)	\$20,250
<i>Total*</i>	<i>\$98,000</i>	<i>\$92,920</i>

\*other sources of funds are from university centralized budget lines

**Strategic Priorities: Next Three Years**

<b>Action Item</b>	<b>Start Date</b>	<b>First-Year Cost or Revenue</b>	<b>Continuing Annual Cost or Revenue</b>	<b>Source of Designation of Funds</b>
Develop a COB brand	January 2019	\$5,000	\$2,000	University Marketing Unit
Initiate COB Fundraising Campaign	Fall 2020	\$5,000	\$10,000	University Development Office
<b><i>Career Success Initiatives</i></b>				
Continue Classmates to Colleagues Programming	January 2019	\$7,250	\$10,000	Corporate Partnership Program
Invest in technology to support career readiness	January 2019	\$4,500	\$6,000	O&M Budgets
Focus on Professional Certifications	Spring 2019	\$3,300	\$10,000	Private Giving
Strengthen Student Interaction with Business Community	January 2019	\$2,500	\$2,500	Private Giving & Provost Office for travel
Revamp COB Ambassadors Program	Fall 2019	\$10,000	\$10,000	Corporate Partnership Program
Establish an active Beta Gamma Sigma	Fall 2019	\$2,000	\$3,500	Private Giving & Provost Office for travel
Support Faculty and Staff Career Development (includes Lunch and Learn, mentorship and workshops)	January 2019	\$3,500	\$5,500	O&M Budgets
<b><i>Positive Impact Initiatives</i></b>				
Invest in Faculty Research (summer competitive grants, student research, travel support, collaborative support, etc.)	Summer 2019	\$20,000	\$20,000	O&M Budgets plus Private Giving
Strengthen Student Advisory Boards	Fall 2019	\$250	\$500	O&M Budgets
Strengthen Faculty, Staff and Students engagement in community (includes memberships)	Fall 2019	\$8,500	\$8,500	Private Giving
Begin a COB Community Service Day	Fall 2019	\$500	\$500	O&M Budget

Create COB 1 <sup>st</sup> Year Experience	Fall 2020	\$3,000	\$3,000	Corporate Partnership Program
Create a one-stop shop for all students in COB	Fall 2020	\$500	\$500	O&M Budget
Reward Collaborative Impactful Teaching	Fall 2020	\$5,000	\$5,000	Private Giving
Strengthen Business Community Advisory Board	Fall 2020	\$500	\$500	O&M Budget
Initiate COB Alumni Relations Program	Fall 2020	\$2,500	\$2,500	Private Giving
Implement Faculty Internships	Summer 2021	\$5,000	\$5,000	Private Giving plus matching
Establish COB Tutoring Center	Fall 2021	\$3,500	\$5,000	University WASC
Establish Center of Excellence	Fall 2021	\$100,000	\$100,000	Provost Office or Private Giving

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