

**College of Business
Strategic Plan 2018-2023
October 1, 2020**



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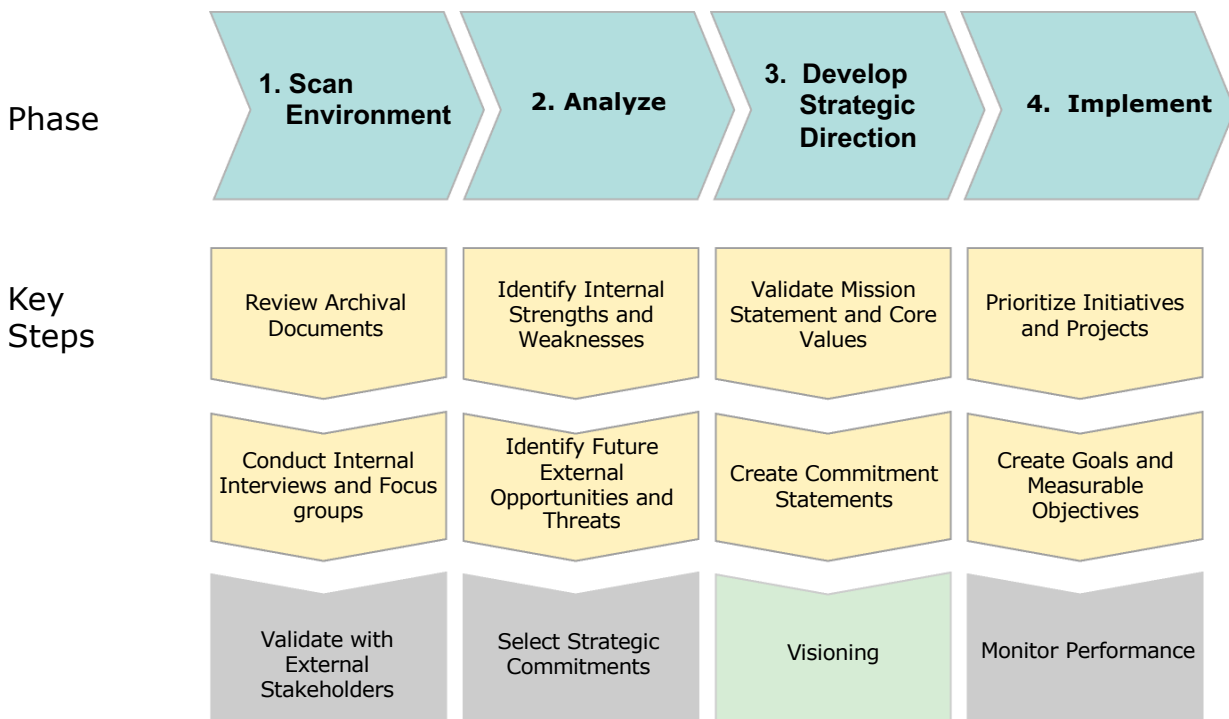
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Introduction

As a part of its continuous improvement process, the College of Business (COB) conducted a strategic “refresh” in AY 2017-2018 that incorporated Clayton State University’s Strategic Plan 2017-2022 and the feedback received from the AACSB Peer-Evaluation Team. The College of Business went through a comprehensive reexamination of its strategic position and future direction. This re-examination involved various stakeholders (faculty, staff, students, alumni, Advisory Board). In this process, the College refined its mission statement, refocused its key strategic priorities to align itself with the University’s strategic goals. The mission and priorities of Clayton State University’s Strategic Plan 2017-2022 are described below.

Strategic Planning Process

The College followed a structured strategic-planning approach for the refresh of our existing 2011-2016 plan. The process is depicted here:



A steering committee, representatives of faculty and staff, engaged key stakeholder groups and guided the work. The process was iterative and interactive, with the entire faculty updated periodically along the way.

Clayton State University Vision & Mission Statements

Vision: To become a national model for university-based community engagement and for equipping students with the knowledge, skills, and motivations for learning and success

Mission: Through teaching, scholarship and service, we provide an environment of experience-based learning, enriched by active community engagement that prepares an increasing number of students from all walks of life to succeed in a diverse society.

Clayton State University Strategic Priorities

- Goal 1:* Increase enrollment, retention, and graduation rates.
- Goal 2:* Increase external funding.
- Goal 3:* Build brand through community engagement and program development focused on career preparation and success.
- Goal 4:* Promote the brand through an integrated marketing communication program.
- Goal 5:* Advance innovation in experiential teaching styles, methods of delivery, and research.
- Goal 6:* Continue investing in infrastructure improvements.

College of Business Vision Statement

To be known for our Impactful Engagement and Career-focused Curricula.

College of Business Mission Statement

To develop business professionals through Impactful Engagement, Career-focused Curricula, and dedicated Faculty, Staff and Strategic Partners.

College of Business Strategic Priorities

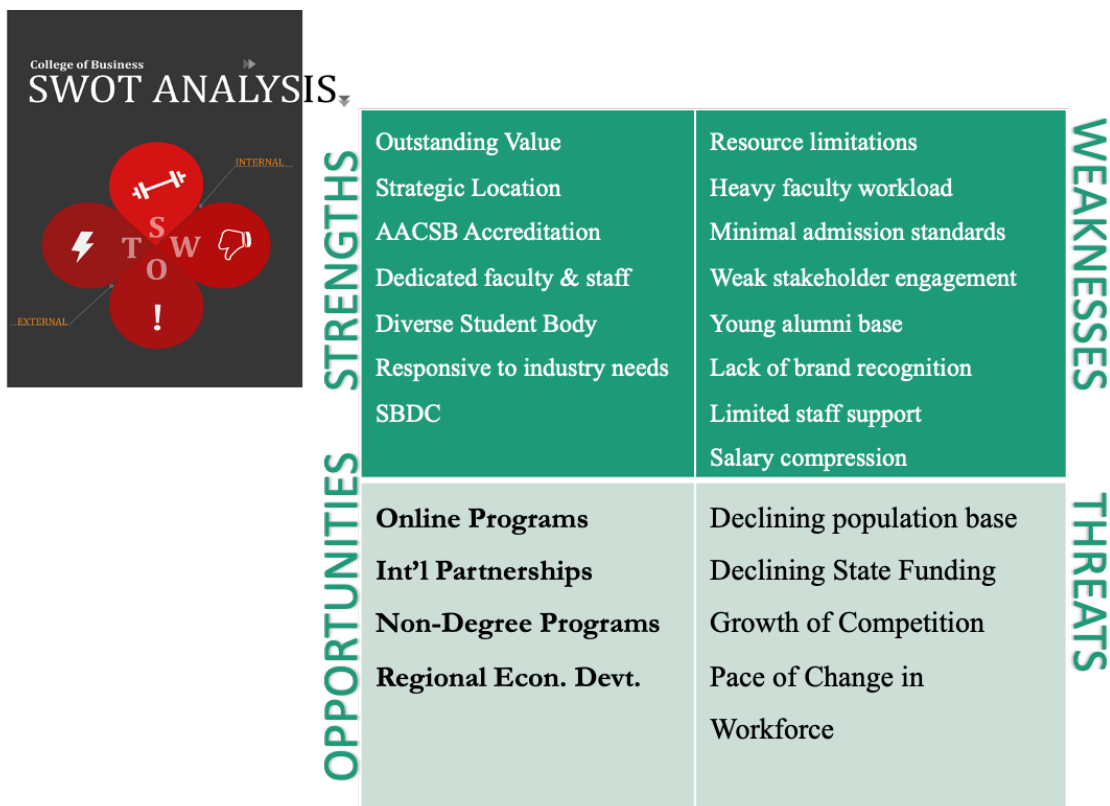
- Priority 1:* Ensure **Impactful Engagement**.
- Priority 2:* Implement **Career-Focused Curricula**.
- Priority 3:* Focus on **Faculty and Staff Development**.

College of Business Values

- Collegiality:** *We treat each other with respect and work together in a spirit of inclusiveness, collaboration and teamwork to serve others and reach common goals.*
- Excellence:** *We give our best effort and seek continuous improvement in all our activities.*
- Innovation:** *We are open to new ideas and creative methods for solving problems.*
- Integrity:** *We promote ethical behavior, taking responsibility for our attitudes, actions and results.*
- Transparency:** *We support open, honest and continuous communication.*

STRATEGIC ANALYSIS

Key factors influencing our ability to fulfill our mission and realize our vision:

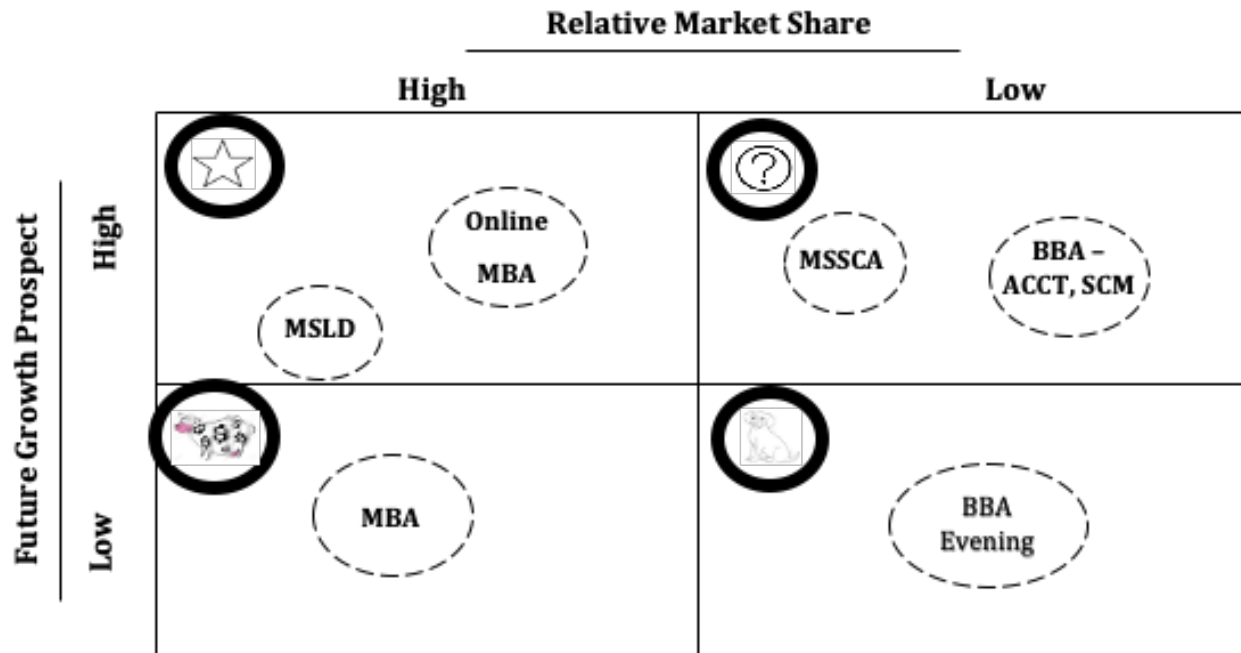


Strategic Position and Basis for Differentiation

The College of Business is focused on engaging its key stakeholders to ensure the career readiness of its graduates. We seek to differentiate ourselves through the combination of the following elements:

- Superior value - Provide a quality education at an affordable price
- Focus on distinctive high demand career programs
- Customized Career Spine within the BBA Curricula
- Systematic approach to corporate and community engagement
- Qualified & dedicated faculty and professional staff
- Diverse student body
- Safe and beautiful campus convenient to metropolitan Atlanta
- Multiple modes of program delivery

We have assessed the relative market share and growth prospect of our current programs on a growth-share chart (illustrated below) and based on this assessment have identified our online MBA and MSLD programs as star programs, and our BBA evening in-person program, which we are reducing in size, as a low-growth/ low market share prospect.



Risk Assessment and Mitigation

Our strategic priorities have inherent and environmental risks, and we have evaluated each priority to identify risks, likelihood, and mitigation. Below are the risk registers for each strategic priority.

Strategic Priority #1 Ensure Impactful Engagement

	Risk Description	Likelihood	Impact	Risk Owner	Mitigation Actions	Timeline
1	Increase in online course offering may diminish engagement with students	High	High	Director, Student Engagement, Professional Development, and Communication (DEPC), Faculty	Implement all engagement initiatives	On-going
2	Failure to meet COB enrollment targets	Moderate	Moderate	COB Leadership Team	Introduce high demand programs, work closely with enrollment management	On-going
3	Increase in DFW rates	High	High	Dept. Chairs	Introduce tutors and supplemental instructors	On-going
4	Failure to attract required external funding	Moderate	High	Dean, Center Directors	Engage Advisory Board and expand Corporate partnerships	On-going

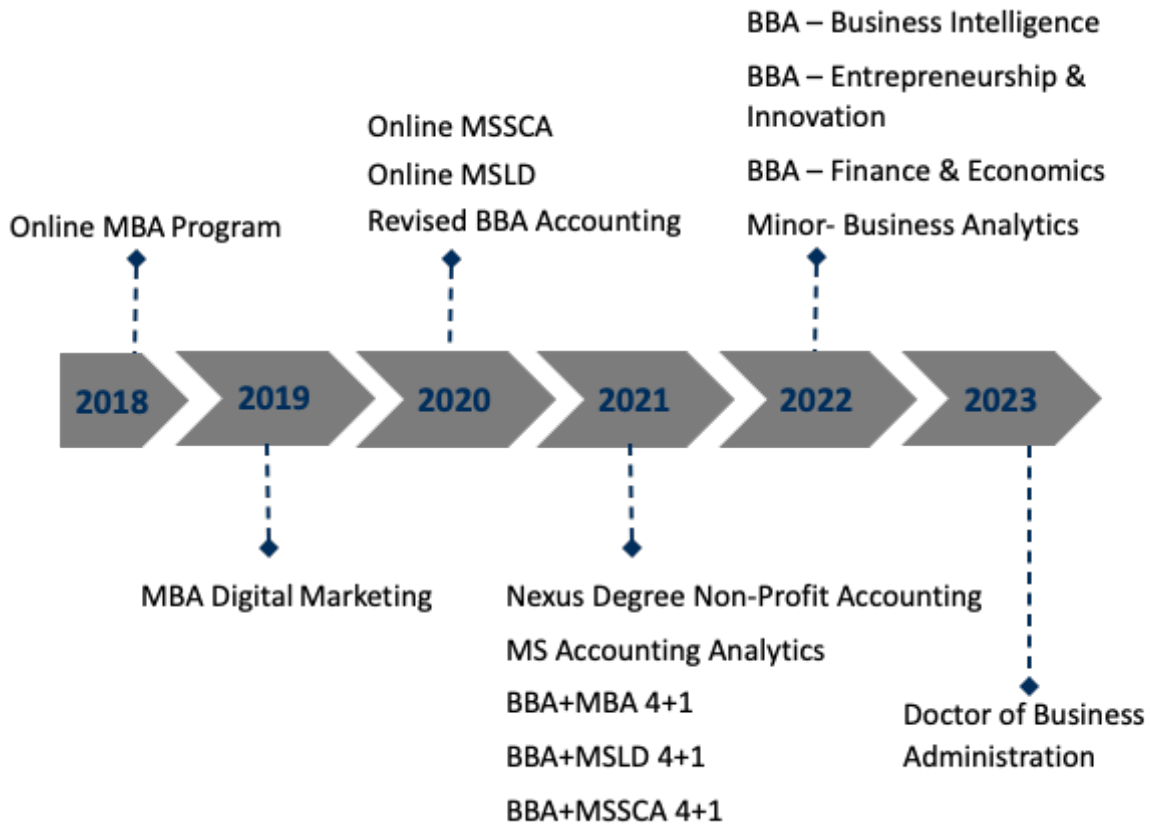
Strategic Priority #2 Implement Career-Focused Curricula

	Risk Description	Likelihood	Impact	Risk Owner	Mitigation Actions	Timeline
1	Lack of career management skills among graduates	High	High	DEPC	Assess impact of Career Spine within BBA and career management activities in all business programs	On-going
2	Unable to meet internship needs	Low	Moderate	Internship Coordinator, Career Services	Effective use of Advisory Board members to enhance corporate connections	On-going
3	Lack of currency & relevance of curricula	Moderate	High	Dept. Chairs	Periodic Review of Curricula	Program review cycle

Strategic Priority #3 Emphasize Faculty & Staff Development

	Risk Description	Likelihood	Impact	Risk Owner	Mitigation Actions	Timeline
1	Failure to attract and retain qualified faculty	Moderate	High	Dean & Dept. Chairs	Faculty Development Opportunities & Faculty Satisfaction Survey	On-going
2	Failure to maintain appropriate portfolio of qualified faculty	Moderate	High	Dept. Chairs, Associate Dean	Develop and maintain a faculty resource plan	On-going
3	Inferior instructional quality in online courses	High	High	Dept. Chairs, Faculty	Comprehensive faculty training, Audit of online classes	On-going
4	Failure to maintain AACSB accreditation	Low	High	Dean, Assoc. Dean	Ensure adherence to AACSB standards, Focus on continuous improvement	On-going

Timeline on Program Development and Launch



Strategic Priorities & Supporting Initiatives

Below is a summary of our top strategic priorities. Detailed strategic initiatives are described in the subsequent tables.

<i>Priorities</i>	Initiatives	Measures	Target Measure/ Date	Task Lead(s)
<i>Ensure Impactful Engagement</i>	Enhance student engagement to drive student success	No. of students engaged No. of student engagement activities Retention & graduation rates No. of Career Spine activities No. of Co-curricular activities Student placements (internships, jobs) DFW rates	On-going	DEPC Dept. Chairs Dir. Grad Prog. Assoc. Dean
	Drive enrollment growth	No. of engagement activities with schools No. of schools engaged Enrollment growth rate No. of new programs/majors/minors, etc.	On-going # of Articulation Agreements	DEPC Dir. Grad Prog. Dept. Chairs Dean
	Attract external funding	No. of corporate partners No. of alumni contributions Contributions from Advisory Board Applied research & consulting activities Grants from external sources	On-going	Dean, Advisory Board Center Directors
<i>Implement Career-Focused</i>	Incorporate Career Spine activities in all business programs	No. of Career Spine activities in each program	On-going	DEPC
	Incorporate Technology &	Enhanced student performance in the application of technology	On-going	Dept. Chairs

<i>Priorities</i>	Initiatives	Measures	Target Measure/ Date	Task Lead(s)
	Analytics into Business Programs	and analytics in business decision making		
	Create life-long learning opportunities	No. of certificates	On-going	Assoc. Dean
	Ensure currency of business curricula	Practitioner involvement Corporate Involvement No. of Innovative & high demand programs	On-going	Dept. Chairs Dean
<i>Emphasize Faculty & Staff Development</i>	Provide faculty developmental opportunities	No. of instructional development opportunities Funding for faculty research No. of research & consulting opportunities No. of faculty internship opportunities	On-going	DEPC Dept. Chairs Assoc. Dean Center Dir. Dean
	Provide staff developmental opportunities	No. of developmental activities Funding for staff development	On-going	Assoc. Dean Dir Grad Prog
	Implement an effective faculty & staff resource plan	Exceed AACSB requirements for faculty & staff sufficiency	On-going	Dept. Chairs Assoc. Dean

Measures of Success: Key Process Indicators (KPIs)

To monitor our strategic execution, we have identified KPIs and targets to monitor our performance and make adjustments as necessary. Our desire is to incorporate these strategic measures, and our Assurance of Learning (AoL) performance, into an executive information system (“Dean’s Dashboard”). In 2020-2021 our priority is to stand up the AoL dashboard, and then incorporate these strategic KPIs in 2022 as resources become available.

Strategic Priority	Key Performance Indicators	Actual 2018	Target 2023
Implement Career-Focused Curricula	Maintain International Accreditation	AACSB	AACSB
	Career Spine Activities	8 UG Courses	14 UG + Grad Courses
	Technology/ Analytic Spine Activities	0	8 UG + Grad Courses

Ensure Impactful Engagement	Student Retention Rate (UG)	New Freshman: 54% Transfers: 63.2%	New Freshman: 60% Transfers: 65%
	Student Retention Rate (Graduate)	1 st Year Online: 57% 1 st Year Overall: 72%	1 st Year Online: 70% 1 st Year Overall: 70%
	Graduate Enrollment	174	500
	Undergraduate Enrollment	1028	1050
	Number of Business Degree Programs	2	5
	Number of Corporate Partners	0	10
	Number of High Schools Engaged	11	15
Focus on Faculty and Staff Development	Professional Development Activities attended by staff per Year	0.5	1
	Instructional Development Activities by Each Faculty Member per Year	0.5	1
	Research/Professional Output (Table 8-1) per FT Faculty Member	2.25	2.5
	Faculty/Staff Satisfaction Level	-	4.5/5.0

Strategic Priority #1 Ensure Impactful Engagement

Initiative #1: Enhance Student Engagement to Drive Student Success (DEPC, Business faculty)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Organize Annual Dean's Distinguished Speaker Series</i>	January 2021	DEPC, Student Engagement Group, Student Advisory Board	\$1,000/year
<i>Organize Jim Wood Speaker</i>	2 each in fall & Spring	DEPC, Student Engagement Group, Student Advisory Board	\$1,500/year
<i>Organize Town Hall Meeting</i>	Once each semester	DEPC, Student Engagement Group, Student Advisory Board	N/A
<i>Organize Alumni Panel</i>	Once each semester	DEPC, Student Engagement Group	N/A
<i>Expand Internship opportunities with corporate partners and community organizations</i>	Number of Internships	DEPC, Student Engagement Group	N/A

<i>Incorporate service-learning projects in business courses</i>	No. of courses with service-learning projects	Business Faculty, DEPC, Engagement Groups	N/A
<i>Incorporate Corporate Partners into Career Spine activities</i>	No. of Corporates engaged	DEPC	N/A
<i>Introduce supplemental instructors in courses with high DFW rates</i>	DFW rates	Department Chairs, Provost's Office	Funded by Provost
<i>Introduce co-curricular activities to enhance student engagement</i>	No. of students in co-curricular activities	Faculty Advisors to Student Clubs, COB Faculty	\$2,000/year
<i>Introduce Career Spine activities to enhance career success</i>	Impact of Career Spine activities on career success	DEPC, COB Faculty	N/A
<i>Establish Student Advisory Board</i>	Fall 2020	DEPC, Student Engagement Group	\$500/year
<i>Enhance student engagement in activities of student organizations</i>	No. of activities by student organizations	DEPC, Student Engagement Group, Dept. of Student Affairs	TBD
<i>Support student teams for external competitions</i>	No. of students in competitions	Faculty Advisors, COB Faculty	\$15,000/year

Initiative #2: Drive Enrollment Growth (Leadership Team)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Launch Innovative programs to meet current & emerging Workforce needs</i>	No. of programs launched 2018-2023	Department Chairs, Faculty members, Graduate Prog. Dir.	N/A
<i>Market new programs</i>	No. applications for new programs	Clayton State's Enrollment Mgmt/ Marketing Dept.; Grad. Prog. Dir.	\$25,000/ each
<i>Participate in Principal Partners Program with Clayton County Schools</i>	TBD	DEPC w/ HS/Youth Engagement Group	NA

<i>Organize elevator pitch competition for tri-county schools</i>	No. of Participating Schools	DEPC w/ HS/Youth Engagement Group	
<i>Initiate faculty speaking initiative in high schools</i>	2020-23	DEPC w/ HS/Youth Engagement Group	NA
<i>Implement an Integrated Communication Plan</i>	No. of Stakeholders reached	DEPC, Operations Manager	\$10,000/year
<i>Enhance student retention in business programs</i>	Student retention rates in UG & graduate programs	Dept. Chairs, faculty members,	N/A
<i>Launch Articulation Agreements with Partner Universities</i>	Articulation Agreements with: <ul style="list-style-type: none"> • Sri Krishna Univ. • Jagran Lakecity Univ. • Georgia Gwinnett Co. • Dalton State Co. • Atlanta Metro. Co. 	Dean, Dept. Chairs	N/A

Initiative #3: Attract External Funding (Dean, Advisory Board, DEPC and Center Directors)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Increase the number of corporate partners</i>	10 Corporate Partners	Dean, Advisory Board, Corporate Engagement Group	N/A
<i>Seek out projects and consulting opportunities with Corporate Partners</i>	No. of Corporate consulting projects	Dean, Advisory Board, Corporate Engagement Group	N/A
<i>Incorporate Corporate Partners into Career Spine activities</i>	No. of Corporate Partners in Career Spine activities	DEPC	N/A
<i>Send regular communication to Alumni on COB news</i>	As per communication plan	DEPC, Operations Manager, Grad. Prog. Dir.	\$1,000/year
<i>Increase the number alumni who participate in Career Spine activities</i>	No. of alumni in Career Spine Activities	DEPC	

Establish RiSE (Reimagine Innovation and Social Entrepreneurship)

Engage in paid projects with community organizations

Enhance membership in and activities of Supply Chain Fellows program

Explore sponsored summer workshops for students and community

TBD	Dean, Advisory Board	TBD
No. of paid projects done through CREST	CREST	N/A
No of members in the SC Fellows Program	Center for Supply Chain Management	TBD
No. of students/community members participating in workshops	Center for Entrepreneurship and Innovation	TBD

Strategic Priority #2 Implement Career-Focused Curricula

Initiative #1: Incorporate Career Spine Activities in all Business Programs (DEPC)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Incorporate Career Spine Activities in BBA</i>	ongoing	DEPC	N/A
<i>Pilot: BBA students assigned to Graduate Students Coaches (MSLD)</i>	TBD	DEPC	N/A
<i>Pilot: Career Seminars</i>	Fall 2020	DEPC	N/A
<i>Incorporate career spine in all COB programs</i>	TBD		N/A
<i>Pilot: Co-assign coaching sessions to Grad Course</i>	Fall 2020	DEPC	N/A
<i>Career Spine Report each semester integrated into AOL</i>	ongoing	Associate Dean, DEPC	N/A

Initiative #2: Incorporate Technology & Analytics into Business Programs (Dept. Chairs)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Introduce technology & Analytics Spine within BBA</i>	Assurance of Learning measures	Dept. Chairs, COB Faculty	N/A

<i>Introduce technology & analytics within MBA</i>	Assurance of Learning measures	Dept. Chairs, COB Faculty	N/A
<i>Introduce technology & analytics within relevant specialized masters' programs</i>	Assurance of Learning measures	Dept. Chairs, COB Faculty	N/A

Initiative #3: Create Life-Long Learning Opportunities (Dept. Chairs)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Introduce post bachelorette certificates</i>	No. of certificates, on-going	Department Chairs, Grad. Prog. Dir.	N/A
<i>Invite alumni and external stakeholders to speaker series</i>	No. alumni in attendance	DEPC, Grad. Prog. Dir.	N/A
<i>Organize workshops for alumni and external stakeholders</i>	No. of workshops	DEPC, Center Directors	TBD

Initiative #4: Ensure Currency of Business Curricula (Leadership Team)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Seek input from Advisory Board on current and new programs</i>	On-going	Dean, Dept. Chairs, COB Faculty	N/A
<i>Ensure review/feedback by industry practitioners when developing new program proposals</i>	On-going	Dept. Chair, COB Faculty, Grad. Prog. Dir.	N/A
<i>Integrate practitioners in periodic review and revision of business curricula</i>	On-going	Dept. Chair, COB Faculty	N/A
<i>Incorporate feedback from internship site supervisors in AOL processes</i>	On-going	Internship Coordinator, Associate Dean	N/A
<i>Develop minors and concentrations</i>	On-going	COB Faculty	N/A

Strategic Priority #3 Emphasize Faculty & Staff Development

Initiative #1: Provide Faculty Development Opportunities (Dept. Chairs, DEPC)

Tasks	Target Measure/Date	Task Lead	Budget
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<i>Launch online instructional mentor program</i>	TBD	DEPC, Dept. Chairs	N/A
<i>Train faculty to be online course auditors</i>	No. of faculty auditors	DEPC, Dept. Chairs	N/A
<i>Incentivize faculty members to participate in CELT workshops in online course development & delivery</i>	No. of faculty attending CELT workshops	Dept. Chairs, FDIC	N/A
<i>Launch faculty internship program</i>	No. faculty participating in internships	Dean, Dept. Chairs	\$10,000/year
<i>Encourage faculty to collaborate with practitioners on research projects</i>	No. of research project in collaboration with practitioners	Dept. Chairs, COB Faculty	N/A
<i>Fund faculty awards</i>	Number of faculty awards	Dean	\$4,000/year
<i>Increase number of University Professorships</i>	Number of University Professorships for Business faculty	Dean, University Advancement	Additional \$10,000/year

Initiative #2: Provide Staff Development Opportunities (Assoc. Dean)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Establish staff development plan</i>	One external opportunity/year (per FT staff) One internal opportunity/year (per FT staff)	Miller	\$5,000/year
<i>Fund Staff Awards</i>		Miller	\$500/year

Initiative #3: Maintain an Effective Faculty Resource Plan (Dept. Chairs, Associate Dean)

Tasks	Target Measure/Date	Task Lead	Budget
<i>Coverage of courses by participating faculty</i>	TBD	Dept. Chairs	N/A

<i>Coverage by academically qualified faculty</i>	TBD	Dept. Chairs	N/A
<i>Coverage by terminally qualified faculty</i>	TBD	Dept. Chairs	N/A

Areas of Innovation

The following are expected areas of innovation from the implementation of this strategic plan:

- Incorporation of Career Spine within the business Core
- Incorporation of Analytics & Technology Spine within the business core
- Development of the first Nexus Degree at the University
- Development of innovative ways of engaging community and corporate partners
- Development of innovative degree programs to drive enrollment growth
- Development of new sources of external funding to support the college mission

Impact on Society

The following are the key areas of positive impact on society from the implementation of this strategic plan:

- Community building activities by CREST in partnership with community organizations
- Development of Center for Innovation and Social Entrepreneurship called Reimagine Innovation and Social Entrepreneurship (RiSE)
- Support and growth of VITA program
- Support of Industry through Corporate Partners and Supply Chain Fellows programs
- Assistance to small businesses through the Small Business Development Center
- Support the area high school students through the Elevator Pitch Competition, financial literacy program (LifeVest), and through Principal Partners program
- Support community partners through service-learning projects in business courses