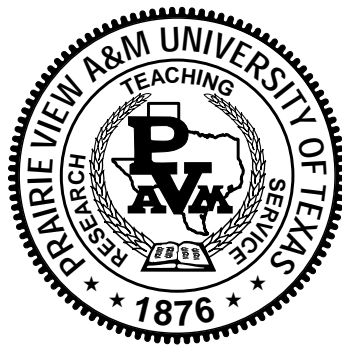


# **Prairie View A&M University**

## **College of Business**



November 22, 2005

**Strategic Plan  
2005-2009**

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## **Introduction**

The Strategic Plan (SP) is an update and modification of the Strategic Plan prepared in 1996 for the SACS accreditation process.

Until 1996, the College of Business (COB) was in candidacy with AACSB International when the Dean left. Over the next five years (1997-2001), under an interim Dean, the accreditation process was on hold for lack of resources. In fall 2001, a new Dean was recruited, additional resources under the Texas Commitment (or OCR funds) became available, and the University made a commitment to seek full AACSB accreditation for the COB.

In the light of these developments, business faculty revised and updated the Vision and Mission Statements for the COB. Membership with AACSB was sought and received. In early 2002, an AACSB consultant (Dr. George Stevens, Kent State University) was invited to provide guidance on the accreditation efforts. A pre-candidacy application was submitted soon after the consultant's visit (summer 2002); Dean Stevens returned for a second visit to the campus as the AACSB pre-candidacy advisor. The Candidacy Plan was submitted in August 2002 and candidacy status was granted by AACSB in October 2002. The new Vision and Mission Statements were part of the Candidacy Plan. Although led by a standing committee (Mission and Strategic Planning Committee), the process involved many stakeholders including faculty, students, University administration, alumni, and advisory board members. A two-year periodic revision was built into the process.

Over the next two years, a Strategic Plan was developed by a committee. The Vision and Mission Statements developed and approved by the COB faculty in 2002 formed the basis of the SP. The College is currently in AACSB candidacy status, and the circumstances of the College are radically different compared to the recent past. The curriculum was revised, new minors and courses including a mandatory course on Leadership and Ethics were introduced. The faculty approved a 50-page *COB Faculty Handbook* outlining many of the internal processes in the College. The full-time faculty size has almost doubled over the 2001-2004 period. A concerted effort in the assessment of learning has resulted in faculty approving a course-embedded assessment plan that includes development of learning objectives for each core course and testing these to monitor student learning. It made sense for the COB to refine its Vision and Mission Statements and to develop a new Strategic Plan. In 2003, the Provost's office requested Quality Enhancement Plans (QEP) from each department to prepare for SACS re-accreditation. This document was developed and submitted to the entire College and each department in the COB. It is included in the appendix. The two documents share many common elements but there are some differences, especially since the QEP is related to the Texas A&M University System (TAMUS) and University goals and have specific targets (recruitment, retention, student engagement, others) built in.

Achieving AACSB International accreditation will be the first important milestone for the COB in achieving its Strategic Plan and Mission. In 2003-2004, the first draft was completed with George Nelson as Chair of the Mission and Strategic Planning Committee, and S. Debnath, M. Khan, and Omprakash Gupta as members. The draft plan was presented to the Business Council in spring and summer 2004, and discussed extensively; it was presented to the faculty and comments were received in the College faculty meetings and retreats. In spring 2005, the Mission and Strategic Planning Committee was reconstituted with Dean Munir Quddus as chair and Dr. John Dyck as co-chair. The members include S. Debnath, M. Soliman, M. Khan, S. Tandon, and K. Gordon. The Committee first devoted itself to the task of conducting the regular revision of the Vision and Mission Statements. The committee took the first cut and then held several meetings with faculty and students to receive further input in the revision process. Members of the alumni and business community were consulted through their representation on the Dean's Advisory Board. The Mission and Vision Statements which were revised in spring 2005 appear in this document. These formed the basis of the final Strategic Plan document.

### **The Strategic Planning Process**

A standing committee established by the Dean—the Mission and Strategic Planning Committee—drives the strategic planning process. The committee chair is elected by the faculty and in case of vacancy in the middle of the academic year, filled by the Dean by appointment.

The Strategic Plan was finalized and approved by the faculty in May 2005. The year 2004-2005 was the third and final year of AACSB candidacy for the COB (the self-study year). The basic plan (goals, objectives) was approved after a mock visit in March 2005 based on the peer review team's recommendations. In summer 2005, members of the Dean's Advisory Board spent several hours with faculty members to give detailed comments on the basic document and the draft sections on detailed strategies and activities that flesh out the plan according to the new standards and format.

The plan will be revisited every two years for possible revision. There will be two ways to revise the document. First, on an ongoing basis, the committee will invite comments from the Dean's office and various COB committees. Second, the Mission and Strategic Planning Committee will request other standing committees to review components of the plan.

### **Dean's Office**

Primary responsibility for implementation of the SP rests with the COB Dean's office and the leadership team (Business Council). The Dean's office provides the input from the Central administration, the University, the TAMUS operating environment, and other stakeholders—students, staff, alumni, businesses, and Advisory Board members.

In 2002, the Dean's office arranged for the chair of the Advisory Board and a private consultant to meet with COB faculty to help draft the Vision and Mission Statements and elements of the SP. In spring 2005, the Dean's office served as a liaison for comments from the Dean's Advisory Board members regarding the revision of the Vision and Mission Statements.

The Dean's office has made arrangements for the AACSB mock visit in March 2005. The comments from the mock visit team were related by the Dean's office to the Strategic Planning Committee.

### **COB Quality Enhancement Plan**

In preparation for the Southern Association of Colleges and Schools (SACS) ten-year re-accreditation (in 2010) and changes in the standards, the Provost's office requested each unit on campus to create and submit a Quality Enhancement Plan. The QEP is essentially a variant of the Strategic Plan. The COB submitted a document developed over the summer 2003 without sufficient faculty input was available. In fall 2003 in department meetings, faculty input was used to revise the plan before final submission. In summer 2004 the plan was incorporated into a larger plan published by the Provost's office.

Although similar to a strategic plan in many ways, there are differences between the QEP and the COB Strategic Plan. First, the QEP includes targets that were required by the University guidelines and SACS. The overarching guidelines came from the TAMUS azimuths. Targets for a three- to five-year framework in the area of student recruitment, retention, placement, faculty engagement, research, etc., were built into the QEP.

### **Standing and Ad Hoc Committees**

Standing and Ad Hoc Taskforces in the COB are responsible for reviewing and implementing aspects of the Strategic Plan. Measurement of the objectives will involve several different groups in the College. All faculty members, tenured, non-tenured, and adjunct, in some capacity are involved in the process. Individual faculty members, in various forums, have been invited to review the SP document and to offer comments either in writing or verbally. In the future, each standing committee will be requested to provide written comments and input on aspects of the SP that pertain to the committee (distinctive capabilities, strategic actions). From year to year, the composition of the Mission and Strategic Planning committee changes so that there is greater diversity and representation in the group.

### **Summary of the Planning Process**

In summary, the Mission and Strategic Planning Committee plays the role of catalyst in the planning process in the COB. The committee has wide representation with the chair who is elected by the College faculty in the last meeting in the spring semester. The general members of the Committee are appointed by the Dean. In these appointments, the Dean seeks input directly from the concerned faculty and from Department Heads.

The meetings are conducted in a formal manner with a written agenda and minutes are recorded. The meetings are announced and are open to all faculty members. Throughout the year, input is sought from various constituents to ensure that, as circumstances change, the Plan continues to serve the COB well in its quest to achieve its mission and long-term goals.

### **Mission Statement—Development and Review Process**

1. The Mission and SP committee initiates review of the COB Mission Statement every two years (in the fall semester: 2002, 2004, 2006, 2008, 2010); a major change such as the appointment of a new Dean or President or a budgetary change can be a catalyst for an earlier revision.
2. The Mission and SP committee requests and receives input from a wide spectrum of stakeholders (alumni, students, faculty, staff, advisory board members, and University administration).
3. Based on input received from various stakeholders, the Mission and SP committee reviews the existing Mission Statement and suggests changes as needed.
4. The Committee decides if the changes are consistent with the University Mission. If not, the process reiterates with step 3; if consistent, then the changes are presented to the entire COB faculty for discussion and approval.
5. The COB faculty discusses the revisions and either approves or disapproves them. If the revisions are disapproved, the process goes back to the SP committee for further work (step 3); if approved, the revisions go to the central administration for final approval.
6. The University administration reviews the modifications; if disapproved, the process goes back to the Mission and SP committee to further work (step 3); if approved, the revisions go to the COB for implementation.
7. The COB implements the changes.
8. The COB communicates the changes through Advisory Board meetings, email, newsletter, bulletin board, and catalog to various constituents.
9. Back to step 1.

## **PRAIRIE VIEW A&M UNIVERSITY MISSION STATEMENT**

Prairie View A&M University (PVAMU) is dedicated to excellence in teaching, research, and service. It is committed to achieving relevance in each component of its mission by addressing issues and proposing solutions through programs and services designed to respond to the needs and aspirations of individuals, families, organizations, agencies, schools, and communities—both rural and urban. Prairie View A&M University is a state-assisted institution by legislative designation, serving a diverse ethnic and socioeconomic population, and a land-grant institution by federal statute. Having been designated by the Texas constitution as one of the three “institutions of the first class” (1984), the University is committed to preparing undergraduates in a range of careers including but not limited to engineering, computer science, natural sciences, architecture, business, technology, criminal justice, the humanities, education, agricultural sciences, nursing, mathematics, and the social sciences. It is committed to advanced education through master’s degree programs in education, engineering, natural sciences, nursing, selected social sciences, agriculture, business, and human sciences. It is committed to expanding its advanced educational offerings to include multiple doctoral programs.

### **General University Information**

Though the University’s service area has generally extended throughout Texas and the world, the University’s target service area for offering undergraduate and graduate programs of study includes the Texas Gulf Coast Region, the rapidly growing residential and commercial area known as the Northwest Houston Corridor, and urban Texas centers likely to benefit from Prairie View A&M University’s specialized programs and initiatives in nursing, juvenile justice, architecture, education, and social work. The University’s public service programs, offered primarily through the Cooperative Extension Program, target the State of Texas in both rural and urban counties. The University’s research foci include extending knowledge in all disciplines offered and incorporating research-based experiences in both undergraduate and graduate students’ academic development.

## **PVAMU COLLEGE OF BUSINESS MISSION STATEMENT**

The vision of the College of Business is to be a premier business institution that empowers students to realize their dreams through an excellent education.

The mission of the COB is to provide a diverse student body with a business education that produces readily employable professionals who are productive, ethical, entrepreneurial, and prepared to succeed in a competitive global economy. The College is committed to the pursuit of excellence in teaching, research, and service. We will achieve these goals through an outstanding faculty and by building partnerships with stakeholders. While undergraduate education remains our primary focus, the COB aspires to expand its graduate programs. The student experience will be distinguished by personal attention, teamwork, leadership training, and an understanding of the link between business and society.

### **MISSION ELEMENTS**

- M 1. Faculty emphasis on high-quality teaching, research, and service
- M 2. Quality education and continuous evaluation and improvement
- M 3. Emphasis on leadership, teamwork, and communication
- M 4. Emphasis on the link between business and society
- M 5. A global and ethical perspective
- M 6. Personal attention to students
- M 7. Commitment to partnerships
- M 8. Emphasis on readily employable skills
- M 9. Primary focus on undergraduate education
- M 10. Recruitment and retention of outstanding faculty

### **CORE VALUES**

The College of Business faculty believes that teaching, scholarship, and service are interdependent components of our mission; the following values guide us in striving for excellence in all three areas.

#### **Instruction**

1. Teaching is our first priority with an assigned weight of 50 percent in the faculty performance evaluation process. We expect our faculty to be sensitive to the needs of our students and to strive for excellence in teaching the necessary skills and the most up-to-date curriculum.
2. Our teaching mission broadly encompasses all activities that enhance the communication of knowledge, including instructional materials and classroom presentations.
3. We actively seek interdisciplinary alliances across the campus and with outside institutions to enhance the overall education of our students as leaders and citizens.

4. We seek to attract and educate capable and motivated students who have the potential to become leaders in business and industry and who will be aware of the fundamental aspects of decision making in an increasingly complex and technology driven global business environment.
5. Our curriculum and educational programs are designed to develop and educate business leaders at different stages of their career development.

### **Intellectual Contributions**

1. Making intellectual contributions is our second priority with an assigned weight of 30 percent in the faculty performance evaluation process. We encourage intellectual contributions that provide insights into business education, practical aspects of industry, and the theory of business.
2. We actively support interdisciplinary and collaborative efforts in intellectual contributions because complex issues in business are best understood by drawing from many basic disciplines throughout academe.
3. We believe in a wide spectrum of intellectual contributions that are of relevance and add value to the body of knowledge in management practice and education.

### **Service**

1. Service is our third priority with an assigned weight of 20 percent in the evaluation process. All members of the COB community are encouraged to share their expertise to benefit external stakeholders and to offer opportunities for students and faculty to apply their knowledge and skills.
2. We seek alliances and partnerships with business and industry leaders to add relevance to our curriculum and educational mission.
3. We encourage community outreach activities that assist the local communities in business and economic development.

## **EXTERNAL AND INTERNAL ENVIRONMENT—SWOT ANALYSIS**

### **STRENGTHS**

1. Commitment to Technology
  - a. The College has implemented the latest technology in the classrooms. Each room has a ceiling-mounted LCD projector, Internet access, and PowerPoint capability.
  - b. Additional space in the new Architecture building has been made available to the College.
  - c. Faculty members have new computers and local printers and access to the necessary statistical software and online databases for success in research.
2. Location
  - a. Prairie View A&M University is approximately 40 miles northwest of Houston, the fourth largest city in the U.S and home to headquarters of many Fortune 500 companies.
  - b. PVAMU is the only public University serving the fast growing Northwest Houston area.
3. Engagement with Students
  - a. Specific faculty advisors are assigned to students on a continuing basis and this has created increased mentoring opportunities and engagement of faculty with students.
  - b. The majority of classes are relatively small (under 35).
4. Fiscal Support
  - a. Office of Civil Rights (OCR) funding for accreditation has enabled hiring new faculty at market salaries and has allowed faculty to attend professional development meetings on a regular basis.
  - b. The AACSB accreditation support has been enhanced and is expected to continue.
  - c. Several grants (Department of Education, the Small Business Administration, Title III) from federal and private sources have been received.
5. Program Offerings
  - a. A new MS in Accounting is offered by the COB. This relates to the requirement for students to complete 150 semester credit hours (SCH) prior to taking the CPA exam.
  - b. New minors in personal finance and international business could expand to majors.
  - c. The Center for Business Communication assists students by improving their verbal and written communication skills.
  - d. The new Small Business Development Center (SBDC) adds to the links with the business community.
  - e. The Department of Education Business International Education grant created a new minor in international business, supported faculty professional development and travel overseas, and gave students the opportunity to study abroad and make field trips to Mexico.
6. Even though tuition has increased in recent years, Prairie View's tuition remains one of the lowest compared to competing schools.
7. Strong recruitment efforts have resulted in hiring at least fifteen new highly-qualified faculty members. The current business faculty is diverse in race, ethnicity, and

gender.

8. Active student organizations and special events such as the Black Executive Exchange Program (BEEP), Dean's Lecture Series, Career Fair, Awards Ceremony and others provide professional development opportunities for students.
9. The COB faculty has increased the number of publications in recent years partly as a result of targeted incentives (reduced teaching load, summer grants, and merit salary adjustments) and higher expectations from the efforts toward achieving AACSB accreditation.
10. The College has strong support from an active Dean's Advisory Board and the local business community.
11. The College has made solid progress towards full accreditation with AACSB International.
12. Attempts to diversify the revenue base have been productive. Private contributions to support endowed scholarships have increased, new grants have been received, and new fees have been implemented for supporting student support activities.

## **WEAKNESSES**

1. Quality of Students
  - a. A large number of students admitted to Prairie View have probationary status.
  - b. The College of Business seniors score low on the ETS Major Field Test in business.
2. Student/teacher Ratio
  - a. The student/teacher ratio varies by discipline, but the average across the COB is rising due to budgetary constraints.
3. Student Recruitment
  - a. There has been a lack of commitment to University recruitment in recent years.
  - b. Few scholarships have been available to attract a sufficient number of academically talented students.
4. Overdependence on OCR Funding
  - a. These funds are designed to be a bridge between historical scarcity for University and COB resources and permanent funding. There is some uncertainty regarding the funds continuity in the long run.
5. Inadequate Facilities
  - a. Hobart Taylor Hall's faculty offices are small and classrooms are poorly configured for active learning and varied teaching styles. The building is old and in disrepair. The building capacity limits scheduling flexibility and is inadequate to handle a 100% increase in student population. Facilities are not conducive to meeting the needs of modern business education (small meeting rooms, student lounge, tiered classrooms, and computer labs).

## **SPECIFIC OPPORTUNITIES**

1. The prospect of creating distance learning courses exists for potential graduate students in the southern and eastern portion of the Houston metropolitan area.
2. There is an untapped source of a young professional population in the still-growing

northwest Houston area.

3. A large ethnic population in the Houston metropolitan area will be college age during the next 10 years.
4. There is already in place a well-established community college system in Harris County which provides opportunities for collaborations and a potential source of upper-division business students.
5. The location of Prairie View is an incentive for establishing TAMU programs which could be combined with the COB; i.e., engineering/project management.
6. Adult and executive education offerings in such areas as minority marketing and supply chain management can be offered under the continuing education framework. The COB may also offer testing services and test preparation courses in areas such as CPA/CFA.
7. The Small Business Development Center enables the development of stronger relationships with small business owners and entrepreneurs.
8. The expansion of initiatives in the areas of international business, entrepreneurship, financial literacy, energy, and health care can be developed into new degree programs.
9. The COB could offer evening and weekend undergraduate and graduate courses.

### **SPECIFIC THREATS**

1. The University of Phoenix and other campuses (University of Houston—Downtown) may enter the northwest Houston market and offer undergraduate and graduate degrees in business.
2. Given the tuition differential, the community colleges' programs within the recruitment area may become more attractive to potential students who choose career training over a traditional degree.
3. Constantly changing information systems technology will continue to require costly changes to MIS labs to ensure students are trained in systems currently in use.
4. There is uncertainty regarding state funding.
5. Business faculty salaries are escalating.

### **MANDATES**

As a state institution which is part of the Texas A&M University System (TAMUS), Prairie View A&M University and the COB have some constraints in charting its course. Both the University and the College are constrained by mandates from the Texas Higher Education Coordinating Board (THECB) and TAMUS.

1. Growth
  - a. The THECB and TAMUS long-range plan is for PVAMU to more than double in enrollment over the next decade, and the COB must grow accordingly.
2. Student Body Diversity
  - a. Under the *Closing the Gap* initiative and OCR settlement, the State expects to see higher growth in Hispanic student population, thus altering the traditionally African-American composition of PVAMU. This expectation is related to

- AACSB accreditation goals. The COB is expected to assist in attracting academically prepared Hispanic students to the campus.
3. Graduate Education
    - a. PVAMU's mission includes a commitment to offer graduate education in a wide array of fields, including business. Thus, an MBA program is an important part of the College of Business.
  4. Accreditation
    - a. As part of the OCR settlement, University officials have mandated that the College of Business attain and maintain AACSB International accreditation.

## **GOALS, OBJECTIVES, AND STRATEGIES**

### **GOAL 1: Excellence in Teaching**

#### **Objective 1.1: Establish high standards in teaching and learning**

- Strategy 1.1.1 Support quality teaching
- Strategy 1.1.2 Reward innovative teaching
- Strategy 1.1.3 Recruit faculty who are competent in teaching
- Strategy 1.1.4 Build an environment conducive to learning
- Strategy 1.1.5 Teach a current curriculum
- Strategy 1.1.6 Commit to the assurance of learning
- Strategy 1.1.7 Incorporate service learning into the student experience
- Strategy 1.1.8 Develop skills in teamwork, leadership, ethical decision making, critical thinking, and communication
- Strategy 1.1.9 Offer honors courses and programs
- Strategy 1.1.10 Continually upgrade faculty competency
- Strategy 1.1.11 Support faculty in involving business and industry in student learning
- Strategy 1.1.12 Support faculty use of technology

### **GOAL 2: Excellence in Research**

#### **Objective 2.1: Maintain AACSB standards on academically qualified faculty**

- Strategy 2.1.1 Recruit faculty committed to intellectual contributions
- Strategy 2.1.2 Reward success in publishing in peer reviewed journals
- Strategy 2.1.3 Create a culture conducive to mentoring and collaboration in research
- Strategy 2.1.4 Support faculty research efforts
- Strategy 2.1.5 Strengthen publication standards for tenure and promotion

#### **Objective 2.2: Achieve high-quality research**

- Strategy 2.2.1 Recruit faculty with a track record in high-quality research
- Strategy 2.2.2 Recognize and reward high-quality scholarship
- Strategy 2.2.3 Require high-quality publications for promotion to full professor
- Strategy 2.2.4 Strengthen publication standards for graduate faculty status
- Strategy 2.2.5 Create support system to foster high-quality research

### **GOAL 3: Excellence in Service**

#### **Objective 3.1: Develop alliances with stakeholders**

- Strategy 3.1.1 Increase the Dean's Advisory Board members' engagement with the COB

- Strategy 3.1.2 Support the Small Business Development Center (SBDC)
- Strategy 3.1.3 Establish new centers for outreach and research activities
- Strategy 3.1.4 Use Voluntary Income Tax Assistance (VITA) and other service learning programs to serve the community
- Strategy 3.1.5 Encourage faculty interaction with local businesses
- Strategy 3.1.6 Support faculty involvement in professional organizations
- Strategy 3.1.7 Encourage faculty participation on University committees
- Strategy 3.1.8 Develop cross-campus alliances

#### **GOAL 4: Enrollment Management**

##### **Objective 4.1: Increase student enrollment and diversity**

- Strategy 4.1.1 Attract scholarship funds to recruit academically talented students
- Strategy 4.1.2 Develop a scholars program
- Strategy 4.1.3 Build partnerships with community colleges
- Strategy 4.1.4 Offer on-site degree programs in community colleges
- Strategy 4.1.5 Target Hispanic majority high schools for recruitment
- Strategy 4.1.6 Develop recruitment materials in Spanish

##### **Objective 4.2: Increase student retention**

- Strategy 4.2.1 Organize special events such as Executive-in-residence, Dean's lecture series, career fair, awards program
- Strategy 4.2.2 Strengthen admission standards
- Strategy 4.2.3 Establish an Academic Advising Center with full-time staff
- Strategy 4.2.4 Organize tutorials in the Center for Business Communications
- Strategy 4.2.5 Enhance business student organizations
- Strategy 4.2.6 Seek mentors (faculty, alumni, board) for students

#### **Goal 5: Enhance the Standing of the College of Business**

##### **Objective 5.1: Increase revenue sources**

- Strategy 5.1.1 Support faculty grant writing efforts
- Strategy 5.1.2 Strengthen fundraising from alumni and businesses
- Strategy 5.1.3 Explore opportunities to deliver continuing education
- Strategy 5.1.4 Develop new off-campus programs

##### **Objective 5.2: Build a brand image for the College**

- Strategy 5.2.1 Achieve and maintain AACSB International accreditation
- Strategy 5.2.2 Improve marketing of the College programs
- Strategy 5.2.3 Build alliances with well-known institutions
- Strategy 5.2.4 Increase public relations efforts
- Strategy 5.2.5 Increase faculty participation in professional forums

Strategy 5.2.6 Increase faculty publications in well-recognized journals  
Strategy 5.2.7 Strengthen alumni relations

## SWOT ANALYSIS SUPPORTED BY STRATEGIC PLAN

### SWOT ANALYSIS

### GOAL, STRATEGY

#### WEAKNESSES

1. Quality of students	
a. probationary status	4.1.3
b. low major field test scores	4.1.3
2. Student/teacher ratio	2.1.1, 2.1.3
3. Student recruitment	
a. commitment	4.1.4 – 4.1.7
b. scholarships	4.1.1
4. OCR funding	5.1.1 – 5.1.5
5. Inadequate facilities	1.1.4

#### SPECIFIC OPPORTUNITIES

1. Distance learning	5.1.4
2. Young professionals	4.1.1, 4.1.2
3. Large ethnic population	4.1.6, 4.1.7
4. Community college system	4.1.5
5. TAMU and COB	3.1.8, 5.2.3
6. Continuing education/testing	4.1.5, 5.1.4, 5.2.4
7. Small Business Development Center	5.1.3
8. New degree programs	1.1.2
9. Evening and weekend classes	5.1.4

#### SPECIFIC THREATS

1. NW Houston market	3.1.3, 4.1.4, 4.1.5, 5.2.2
2. Community colleges	4.1.4, 4.1.5, 5.2.2
3. MIS labs	1.1.4
4. State funding	5.1.2, 5.1.5
5. Faculty salaries	5.1.2, 5.1.5

#### MANDATES

1. Growth	
a. COB must grow	5.1.4, 5.2.2, 5.2.4
2. Student Body Diversity	
a. Closing Gap initiative	4.1.6, 4.1.7
3. General Education	
a. Graduate education	5.1.4
4. Accreditation	
a. AACSB accreditation	5.2.1

**Action Items and Financial Strategies**

**GOAL 1: EXCELLENCE IN TEACHING**

**Objective 1.1 Establish high standards in teaching and learning**

**Strategy 1.1.1 Support quality teaching**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Costs or Revenue</b>	<b>Source of Funds</b>
Merit pay increase	Dean and Department Heads	University timetable	\$100,000 Budget permitting	State funds allotted to the COB
Multi-media technology in every classroom	Technology Committee; Dean's office	Fall 2005; annually	\$10,000 annually	Equipment access fee
Reduced teaching load	Department heads	Fall 2005; annually	\$210,000 annually	OCR Funds; E&G; local
Teaching awards	Peer Committee; Dean	Spring; annually	\$2,000	OCR; gifts from donors

**Strategy 1.1.2 Reward innovative teaching**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Funds for developing online instruction	Department Heads; Dean	Fall 2005; ongoing	\$6,000 (two courses a year)	OCR support
Faculty release time for online course preparation	Department Heads; Dean	Fall 2005; ongoing	\$3,500 (one course a year)	OCR support
Special Merit Pay increase	Dean and Department Head	Spring 2005; budget permitting	\$5,000 per faculty	State funds allotted to the COB

**Strategy 1.1.3 Recruit competent teachers**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Advertise nationally for faculty openings	Department Heads; Dean	Fall 2005	\$5,000 annually	Dean's Office
Rigorous evaluation process including a campus visit	Department Heads; Search Committees	Fall 2005	\$4,000 (\$1,000 per candidate)	OCR funds

#### **Strategy 1.1.4 Build an environment conducive to learning**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Maintain small classes	Department Heads	Fall 2005; ongoing	\$7,000 (\$3,500 for each new section)	Department funds
Encourage Behavior Conducive to learning	Faculty	Fall 2005	None	
State of art furniture	Dean's office	Fall 2005	\$10,000	OCR
Develop Tutorial Centers	Department Heads	Fall 2005; ongoing	\$5,000	OCR; University
Center for Business Communication	Dean's office	Fall 2005; ongoing	\$20,000 a year	OCR
Upgrade computer labs	Dean	Fall 2006	50,000	Equipment Access fee
Upgrade COB facilities	Dean	Spring 2006	200,000	University funds, CFO

#### **Strategy 1.1.5 Teach a current curriculum**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Regular feedback from Advisory Board members, alumnae	Dean, Department Heads, Curriculum Committee chair	January 30, 2006; annual	None	
Periodic assessment and revisions	Curriculum Committee chair; Department Heads	Ongoing	\$2,500 (EBI survey of alumni)	OCR funds

**Strategy 1.1.6 Commit to assurance of learning**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Implement MFT	Assessment Coordinator	Spring 2006; annual	\$2,500	Local funds
Course embedded learning goals	Faculty; Department Heads; A Coordinator	Fall 2005; each semester	none	
EBI/AACSB survey	Assessment Coordinator	Spring 2006; annual	\$1,000	OCR funds; local funds
Coordination of the Assurance of Learning	Assessment Coordinator, Dean	Fall 2005; ongoing	\$4,000	OCR funds; local funds

**Strategy 1.1.7 Incorporate service learning (SL) into student experience**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Encouraging COB student organizations to participate in voluntary and community activities	Faculty Advisors and Department Heads	Fall 2005; ongoing	\$500	Outside funding including University VP for External Relations
Incorporate SL activities such as VITA into accounting courses	Accounting Discipline Coordinator	Fall 2006; ongoing	\$500	Dean's account
Encourage internships	Assistant to the Dean for Recruitment and Retention	Fall 2005; ongoing	None	

**Strategy 1.1.8 Develop skills in teamwork, leadership, ethical decision making, critical thinking and communication**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
25% of the business courses embed team assignments, critical thinking, communication	Department Heads, discipline coordinators	Fall 2005; beyond	None	

Require all new business students to take the Leadership and Ethics course (MGMT2203)	Department Heads, advisors	Fall 2005	None	
Increase student utilization of the Bus. Comm. Center by 25%	Faculty; Center for Business Communication Coordinator	Fall 2005	\$5,000	Dean's office

**Strategy 1.1.9 Offer honors courses and programs**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Put two COB courses on the University honors program	Department Heads	Fall 2006	\$1000	Dean's account
Explore an in-house honors program in the COB	Honors coordinator	Fall 2006	\$5,000	Dean's office; external gifts
Recruit merit/honors students	Dean's office	Fall 2006; ongoing	\$1 million in endowment; \$50,000 in annual scholarships	Endowments based on private and corporate gifts; OCR matching

**Strategy 1.1.10 Continually upgrade faculty competency**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Bring one outside expert to offer teaching workshops for all business faculty	Instructional Resource and Responsibilities Committee	Fall 2005; ongoing	\$1,000	Dean's office
Send one faculty each semester for instructional training	Department Heads	Fall 2005	\$2,000	Enhancement funds
Encourage faculty to conduct pedagogical research	Dean, Department Heads	Fall 2005	None	

**Strategy 1.1.11 Support faculty efforts to involve business and industry in student learning**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Bring two speakers from industry each semester	Assistant to the Dean; faculty members	Fall 2005	None	
Continue with BEEP, Career fair programs and speakers each year	Faculty, Dean's office	Fall 2005		
At least one class goes on a field trip each semester	Department Heads, faculty	Fall 2005	\$500	Dean's office

**Strategy 1.1.12 Support faculty use of technology**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Hire/retain a full-time computer specialist	Dean's office	Fall 2005	\$40,000 annually	OCR funds
At least one in-house training on online instruction, other computer skills	Chair of the Technology Committee	Fall 2005	\$500	OCR funds
Ensure every classroom is multi-media technology ready	Dean's office; computer service specialist	Fall 2005	\$5,000	Equipment access fee

**GOAL 2: EXCELLENCE IN RESEARCH**

**Objective 2.1: Maintain AACSB standards on academically qualified faculty**

**Strategy 2.1.1 Recruit faculty committed to intellectual contributions**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Conduct national searches to fill faculty positions	Department Heads, search committees	Fall 2005; ongoing	As needed (\$2,500 per search)	Dean's office
Offer competitive	Dean and	Fall 2005;	As needed	University

compensation packages	Department Heads	beyond		funds for new faculty; OCR
Build the image and reputation of the COB	Dean, Department Heads, faculty	Spring 2006	\$5,000	Dean's office

**Strategy 2.1.2 Reward success in publishing in peer reviewed journals**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Tie merit raises to success in publication	Dean, Department Heads; FCDC	Fall 2005	As available	University
Continue with the Dean's Excellence in Research award	Dean's office; committee	Fall 2005	\$1,000	COB

**Strategy 2.1.3 Create a culture conducive to mentoring and collaboration in research**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Assign mentors to new faculty	Department Heads	Fall 2005	None	
Support collaborative efforts in intellectual contributions	Faculty; Department Heads, Dean	Fall 2005	\$2,500	Dean's office

**Strategy 2.1.4 Support faculty research efforts**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Give travel and other incentives for research	Department Heads, Dean	Fall 2005; ongoing	\$25,000	OCR, University
Continue opportunities for reduced teaching	Department Heads	Fall 2005; ongoing	\$250,000	E&G, OCR accreditation
Continue summer research grant	IC committee	Summer 2005; ongoing	\$25,000	OCR accreditation
Bring one distinguished	IC committee	Fall 2005	\$2,000	OCR accreditation

scholar for presentation each year				
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**Strategy 2.1.5 Strengthen publication standards for tenure and promotion**

Activity	Responsibility	Timeline	Resources	Source of Funds
Create a list of journals to benchmark quality of intellectual contributions	ICC	Fall 2006	None	
Tie tenure and promotion to quality publications	Dean, Department Heads; ICC, FCDC	Fall 2005	As available	University
Ask FCDC to strengthen the existing minimum standards for tenure and promotion	FCDC, faculty, Dean	Fall 2005	None	

**Objective 2.2: Achieve high quality research**

**Strategy 2.2.1 Recruit faculty with a track record in high-quality research**

Activity	Responsibility	Timeline	Resources	Source of Funds
Conduct national searches to fill faculty positions	Department Heads, search committees	Fall 2005; ongoing	As needed (\$2,500 per search)	
Offer competitive compensation packages	Dean and Department Heads	Fall 2005; beyond	As needed	
Build the image and reputation of the COB	Dean, Department Heads, faculty	Spring 2006	\$5,000	

**Strategy 2.2.2 Recognize and reward high-quality scholarship**

Activity	Responsibility	Timeline	Resources	Source of Funds
Extra merit raises tied to quality of publication	Dean, Department Heads; FCDC	Fall 2005	As available	
Continue with the Dean's Excellence in Research award with emphasis on	Dean's office; award committee	Fall 2005	\$1,000	

quality of publications				
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**Strategy 2.2.3 Require high-quality publications for promotion to full professor**

Activity	Responsibility	Timeline	Resources	Source of Funds
Create a list of journals to benchmark quality of intellectual contributions	ICC, FCDC	Fall 2006	None	
Ask FCDC to strengthen the existing minimum standards for promotion	FCDC, faculty, Dean	Fall 2005	None	

**Strategy 2.2.4 Strengthen publication standards for graduate faculty status**

Activity	Responsibility	Timeline	Resources	Source of Funds
Emphasize quality of publications as a criteria for graduate faculty status	Graduate committee, graduate faculty, Dean	Fall 2005	None	

**Strategy 2.2.5 Create support system to foster high-quality research**

Activity	Responsibility	Timeline	Resources	Source of Funds
Reduced teaching load for graduate faculty and others committed to research	Department Heads	Fall 2005; annual	\$210,000 a year	
Provide graduate student support for faculty research	Dean, Department Heads	Fall 2005; ongoing	\$30,000 a year	
Purchase software and databases for research	Department Heads	Fall 2006	\$20,000 annual	

**GOAL 3: EXCELLENCE IN SERVICE**

**Objective 3.1: Develop alliances with stakeholders**

**Strategy 3.1.1 Increase Dean’s Advisory Board member’s engagement with COB**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Provide training for board members to become more active	Dean, Assistant to the Dean for Development	Fall 2006; ongoing	\$1,000	Private sources
Develop a student mentorship program with board members	Assistant to the Dean for Recruitment and Retention	Fall 2005; ongoing	\$2,000	Local sources

**Strategy 3.1.2 Nurture the Small Business Development Center**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Increase SBDC activities	SBDC Director; Dean	Fall 2005; ongoing	\$35,000	OCR funds; seek SBA funding
Seek additional funding for SBDC	SBDC Director, Assistant to the Dean for Development	Fall 2005; ongoing		

**Strategy 3.1.3 Establish new centers for outreach and research activities**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Establish a Center for Financial Empowerment and Education	Dean’s office; University officials; interested faculty	Fall 2006	\$100,000	Corporations; foundations

**Strategy 3.1.4 Use Volunteer Income Tax Assistance (VITA) and other service learning programs to Assist the community**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Strengthen the VITA program	Interested Accounting faculty, students	Spring 2006	\$1,000	University Ext. relations

**Strategy 3.1.5 Encourage faculty interaction with businesses in the community**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Two business faculty join corporate boards	Department Heads, faculty	Fall 2006	\$500	OCR funds
Recruit faculty with business and industry experience	Department Heads; search committees	Fall 2006	As needed	Dean's office

**Strategy 3.1.6 Support faculty involvement in professional organizations**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
At least ten percent of the faculty members would be active in professional organizations	Department Heads, faculty	Fall 2005; ongoing	\$2,500	Travel funds; local funds

**Strategy 3.1.7 Encourage faculty participation in University committees**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Tie service performance with merit & evaluation	Dean, Department Heads, FCDC	Fall 2005	None	
Encourage faculty to be more engaged	Dean, Department Heads	Fall 2005		
Continue with the Dean's Excellence Award in service	Dean; Committee	Fall 2005	\$1,000	OCR funds

**Strategy 3.1.8 Develop cross-campus alliances**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Meet faculty from at least one other department each semester for discussing opportunities for collaborations	Department Heads, faculty champions	September 2006; ongoing	\$100	Dean's account
Hold at least one meeting at the Dean and/or Department Heads	Dean, Department Heads	Fall 2005; ongoing	NA	NA

level each semester				
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**Goal 4: ENROLLMENT MANAGEMENT**

**Objective 4.1: Increase student enrollment and diversity**

**Strategy 4.1.1. Attract scholarship funds to recruit academically talented students**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Submit a grant to MITE and other private foundations for support	Dean, Assistant to the Dean for Development	Fall 2006	N/A	
Hold at least one fundraising event for a \$50,000 endowment for merit scholarships each year	Assistant to the Dean for Development	Fall 2005	\$5,000	

**Strategy 4.1.2 Develop a scholars program**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Offer at least one business course in the University honors program each semester	Department Heads, faculty	Spring 2006; ongoing	\$500	Dept. budget
Develop a scholars program in the COB	Dean, faculty members	Fall 2005	\$1,000	Dean's enhancement account

**Strategy 4.1.3 Build partnerships with community colleges**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Articulation agreements and recruitment efforts in Blinn and other community colleges	Department Heads	Fall 2005	None	

**Strategy 4.1.4 Offer on-site degree programs in community colleges**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Sign an articulation agreement with a Comm. College for a 2+2 program in business (management, accounting)	Dean, Department Heads, University Administration	Fall 2006	\$10,000	OCR funding; student fee

**Strategy 4.1.5 Target Hispanic majority high schools for recruitment**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Direct recruitment in Hispanic majority HS	Assistant to the Dean for Recruitment and Retention	Fall 2005		
Involve COB Hispanic students in recruitment	Assistant to the Dean for Recruitment and Retention	Fall 2005		

**Strategy 4.1.6 Develop recruitment materials in Spanish**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Recruitment materials in Spanish	Assistant to the Dean for Recruitment and Retention	Fall 2005	\$500	Dean's accounts

**Objective 4.2: Increase student retention**

**Strategy 4.2.1 Organize special events for students**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Organize the BEEP, Ex-in-Residence and Dean's Lecture Series	Assistant to the Dean for Development; Assistant to the Dean for	Fall 2005; ongoing	\$3,000	Dean's account

	Recruitment and Retention			
Expand the Annual Business Career Fair	Assistant to the Dean for Development	Spring 2005; annual	\$1,000	Dean's account
COB Award Ceremony	Assistant to the Dean	Spring 2006; annual	\$1,500	Dean's office

**Strategy 4.2.2 Strengthen the admission standards**

Activity	Responsibility	Timeline	Resources	Source of Funds
Firmly establish the two step admission process into the COB	Business Council, Curriculum Committee, faculty	Fall 2006		

**Strategy 4.2.3 Establish an academic advising center with full-time staff**

Activity	Responsibility	Timeline	Resources	Source of Funds
Recruit a full-time student advisor	Dean's office	Fall 2005	\$50,000	Special student fee

**Strategy 4.2.4 Organize tutorials in the Center for Business Communication**

Activity	Responsibility	Timeline	Resources	Source of Funds
Establish An Accounting Lab	Dept. of Accounting, Finance, MIS	Summer 2006	\$10,000	Dean's accreditation account
Offer tutorial services in quantitative and statistical areas	Department chairs	Summer 2006	\$20,000	

**Strategy 4.2.5 Enhance business student organizations**

Activity	Responsibility	Timeline	Resources	Source of Funds
Strengthen faculty advisor's role	Dean and Department Heads	Fall 2005; ongoing	\$ 1,000	Dean's office
Support student organization activities	Dean and Department Heads	Fall 2005; ongoing	\$1,000	Dean's office

**Strategy 4.2.6 Seek mentors (faculty, alumni, board) for students**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Create a program for Advisory Board members to mentor students	Assistant to the Dean for Recruitment and Retention	Summer 2006	\$1,000	Advisory Board sources
Create a program for faculty to mentor students	Department Heads	Fall 2006	\$1,500	Dean's account

**Goal 5: ENHANCE THE STANDING OF THE COLLEGE OF BUSINESS**

**Objective 5:1: Increase revenue sources**

**Strategy 5.1.1 Support faculty grant writing efforts**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Resubmit the BIE grant to DOE	Director, Center for IB, Dean	November 2005		
Resubmit SBDC grant to SBA	SBDC Director	Fall 2005		

**Strategy 5.1.2 Strengthen fundraising from alumni and businesses**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Annual fundraising Letters sent to alumni	Assist. to the Dean for Development	Fall 2005	\$500	Dean's funds
Hold at least one major fundraising event each year	Assist. to the Dean for Development	Fall 2005	\$5,000	Dean's funds
Solicit funds from business organizations	Assistant to Dean	Fall 2005	\$2,000	Dean's funds

**Strategy 5.1.3 Explore opportunities to deliver continuing education**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Work with SBDC to offer summer non-credit courses	Dean's office; interested faculty	Summer 2006	\$2,500	Dean's office

**Strategy 5.1.4 Develop new off-campus programs**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Introduce 2+2 bus. programs on-site in community colleges	Department Heads, Dean	Fall 2006	\$10,000	Dean's office' fee
Investigate offsite or overseas MBA and EMBA	Director Graduate Programs, Dean, Graduate Committee	Fall 2007	\$25,000	Dean's office; University Sources

**Strategy 5.1.5 Generate Revenue Through Student Fee**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
New Fee for accreditation support	Dean	Fall 2006	Will generate \$200,000	Student fee
New Fee on graduate students	Dean	Fall 2005	Generates \$80,000	Student fee

**Objective 5.2: Build a brand image for the College**

**Strategy 5.2.1 Achieve and maintain AACSB International accreditation**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Submit a well written Self-Study for initial accreditation	SER Taskforce, Dean	Summer 2005; submit by August 1	\$5,000	OCR funds for accreditation
Participate in the AACSB Initial Accreditation	Dean, Department Heads, Committee Chairs, faculty	Spring 2006 – visit is scheduled for February 2006	\$10,000	OCR funds for accreditation

**Strategy 5.2.2 Improve marketing of the College programs**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Complete a Marketing Strategic Plan for COB	Assistant to the Dean for Development	Fall 2005	None	
Send the Summer	Assistant to the	Fall 2005	\$1,500	OCR

2005 Newsletter to the expanded alumni list	Dean for Development			accreditation accounts
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**Strategy 5.2.3 Build alliances with well-known institutions**

Activity	Responsibility	Timeline	Resources	Source of Funds
Continue to work with Texas A&M and Texas Tech	Dean, faculty	Fall 2005; ongoing	None	
Submit a grant jointly with UTHSC	Assistant to the Dean for Development	Fall 2005	None	

**Strategy 5.2.4 Increase public relations efforts**

Activity	Responsibility	Timeline	Resources	Source of Funds
Send letters to an expanded list of alumni	Assistant to the Dean for Development	Summer 2005		
Increased Recruitment in High schools; summer on campus recruitment	Assistant to the Dean for Recruitment and Retention	Summer 2005	\$2,000	
Build relations with Black/Hispanic MBA	Assistant to the Dean for Recruitment and Retention	Summer 2005	\$500	
Positive stories on the COB in local media (paper, radio)	SBDC Director, Dean, Assistant to the Dean for Development	Fall 2005; ongoing	None	

**Strategy 5.2.5 Increase faculty participation in professional forums**

Activity	Responsibility	Timeline	Resources	Source of Funds
At least ten faculty members attend AACSB and other professional conferences each year	Faculty, Department Heads, Dean	Fall 2005; ongoing	\$15,000	OCR accreditation support

**Strategy 5.2.6 Increase faculty publications in well recognized journals**

Activity	Responsibility	Timeline	Resources	Source of Funds
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Publish at least one paper each semester in a top tiered national journal	Faculty, Department Heads	Fall 2005	\$500 (submission fee)	Dean's support account
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**Strategy 5.2.7 Strengthen alumni relations**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Source of Funds</b>
Send newsletter to 1,000 COB alumni	Assistant to the Dean for Development	Summer 2005	\$500	OCR funds
Dean has face to face contact with at least ten additional alumni each semester	Dean, Assistant to the Dean for Development	Fall 2005; ongoing	\$1,000	Dean's travel account