



NORTHWESTERN STATE
UNIVERSITY OF LOUISIANA

College of Business and Technology

School of Business

Strategic Plan 2021-2025



The School of Business (SOB) serves students in a small class setting that encourages interaction while also striving to provide program access utilizing a variety of accessibility tools to expand the College of Business and Technology (COBT) footprint and maintain competitiveness in the education industry. The School of Business Faculty contributions extend beyond teaching, research, and service. Faculty produce intellectual contributions that expand knowledge and awareness of current trends in business, technology, and learning/pedagogy that have a positive social impact consistent with the school's mission.

The School of Business' outreach efforts center primarily on supporting regional economic development and societal betterment activities in the form of experiential learning opportunities, membership, and participation in professional service organizations as well as university, regional, national, and international organizations as an important part of continued professional development and service. Faculty will strive to continuously participate in economic development initiatives, promote research and learning activities which produce positive societal impact and obtain and maintain relevant industry-based certifications and credentials for effective transfer of knowledge and to meet workforce demands. Students will participate in experiential learning activities and university organizations that promote economic engagement and positive social impact.

MISSION

The mission of the School of Business is to provide our diverse student population with innovative skills in business and technology to prepare them for successful careers and responsible citizenship roles to have a positive societal impact in the world of business. (Approved 02/2021)

SOCIETAL IMPACT

The COBT program structure provides a multi-faceted and nuanced understanding of business and a strong commitment to innovation, experiential learning, and societal impact in a diverse, equitable, and inclusive environment. The coursework and curriculum integrate innovative business and technological education with economic development and societal betterment projects that empower students to become responsible employees and employers. The COBT engages with external stakeholders in a variety of forums that align with the College's core activities and supports the mission, strategies, and expected outcomes to promote positive societal impact and to contribute to the school meeting its societal impact aspirations. Societal impact is a continuous process as outlined in the Strategic Plan and the COBT CISPAC committee evaluates its societal impact initiatives and progress to ensure that the impacts are consistent with the College's mission, including specific areas of positive societal impact and significant examples of success.

VISION

The College of Business and Technology (COBT) will be recognized as a leader in a high quality, technologically driven business education provider in a student-oriented learning environment to promote state, regional and local economic development through excellence in teaching, research, service, and the effective use of technology. Faculty and staff will continuously promote intellectual curiosity, creativity, and innovation to produce successful professionals, scholars, and global citizens. The COBT will continuously develop flexible and innovative instruction methodologies to address and respond to business and industry needs. The College of Business and Technology endeavors to develop cooperatives with local business and industry, and demand improvements in instructional effectiveness via an integrated curriculum.

CORE VALUES

These core values define our enduring character and contribute to the accomplishment of COBT's mission to be the leading provider of business education in the North and Central Louisiana region. We strive for academic excellence and educational success. We honor tradition, yet seek to expand it, moving forward into the future informed by traditional values that transcend time, size, business and industry trends, management changes, or other external factors.

By maintaining these core values, we continue to improve the College of Business and Technology's contributions to the community of North and Central Louisiana. Our core values are the guiding principles that direct our work as we fulfill the COBT mission and implement the outlined strategies. Whether you interact with a staff member or an administrator, attend classes taught by one of our faculty members, or meet a COBT student in the community, you will see these values at work.

- Service
- Academic Excellence
- Social Responsibility
- Innovation
- Diversity, Equity, and Inclusiveness
- Economic Development and Empowerment
- Accountability

STRATEGIC GOALS AND OBJECTIVES

The strategic plan is the operational plan for the College of Business and Technology – School of Business. The strategic plan is developed with input from internal and external stakeholders, faculty, and staff. The COBT engages with external stakeholders in a variety of forums such as the advisory board meetings, Walter Porter Forum, Natchitoches Chamber of Commerce, guest speakers, etc., that align with the College's core activities and support the mission strategies and expected outcomes to promote positive societal impact. Examples include advisory board meeting; a business development series with the Natchitoches Chamber Summer 2020 in response to COVID19; a partnership with city leaders, economic leaders, faculty, and staff to develop an Economic Dashboard; the development of a small business assistance center at NSU COBT; and PeerSpectives training for faculty so that they may better facilitate small business roundtable sessions in conjunction with the Louisiana Economic Development.

The portfolio of intellectual contributions contains basic, applied, and/or pedagogical research that have had a positive societal impact, consistent with the school's mission. CISPAC and the Strategic Planning Committee continuously monitors and revises the strategic plan to ensure that internal and external activities and initiatives contribute to the school meeting its economic and societal impact aspirations. The coursework and curriculum integrate innovative business and technological education with economic development and societal betterment that enables students to become responsible employees and employers. For example, CIS faculty offer annual student coding camps. The Management 4300 and 4320 capstone courses include experiential learning projects which require students to actively engage with and assist local small businesses (including non-profits) with a pressing business need.

Societal impact is a continuous process as outlined in the Strategic Plan and the COBT CISPAC committee continuously evaluates its societal impact to ensure that the impacts are consistent with the College's mission,

including specific areas of positive societal impact and significant examples of success at meetings held at least four times annually.

STRATEGIC INITIATIVE 1: LEARNER SUCCESS. Promote student success through program development and academic partnerships: The College of Business and Technology is committed to mitigating the barriers that hinder student success in business and industry (post-graduation).

Expected Outcome: Increase the number of students graduating in SOB degree programs and the number of students employed in business and industry after graduation.

Objective 1: Increase student retention and completion rates.

- i. Provide instruction using best practice teaching and learning techniques (i.e., blended instruction, distance learning, active engagement, etc.)
- ii. Increase the availability of tutoring services for key subjects in conjunction with the NSU student success center.
- iii. Review student advising services to increase consistency, identify at risk students and intervene effectively.
- iv. Develop retention protocol to include a contact in student services to retain students that are in the process of being recruited by other Universities.
- v. Implement Quality Matters metrics to enhance student access and navigation of instructional content and measure attainment of stated student learning outcomes.
- vi. Identify additional student scholarship opportunities.

Objective 2: Increase student diversity, engagement, and inclusiveness.

- i. Reach out to underserved communities.
- ii. Offer collaborative support through clubs, organizations such as the Phi Beta Delta International Honor Society, the NSU Center for Positive, Well-being and Hope and the NSU Student Success Center
- iii. Encourage and include members of the professional community to act as examples and mentors.
- iv. Identify and encourage student applications for scholarships focused on members underserved communities.
- v. Develop the Senior/first-year mentoring program for students to ease new student transition to the College.

Objective 3: Expose students to employment and internship opportunities.

- i. Provide opportunities for COBT students to meet and interview with potential employers.
- ii. Periodically hold comprehensive job fairs at the College of Business and Technology locations
- iii. Work with local businesses to expand internship or and job exposure opportunities for students nearing graduation (develop internship opportunities)
- iv. Invite business and community leaders to speak to classes.
- v. Engage with alumni to share their experiences with current students.

Objective 4: Improve online and hybrid course design.

- i. Implement internal Quality Matters processes to improve online and hybrid course design.
- ii. Promote the implementation of the Quality Matters rubric for online course design via faculty training and certification in Quality Matters processes.

- iii. Encourage submission of courses for internal Peer Review via faculty merit incentives.

Performance Indicators:

- Number of new students (transfers, major changes, and entering Freshmen)
- Number of students enrolled broken down by race and gender.
- Number of graduating students each year broken down by race and gender.
- Number of guest speakers or other interactions between professionals and classes
- Number of interactions between faculty and community
- Number of networking events for students (not specific to classes)
- Number of student scholarships specifically for business students
- Number of business students receiving scholarships focused on underserved communities.
- Number of student organizations
- Scores on Student Satisfaction Surveys for graduating students
- Alumni Survey Satisfaction results

STRATEGIC INITIATIVE 2: ECONOMIC DEVELOPMENT AND SOCIETAL IMPACT. Contribute to local and regional economic development initiatives to respond to the needs of business and industry in North and Central Louisiana

Expected Outcome: Create positive societal impact and promote economic growth in the service region through partnerships, research, service, development, experiential learning activities, and community engagement.

Objective 1: Strengthen economic development programs.

- i. Promote the development of Industry-Based Certificates (IBCs) and incorporation into curriculum.
- ii. Perform occupational analysis, gather feedback from advisory councils and conduct surveys of local businesses and the community entities to determine interests and needs so that non-credit certificate programs and course offerings.
- iii. Continue to build relationships with external organizations to offer continuing education credit courses.
- iv. Develop partnerships with local businesses to expose students to various professional occupations with activities such as professional shadowing and mentoring.

Objective 2: Align curricula with tomorrow's workforce demands through expanded and enhanced public and private partnerships.

- i. Analyze current and projected academic program needs to include incorporation of additional technology utilized by the business community into the classroom.
- ii. Continue and promote experiential learning opportunities and engagements.
- iii. Maintain dialogue with community, business, and industry through advisory committees, back-to-industry sessions, surveys, workshops, and other venues to maintain awareness of employment demands and industry trends.
- iv. Expand advisory committees to ensure selection of members from all levels of businesses representing producers/manufactures, resellers, and marketers of the respective industry products or services.
- v. Evaluate and implement workforce recommendations on competencies needed via advisory board and other relevant stakeholders into curriculum and program development.
- vi. Expand utilization of Advisory Council and external stakeholder documents to better identify changes and trends in business and industry.

Objective 3: Support innovation and entrepreneurship

- i. Develop the NSU COBT Center for Entrepreneurship to serve small business interests in the North and Central Louisiana region
- ii. Partner with external entities with entrepreneurship goals
- iii. Create a mentoring partnership with local secondary schools to expose local youth to entrepreneurship.
- iv. Create, expand, and promote entrepreneurship program offerings.
- v. Strengthen relationships with local community non-profits and leadership to identify and respond to community and business educational demands.
- vi. Assess the need and provide routine continuing education training that meets the ongoing demands of local employers.

Performance Indicators:

- Number of students employed in field after graduation.
- Number of students having internships and/or working while in school.
- Number of courses leading to certifications for students.
- Number of new businesses started in the area served by NSU.
- Number of presentations to businesses by faculty and/or students
- Number of small businesses in the community working with students and/or faculty.
- Number of new technologies incorporated into the classroom.

STRATEGIC INITIATIVE 3: STRATEGIC MANAGEMENT, INNOVATION AND LEADERSHIP.

Provide Efficiency and Effectiveness in Organizational Operations through assessment, planning, and continuous performance improvement.

Expected Outcome: The strategic plan accurately reflects the COBT's commitment to student success, student success, promotion of diversity, equity and inclusiveness, economic development, and societal impact.

Objective 1: Increase the use and validity of institutional research data feedback for outcomes analysis.

- i. Use alumni and graduating student satisfaction surveys to evaluate curriculum.
- ii. Use course evaluation surveys to improve course design and faculty performance.
- iii. Develop an economic dashboard to monitor economic development and societal impact initiatives.
- iv. Develop, monitor, and control a systematic data collection and reporting process.
- v. Provide periodic training to college employees and departments on the data collection process.
- vi. Ensure continuous compliance with AACSB and SACSCOC standards

Objective 2: Align strategic goals to organizational budgeting for effective stewardship of physical, virtual, and financial resources.

- i. Promote and develop a diverse and inclusive Executive Advisory Board (EAB) with clear and definitive membership requirements and by-laws.
- ii. Develop and implement, a transparent annual planning, budgeting, and evaluation process for the college to clearly incorporate data driven metrics related to strategic planning which should be continuously monitored and updated by the EAB.
- iii. Improve college classrooms, labs, and administrative areas so that they maintain conduciveness to learning and working.
- iv. Target fundraising efforts to specific goals including grant opportunities.

Objective 3: Attract and retain qualified and diverse faculty to promote diversity, equity, and inclusiveness.

- i. Provide competitive pay and enriching experiences to faculty from diverse socio and economic backgrounds.
- ii. Assess faculty satisfaction and morale through confidential surveys.
- iii. Develop mechanisms to incorporate faculty feedback and recommendations for the continuous improvement of the organization.

Objective 4: Increase the skills, abilities, and knowledge of the internal workforce to better serve internal and external stakeholders and promote learner success.

- i. Invest in and promote business and industry workshops, conferences and other internal and external staff development, leadership development and technology training for faculty and staff.
- ii. Utilize the expertise of college personnel to provide in service training sessions, internally and externally.
- iii. Conduct periodic faculty and staff professional development sessions to ensure faculty maintain relevant skills to meet the demands of business and industry.
- iv. Implement internal cross-functional training practices for faculty to promote student success.
- v. Increase the number of faculty members with industry recognized certifications and competencies by degree area.
- vi. Develop specific policies to support professorship usage for faculty development education, certifications, and skill development.

Performance Indicators:

- Number of Professorships and Endowed Chairs for business faculty
- Faculty count broken down by status (TT, NTT, PT/Adjunct)
- Number of faculty holding professional certifications.
- Hours of professional development and/or continuing education for faculty for certifications
- Number of Peer-reviewed Journal articles authored by faculty.
- Number of academic presentations and Other Intellectual Contributions from faculty
- Amount raised by SOB for strategic goals through grants and donations.

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA

SACSCOC BASIC PRINCIPLES

SCHOOL OF BUSINESS STRATEGIC PLAN	STRATEGIC	PHYSICAL, VIRTUAL, FINANCIAL RESOURCES	CURRICULUM	ASSURANCE OF LEARNING	LEARNER PROGRESSION	TEACHING EFFECTIVESSS & IMPACT	IMPACT OF SCHOLARSHIP	ENGAGEMENT & SOCIAL IMPACT	EDUCATIONAL PROGRAM STRUCTURE AND CONTENT
	PLANNING								
Strategic Initiative 1: Promote student success through program development and academic partnerships: The College of Business and Technology is committed to mitigating the barriers that hinder student success in business and industry (post-graduation).	X	X	X	X	X	X	X	X	X
<u>Objective 1:</u> Increase student retention and completion rates.	X	X	X	X	X	X	X		
<u>Objective 2:</u> Increase student diversity, engagement, and inclusiveness.	X		X	X	X	X		X	X
<u>Objective 3:</u> Expose student exposure to employment and internship opportunities.	X		X	X		X		X	X
<u>Objective 4:</u> Improve online and hybrid course design.	X	X	X	X	X	X			X
Strategic Initiative 2: Contribute to local and regional economic development initiatives to respond to the needs of business and industry in North and Central Louisiana.	X	X	X	X	X	X	X	X	X
<u>Objective 1:</u> Strengthen economic development programs.	X	X		X			X	X	
<u>Objective 2:</u> Align curricula with tomorrow's workforce demands through expanded and enhanced public and private	X		X	X	X	X	X	X	X
<u>Objective 3:</u> Support innovation and entrepreneurship	X	X					X	X	
Strategic Initiative 3: Provide Efficiency and Effectiveness in Organizational Operations through assessment, planning, and continuous performance improvement.	X	X	X	X	X	X	X	X	X
<u>Objective 1:</u> Increase the use and validity of institutional research data feedback for outcomes analysis.	X		X	X	X				X
<u>Objective 2:</u> Align strategic goals to organizational budgeting for effective stewardship.	X	X				X	X		
<u>Objective 3:</u> Attract and retain qualified and diverse faculty to promote diversity, equity, and inclusiveness.	X	X					X	X	
<u>Objective 4:</u> Increase the skills, abilities, and knowledge of the internal workforce to better serve internal and external stakeholders and promote learner success.	X	X		X		X	X		X

Figure 1: Mapping of SOB Goals and Objectives with SACSCOC standards

**NORTHWESTERN STATE UNIVERSITY OF LOUISIANA
AACSB STANDARDS**

SCHOOL OF BUSINESS STRATEGIC PLAN	STRATEGIC PLANNING	PHYSICAL, VIRTUAL, FINANCIAL RESOURCES	CURRICULUM	ASSURANCE OF LEARNING	LEARNER PROGRESSION	TEACHING EFFECTIVESS & IMPACT	IMPACT OF SCHOLARSHIP	ENGAGEMENT & SOCIAL IMPACT
Strategic Initiative 1: Promote student success through program development and academic partnerships: The College of Business and Technology is committed to mitigating the barriers that hinder student success in business and industry (post-graduation).	X							
	X		X	X	X	X		
<u>Objective 1:</u> Increase student retention and completion rates.	X						X	X
<u>Objective 2:</u> Increase student diversity, engagement, and inclusiveness.	X				X		X	X
<u>Objective 3:</u> Expose student exposure to employment and internship opportunities.	X	X	X	X				
<u>Objective 4:</u> Improve online and hybrid course design.	X							
Strategic Initiative 2: Contribute to local and regional economic development initiatives to respond to the needs of business and industry in North and Central Louisiana.	X							
	X					X	X	X
<u>Objective 1:</u> Strengthen economic development programs.	X		X			X		X
<u>Objective 2:</u> Align curricula with tomorrow’s workforce demands through expanded and enhanced public and private partnerships.	X	X		X				X
<u>Objective 3:</u> Support innovation and entrepreneurship	X							
Strategic Initiative 3: Provide Efficiency and Effectiveness in Organizational Operations through assessment, planning, and continuous performance improvement.	X							
	X	X		X				
<u>Objective 1:</u> Increase the use and validity of institutional research data feedback for outcomes analysis.	X	X						
<u>Objective 2:</u> Align strategic goals to organizational budgeting for effective stewardship.	X		X	X	X	X		
<u>Objective 3:</u> Attract and retain qualified and diverse faculty to promote diversity, equity, and inclusiveness.	X			X	X	X	X	
<u>Objective 4:</u> Increase the skills, abilities, and knowledge of the internal workforce to better serve internal and external stakeholders and promote learner success.	X			X	X	X	X	

Figure 2: Mapping of SOB Goals and Objectives with AACSB standards