

SCHOOL OF BUSINESS
NORTHWESTERN STATE UNIVERSITY
Strategic Plan (2009-2014)

MISSION

The mission of the School of Business is to provide students with a business education that prepares them for successful careers and responsible citizenship roles in the world of business.

“Provide students with a business education” means that we will provide students with experiences and opportunities to become effective communicators (AOL Goal S1), critical thinkers (AOL Goal S3), knowledgeable across the business disciplines (AOL Goal S2), and global decision makers (AOL Goal S4).

“Prepares them for successful careers and responsible citizenship roles” means that the educational experiences and opportunities provided to satisfy AOL Goals S1, S2, S3, & S4 will equip students with the background necessary to succeed in business and to be responsible citizens in the world of business.

“The world of business” implies developing a global perspective (AOL Goal S4) that involves managing activities that foster the transfer of goods and services in organizations of all types wherever found.

VISION

As an undergraduate School embedded within a teaching institution, the School of Business will become primarily recognized for providing a high quality, technologically-linked business education in a student-oriented learning environment. We will serve mostly regional students in a small class setting that encourages interaction.

“Providing a high quality, technologically-linked business education” requires continuous improvement of academic programs (CI Goal C1) as well as the maintenance, development and recruitment of a quality faculty (CI Goals C2).

“A student-oriented learning environment” requires both a quality faculty to develop the student-oriented learning environment (CI Goals C2) and the infrastructure of faculty offices, classrooms and computer laboratories conducive to the learning environment. (CI Goal C4)

“Serve mostly regional students” requires active involvement in maintaining, developing and recruiting quality students. (CI Goal C3)

“Small class setting that encourages interaction” requires developing academic programs that are conducive to an interactive pedagogy (CI Goal C1); a faculty that is comfortable with an interactive pedagogy (CI Goal C2); and an infrastructure that enhances interaction in the classroom (CI Goal C4).

We recognize that faculty responsibilities extend beyond teaching into research and service. In terms of research, and as an integral part of their responsibilities, our faculty will produce quality intellectual contributions that focus primarily on business practice and learning/pedagogy.

“Faculty will produce quality intellectual contribution that focus primarily on business practice and leaning/pedagogy” requires the recruitment of a faculty cable of engaging is such intellectual pursuits and as well as school level support to encourage faculty in the pursuit of such intellectual contributions (CI Goal C2).

Our School outreach efforts will center primarily on supporting regional economic development efforts; however, we will also encourage faculty service in the form of membership and participation in professional, service, and university and regional organizations as an important part of continued professional development.

“Outreach efforts will center primarily on supporting regional economic development efforts” requires a funding and relationship infrastructure that permits the operations of the Small Business Development Center; encouragement of research and educational efforts focusing on the region; and a strong presence in the business community including a School of Business Advisory Board to help guide our efforts in the region. (CI Goal C4)

“Encourage faculty service in the form of membership and participation in professional, service, and university and regional organizations” requires funding necessary to support faculty in their pursuits of participation and service opportunities. (CI Goal C2)

ASSURANCE OF LEARNING AND CONTINUOUS IMPROVEMENT GOALS AND INITIATIVES

ASSURANCE OF LEARNING

The mission statement provides a brief overview of the School's present purpose, i.e., who we are, what we do, and why we are here. Our mission is to provide students with a business education that prepares them for successful careers and responsible citizenship roles in the world of business. Student Learning Goals have been established to assure that the School is accomplishing its mission in educating students. The faculty of the School of Business has approved four major student oriented assurance of learning goals.

AOL Goal S1: Students will become effective communicators.

AOL Goal S2: Students will be able to integrate knowledge across business disciplines.

AOL Goal S3: Students will be able to demonstrate critical thinking in the solution of business problems.

AOL Goal S4: Students will be able to demonstrate a global perspective.

Formal AoL Measures aligned with SoBus Courses and Instruments

AoL	Formal SoBus Course	Instruments
1. Effective Communicators	UNIV1000 BUAD2200 MKTG3230 MGT4300	- Written Document - Written document, Oral presentation, Team document and presentation. - Team presentation - Written Document
2. Integration of Knowledge	UNIV1000 MKTG3230 BUAD2120 FIN3090 MGT4300	- Complete SoBus Knowledge Exam - Partial (content based) SoBus KE - Partial (content based) SoBus KE - Partial (content based) SoBus KE - Complete SoBus Knowledge Exam & ETS exam (5 year cycle)
3. Critical Thinking	UNIV1000 FIN3090 BUAD2120	- Partial (content based) SoBus KE - Case Study & Partial (content based) SoBus KE - Excel Spreadsheets – Business Decisions and Conclusions (Pilot)
4. Global, Cultural, Ethical Perspective	UNIV1000 BUAD3270	- Partial (content based) SoBus KE - International Business Plan & Team Presentation

CONTINUOUS IMPROVEMENT

The vision statement portrays the School's future, i.e., the direction we are headed and what our future focus will be. Continuous improvement goals have been established in four major areas (academic programs, faculty, student, and infrastructure) to help us move toward our long-run vision. These continuous improvement initiatives and goals are reviewed and updated annually

CI Goal C1: Develop and improve quality of academic programs.

CI Goal C2: Maintain, develop and recruit quality faculty.

CI Goal C3: Maintain, develop and recruit quality students.

CI Goal C4: Improve infrastructure support for School of Business programs.

Strategic Plan and Financial Plan Summary

<i>CI Goal I: Develop and Improve Quality of Academic Programs</i>							
Objective/ Proposed Action	Action Owner	Start Date	Cost	Continued Annual Cost/ Revenue	Funding Source	Results	Goal Objective Priority & Disposition
Added lower level ACCT class	Dept Faculty	Spring 2009	\$1,871-QuickBooks (2011) \$2,760-Renewal and purchase QuickBooks Licenses	Must be purchased every two years.	School of Business Class Lab Funds	Provided additional certification, introduces accounting technology and more integration of technology; attracts new students and retain current students	O
Mod. of catalog descriptions and wording	Dept Faculty	Spring 2009	\$0	\$0	\$0	Clarified and updated course descriptions to reflect the vision and mission of the school	O
Investigate adding concentration in supply chain and industrial management	Dept Faculty	Sept 2010	\$0 use of existing courses and faculty	\$0	NA	Attracts new students & new faculty, retains current students & current faculty. Dropped as result of relocation of the faculty member in May 2012.	C
Investigate concentration in BUAD international business	Dept Faculty	Jan 2013	\$0 use of existing courses and faculty	\$0	NA	Enriches and exposes faculty & students to a global perspective and course-related international trips	3 - IP
Add networking & security concentration to CIS major	Dept Faculty	Aug 2012	\$100,000	\$100,000	Salary from university budget	Attracts new students, attracts new faculty, retains current students and retains current faculty. Effective fall 2014 catalog	C
Evolve basic CIS programming track to Java/C++/C#	Dept Faculty	Aug 2012	\$0 use of existing courses and faculty	\$100,000	Salary from university budget	Attracts new students, attracts new faculty, retains current students and retains current faculty. Effective fall 2014 catalog	C
Removed the no "D" rule from all student course work	Dept Faculty	Sept 2010	\$0	\$0	NA	Attracts new students & retains current students. Completed- -In 2011 catalog removed "C" or better rule from all courses included in degree	C
Develop new program locations and improve offerings at current locations	Dept Faculty	Sept 2008	\$1,000 travel	\$5,000 travel, faculty salaries if adjuncts used	University Operating Budget	Attracts new students & retains current students. MOU was signed with Barksdale in April 2009 and forwarded for ULS approval. MOU was signed with BPC for implementation in fall 2011. MOU was signed with LSU-E for implementation in March 2012.	O
State-wide common course pre-fix names, numbers, descriptions	LA Board of Regents	Fall 2012	\$0	\$0	\$0	Attracts new students: Articulation metrics to align general education and major specific courses throughout the St. of LA allows for a smooth transition among universities.	O

CI Goal II: Maintain, Develop and Recruit Quality Faculty

Objective/ Proposed Action	Action Owner	Start Date	Cost	Continued Annual Cost/ Revenue	Funding Source	Results	Goal Objective Priority & Disposition
Establish Academic Exchange Agreements France (2); Columbia (6 universities); China (1); Spain (1)	VP Univ. Affairs	April 2009	Varies	\$2,000 per trip	Professor-ships Other sources	Enriches and exposes faculty to a global perspective and course related international trips	O-1
Complete Dr. Tommy Johnson Professorship-17 th Endowed Professorship	Alumni Foundation	August 2012	Additional \$33,000 donation plus \$40,000 Match	Interest only	Professional development and research endeavors	Attracts new faculty members and retains current faculty members and enhances faculty members educational acumen	P-2 Ongoing
Advertise for Business Law Professor	Director -Dean VPAA/P President	April 2014	\$65,000	\$65,000	University Operating Budget	Secured employment for and enhances the business degree program.	C-1
Advertise for two CIS positions-CIS coordinator and CIS professor	Director -Dean VPAA/P President	May 2014	\$133,000	\$133,000	University Operating Budget	Secured employment for and enhances the business degree program.	C-1
Advertise for Professor	Director -Dean VPAA/P President	May 2014	\$70,000	\$70,000	University Operating Budget	Secured employment for and enhances the business degree program.	C-1
Funded Easley Endowed Professorship	NSU Foundation	June 2014	\$100,000	Interest only; available 2017	Professional development and research endeavors	Attracts new faculty members and retains current faculty members and enhances faculty members educational acumen	Awaiting Interest
Advertise for a CIS professor (network/security)	Director -Dean VPAA/P President	July 2014	\$68,500	\$68,500	University Operating Budget	Secured employment for and enhances the business degree program.	P-1
Advertise for Ragus Family Endowed Chair in Business	Director -Dean VPAA/P President	Summer/Fall 2014	\$0	Access to the interest (\$50,000 of \$1,000,000)	Salary Supplement and Expenses of Chair	Access to funds began in FY 2008. Advertise for position summer 2014. Position for spring 2015.	C-1
Hire one additional marketing/management doctorate	Director -Dean VPAA/P President	September 2015	\$100,000 cost	\$100,000 cost	Salary from university budget	In progress	O-1
Hire one additional accounting doctorate	Director -Dean VPAA/P President	September 2015	\$100,000 cost	\$100,000 cost	Salary from university budget	In progress	O-1
Identify sources for soft money	Director of Grants and Contracts	July 2012	\$70,000 plus expenses	~\$10,000 annually	Private Donor's Money	Contacts with prospective donors increase funds for professorships and Director's Advisory fund.	C

CI Goal III: Maintain, Develop and Recruit Quality Students

Objective/ Proposed Action	Action Owner	Start Date	Cost	Continued Annual Cost/ Revenue	Funding Source	Results	Goal Objective Priority & Disposition
Identify current faculty members and staff- Photo Directory	Univ. Recruiting Dept. Faculty	August 2010 (Updated every year)	\$0	\$0	In-house	Aids in attracting new students and retaining current students; strengthens student/ professor relationships	C-O
Identify current faculty members and staff- Faculty Door Plates and Badges	Director	August 2010 (Updated every year)	\$600	Only new hires	Deans' Advisory Board/ SoBus Director's Fund	Aids in attracting new students and retaining current students; strengthens student/ professor relationships	C-O
Investigate adding Service Learning Component to curriculum	Director of Service Learning	February 2009	\$0 use of existing courses and faculty	\$0	NA	Aids in attracting new students and retaining current students; strengthen students Ongoing discussions with NSU Service Learning Representative	O-3
Academic Exchange Agreements France (2); Columbia (6 univ.); China (1); & Spain (1)	VP of University Affairs	April 2009	\$0	\$0	Costs borne by participants	Enriches and exposes students to a global perspective	O-1
Continuing to support SoBus student related organizations	Department Faculty	2010- updated 2014	\$0	\$0	Cost to be borne by student and/or organization	Enhances students' collaborative learning process, AoLs and service efforts.	O
Publicize business students' accomplishments	Director Faculty Univ. News	August 2010; May 2014	\$0	\$0	Funded by State Farm Enhancement Money	Aids in attracting new students and retaining current students.	C-O
Investigate corporate support for student travel to AITP national conference	Department Faculty	January 2009	\$3,500	\$0	External grant	Completed—State Farm provided grant	C-O
Visit High School Feeders to attract students	Department Faculty	August 2008	\$1,000 travel support	\$1,000 travel support	Dean's Advisory Funds	Aids in attracting new students Approximately 11 schools have been visited with more to follow	1

CI Goal IV: Improve Infrastructure Support for School of Business Programs

Objective/ Proposed Action	Action Owner	Start Date	Cost	Continued Annual Cost/ Revenue	Funding Source	Results	Goal Objective Priority Disposition
Replace computers in student computer laboratories- On-going Room 101 A Room 101 D; Room 105, Room 104, and Room 113	Student Tech Fee Coordinator Director	Rotation basis	\$150,000	\$10,000	University Student Technology	Enhanced the student learning environment with state of the art technology	O
Expand student access in non-computer labs; added 15 PC laptops with mobile cart.	External Stakeholders Department/Faculty Director	Fall 2010	\$25,000	\$0	State Farm Enhancement Fund	Allows for enhancement of course content and materials which strengthens the student learning environment	C
Equip additional classrooms with smart boards/multimedia	External Stakeholders Department/Faculty Director	September 2005	\$12,000	Minor Maintenance	School of Business Class Lab Funds	7 classrooms were equipped with projectors in fall 2007. Provided a more dynamic learning environment.	C
Replace faculty computers and provide UPS backups	Director Faculty	Rotation	\$30,000	\$0	Academic Enhancement Funds	Attracts new faculty, retains current, and allows for enhancement of course content and materials which strengthens the student learning environment	O
Expand student access in non-computer labs; added 15 MAC laptops with mobile cart.	External Stakeholders Department/Faculty Director	Spring 2012	\$40,000		State Farm Enhancement Fund	Allows for enhancement of course content and materials which strengthens the student learning environment	C
Enhancement of building environment	VP University Affairs	Spring 2012	\$2,208	\$0	SoBus Director's Fund & State Farm Enhancement Fund	Provided an attractive learning environment for students and administration.	C
Equipped Smart boards lecture capture to seminar Rooms 211 & 213	Department/Faculty Director	Spring 2012	\$120,000	\$0	School of Business Class Lab Funds	Provided a state of the art learning environment for students and faculty. Ongoing—currently budgeted for only Room 211	C
Equipped entire SoBus building with Wi-Fi	Director	Spring 2012	\$66,000	\$0	School of Business Class Lab Funds	Fall 2012	C

Funding Processes linked to Vision and Mission of the School of Business

<p>Mission is to <i>provide students with a business education that prepares them for successful careers and responsible citizenship roles in the world of business</i></p>	
<p>Vision is <i>providing a high quality, technologically-linked business education in a student-oriented learning environment serving mostly regional students in a small class setting that encourages interaction.</i></p>	
<p>Develop and improve the quality of undergraduate educational programs- directly ties to SoBus Goal 1 and all the stated AoLs and complements UG2 and UG3</p>	<p>Continuously update, expand, and/or strengthen relevant business courses and program offerings</p> <ol style="list-style-type: none"> 1. Review current business and industry trends and student course assessment results, review of surveys like Graduate Student Survey, attendance of professional development opportunities, and information gleaned from annual meeting with the Director’s Advisory Board and Student Advisory Board. <u>Outcome:</u> New course development or existing course modification. 2. Provide educational opportunities through business cooperative programs and internships. <u>Outcome:</u> Number of students participating in coop and internships 3. Monitor students’ course performance and preregistration/registration. <u>Outcome:</u> Number of majors, degree completion time, and graduation time. 4. Have students seek academic advisement and preregister for semester classes. <u>Outcome:</u> Number of student enrollments 5. Place hold on students’ accounts for those students with less than 30 academic credit hours and less than a 2.25 grade point average. <u>Outcome:</u> Student retention numbers 6. Provide access to business and industry personnel through the various business venues like annual J. Walter Porter Forum, job fairs and electronic mailings regarding job openings, internships posted on electronic digital media, co-ops, and classroom speakers. <u>Outcome:</u> Student retention, internship participation 7. Conduct annual meeting with the Advisory Board and Student Advisory Board. <u>Outcome:</u> New course development and existing course revisions 8. Collect curriculum related information through review of literature and alumni and business and industry surveys. <u>Outcome:</u> New course development and current course modifications <p>FUNDING: School of Business Operating Budget - Academic Enhancement Fund – University Student Technology Fund – School of Business Course Lab Fund -Professorships – Director’s fund</p>
<p>Maintain, develop, and recruit quality faculty members - directly ties to SoBus Goal 2 and complements UG2 and UG3.</p>	<p>Attract and retain the best individuals in the various business disciplines. Cultivate an environment that supports and rewards faculty productivity and recognition</p> <ul style="list-style-type: none"> • Internally and externally recognize faculty intellectual contributions which include but are not limited to research productivity i.e. recognition awards. <u>Outcome:</u> Increased number of faculty contributions • Encourage junior faculty members’ intellectual contribution productivity and teaching by providing mentoring from senior faculty members. <u>Outcome:</u> Increased number of junior faculty contributions • Advertise and request to hire new faculty members for vacant positions when possible.

	<p><u>Outcome:</u> Increased number of faculty</p> <ul style="list-style-type: none"> • Increase the number of endowed professorships. <p><u>Outcome:</u> Increase faculty retention and productivity</p> <ul style="list-style-type: none"> • Increase the number of diverse applicants when recruiting. <p><u>Outcome:</u> Increase faculty diversity</p> <p><i>FUNDING: School of Business Operating Budget - Academic Enhancement Fund – University Student Technology Fund – School of Business Course Lab Fund -Professorships – Director’s fund</i></p>
<p>Maintain, develop, and recruit quality students - directly ties to SoBus Goal 3 and complements UG1 and UG2</p>	<p>Attract and retain students with an engaging academic environment that meets their social needs, enhances their educational opportunities, and improves their satisfaction.</p> <p>Enhance the business student academic profile, academic retention, graduation, and placement.</p> <ul style="list-style-type: none"> • Participate in public relations events such as recruiting activities like Junior Day, Senior Day, and Graduate Transfer and Credit Day and non-recruiting high school related activities like FBLA District Rally and the Northwest Literary Rally and high school visits. <p><u>Outcome:</u> Increased number of entering freshman</p> <ul style="list-style-type: none"> • Monitor students’ course performance and preregistration/registration. <p><u>Outcome:</u> Increased student retention</p> <ul style="list-style-type: none"> • Have students seek advisor advisement and preregister for semester classes. <p><u>Outcome:</u> Increased student retention</p> <ul style="list-style-type: none"> • Place hold on students’ accounts for those students with less than 30 academic credit hours and less than a 2.25 grade point average. <p><u>Outcome:</u> Meets students’ academic needs</p> <ul style="list-style-type: none"> • Provide access to business and industry personnel through the various business venues like the annual J. Walter Porter Forum, job fairs and electronic mailings regarding job openings, internships posted on electronic digital media, co-ops, and classroom speakers. <p><u>Outcome:</u> Enhances students’ educational opportunities</p> <ul style="list-style-type: none"> • Engage in direct mail advertising by sending out postcards from the director to all students interested in pursuing a business degree. <p><u>Outcome:</u> Increases chances of attracting students</p> <p><i>FUNDING: School of Business Operating Budget - Academic Enhancement Fund – University Student Technology Fund – School of Business Course Lab Fund -Professorships – Director’s fund</i></p>
<p>Improve infrastructure support for School of Business programs - directly ties to SoBus Goal 4 indirectly [impact SoBus Goal 1, 2, &3] and complements UG4</p>	<p>(1)Enhance the learning environment including, but not limited to the building and the classrooms, so that it models and simulates current business environment and practices.</p> <p>(2) Increase external funding sources including, but not limited to business alumni and business and industry partners</p> <ul style="list-style-type: none"> • Strive to enhance and maintain our business facility supported by state of the art technology. <p><u>Outcome:</u> Improved classroom environment facilitating active and engaging learning opportunities</p> <ul style="list-style-type: none"> • Increase external funding sources including but not limited to business alumni and business and industry partners <p><u>Outcome:</u> Increased external funding sources SoBus</p> <ul style="list-style-type: none"> • Seek additional Economic Development funds when the opportunity arises.

		<p><u>Outcome:</u> Increased School of Business revenues</p> <ul style="list-style-type: none">• Provide assistance to the SBDC and its clients if applicable. <p><u>Outcome:</u> Increased ties with external stakeholders, develop new partnerships and increased opportunities for students to obtain internships, donations for either student scholarships, or contributions to funds that directly improve the facility.</p> <p><i>FUNDING: School of Business Operating Budget - Academic Enhancement Fund – University Student Technology Fund – School of Business Course Lab Fund -Professorships – Director’s fund</i></p>
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Business and Industry Partnerships and Outreach.

Effective March 2014, the Small Business Development Center was realigned under the Office of Technology, Research and Economic Development; however, the School of Business will continue to work collaboratively supporting the endeavors of the SBDC where applicable. It should also be noted that the NSU Small Business Development Center has been renamed the Louisiana Small Business Development Center - Northwest Central Region. The new region is comprised of three service centers, located in Shreveport, Alexandria, and Natchitoches.

The University's economic development efforts are spearheaded by the Small Business Development Center (SBDC). The SBDC is assigned ten parishes, these being Natchitoches Parish and nine other parishes stretching from east to west across the middle of the state. However, the reputation of the NSU SBDC is such that many clients from outside the region seek assistance here rather than from their regional SBDC. Financial institutions from outside the region often send clients for NSU assistance. Selected accomplishment measures are training workshops, clients and businesses served, jobs created or retained and total capitalization of businesses. Over the last five years, the SBDC has accomplished the following outreach efforts for the School of Business and the university, which are impressive given the rural location:

Clients	1,050
Business Starts	65
Jobs Created	255
Jobs Retained	45
Training Attendees	3,020
Business Capitalization	\$8,105,780

During the period of fall 2009 through spring 2014, eleven faculty members were involved in providing assistance to clients in terms of project or proposal support which is similar in scope to earlier years. This partnership arrangement provides clients with access to expert opinion and advice that directly relates to client needs. Appendix V provides a general description of projects and specific faculty involvement. This assistance is obviously of benefit to both the client and the faculty member and addresses the economic development outreach found as part of the service required in the School of Business vision.

The SBDC also established new working relationships with regional entities. These include, but are not limited to, Fort Polk, Central Louisiana Economic Development Association, and area Native American tribes, the Tunica-Biloxi and the Jena-Choctaw.

Coop/Internships:

In an attempt to compensate for the rural setting of NSU, the School of Business has established a well-developed and successful internship/coop program from which many students have received excellent training and jobs. State Farm, USAA, CenturyLink, Real Vision, and Disney World among others host student interns each semester. From 2009 – 2014, the State Farm headquarter office in Bloomington, IL has employed 11 interns and USAA Insurance in San Antonio, TX, has employed 5 interns. From fall 2009 - summer 2014, 408 students have been involved in coop programs.

During spring 2014, 20 students were enrolled in COOP 1010, and 18 were enrolled in COOP 3010. Another example would be that from fall 2013- summer 2014, a total of 52 students were

enrolled in either internships or the coop program. Many students go directly into jobs as a result of these coop/internship programs.

FUTURE ACTION ITEMS

The School of Business CISPAC committee will reconvene after the new administration has settled to implement and align the new University Strategic Plan with the SoBUS Strategic Plan, Goals and Objectives, and Continuous Improvement.