



# College of Business

## 2022-2027 Strategic Plan

**November 2022**

# MISSION, VISION and CORE VALUES

## **Vision**

We seek to be recognized as a leader among public business schools, expanding the boundaries of business knowledge and providing exceptional educational experiences.

## **Mission**

We create an inclusive and preeminent academic environment geared to enable faculty to produce (i) research impacting the academy and (ii) graduates capable of establishing business solutions for a more equitable and sustainable society.

## **We Value**

### Engagement and Social Impact

- Within our academic disciplines
- With our students and their careers
- Within the business and university communities
- With our alumni

### Excellence

- In our scholarship
- In our teaching
- In our service
- In our relationships

### Diversity, Equity and Inclusion

- In our leadership
- Within our faculty and staff
- Within our students and programs
- In our scholarship, teaching and service

### Integrity

- In our leadership
- In our fiscal obligations
- In our scholarship, teaching and service
- Among our students

### Community

- In our respect for and support of each other
- In our support of the greater university community
- In our connection to the FSU alumni network
- In our impact on society at large

## **GOAL 1 Provide students with exceptional learning experiences, meaningful engagement with industry, and meaningful preparation for successful careers**

### ***Strategy 1 – Offer innovative, engaging and rigorous learning experiences***

- Improve aggregated scores for the “Overall Course Content Rating” student evaluation measure
- Maintain aggregated grade point averages at levels that signify appropriate rigor
- Implement thoughtful strategies to ensure student enrollment matches the faculty, staff and space capacities of the college, as well as the appropriate pedagogical approaches for preeminent business education

### ***Strategy 2 – Foster a culture where excellent teaching is expected***

- Improve aggregated scores for the “Overall instructor rating” student evaluation measure
- Increase the number of college, university and national teaching awards won by faculty
- Support opportunities for faculty to maintain and enhance pedagogy and teaching skills
- Support opportunities for staff to maintain and enhance student services related to academic advising, professional development, and career advising

### ***Strategy 3 – Provide meaningful industry immersion experiences that prepare students for successful careers***

- Increase the percentage of students who participate in internships
- Increase the total number of internships performed by students
- Increase the number of industry immersion activities (networking events, field trips, case competitions, doctoral symposia, other team competitions) available to students

### ***Strategy 4 – Enhance student connections to industry leaders and well-placed alumni***

- Increase the number and diversity of industry executives and other industry visitors who speak in courses and participate in student activities
- Increase the number and diversity of well-placed alumni who speak in courses
- Increase the number and diversity of high-profile academic scholars who visit campus, give research presentations, and offer career advice

### ***Strategy 5 – Provide students opportunities for excellent job placement***

- Increase job placement percentages upon graduation
- Improve average salaries upon graduation
- Increase the number of corporate networking opportunities provided by the college
- Increase the number of doctoral students who achieve placements at peer or aspirant universities

## **GOAL 2 Provide faculty and doctoral students with the resources for, and create a culture consistent with, being a preeminent business school**

### ***Strategy 1 – Foster a culture where premier scholarly research is the norm***

- Maintain premier journal standards across the college in a way that is consistent with preeminent universities
- Increase the number of scholarly articles submitted and published in premier journals
- Maintain the summer research stipend program to support and reward publication in premier journals
- Increase the research standard for promotion and tenure (both associate and full professor) within each department

- Increase the number of articles co-authored with doctoral students that target premier journals

***Strategy 2 – Provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets***

- Maintain reduced teaching loads for faculty members who consistently publish premier research
- Cover all fees related to submitting articles to premier scholarly journals and conferences
- Maintain the number and amount of summer research grants available to research-active faculty
- Increase the number of full-pay (or internal) sabbaticals available to research-active faculty
- Encourage and assist centers in securing funding to support faculty and doctoral student research
- Encourage and assist the college’s centers in supporting sponsored research across the college
- Work to increase salaries, professorships, and research chairs to support highly active research faculty
- Continue to offer doctoral students stipends and other financial support that compares favorably with peer and aspirant universities
- Increase data access by encouraging the purchasing and sharing of data across departments

***Strategy 3 – Enhance the college’s visibility and reputation for excellent scholarship***

- Increase the number of faculty members who are invited to present research at other universities, at high profile research conferences, and at other distinguished scholarly events
- Increase the number of scholars who visit the college (short- or long-term) to present research and take part in distinguished scholarly events
- Increase the number of research symposia and other research events that occur in or are sponsored by the college
- Increase funding for faculty participation in significant scholarly conferences
- Increase support for faculty who take on editorial roles at premier scholarly journals or who play key leadership roles in high-profile research conferences and scholarly associations
- Increase the number of doctoral students who participate in high profile conferences and symposia
- Promote scholarly activities in ways that enhance the preeminence of the college

***Strategy 4 – Maintain a comprehensive focus on recruiting and retaining diverse and highly productive students, faculty, and staff***

- Continually monitor how students, faculty, and staff are recruited and retained to ensure a diverse and cohesive culture that performs at a preeminent level
- Monitor and continually improve the diversity, equity, and inclusion climate in the college
- Continually review salary, promotion, and opportunity gaps for faculty and staff members, with explicit attention to diversity, equity, and inclusion
- Leverage development activities to increase funding dedicated to the recruitment and retention of highly productive and diverse students, faculty, and staff
- Fully leverage the college’s status and participation in The PhD Project to recruit diverse faculty members and doctoral students

**Goal 3 Foster an Understanding of the Importance of Equity & Social Impact**

***Strategy 1 – Graduate more students from underrepresented minority groups***

- Increase 4- and 6-year graduation rates of underrepresented minority students
- Increase admissions of underrepresented minority students
- Increase retention of minority students on academic probation (intervention)
- Increase retention of minority student transfers (advising and mentoring)

***Strategy 2 – Enhance student exposure to diverse, global and multicultural perspectives***

- Increase the number of students who study abroad, participate in international immersion trips, and take courses via international exchange agreements
- Increase the number of faculty members who teach abroad and participate in international exchange agreements
- Improve the breadth of diversity and inclusion topics taught in courses
- Increase the number of doctoral students who attend conferences and conduct research that exposes them to diverse, global, and multicultural perspectives
- Increase representation of diverse, global, and multicultural perspectives in committees and groups

***Strategy 3 – Enhance social responsibility of students, faculty, and staff***

- Increase coverage of ethical problems facing businesses
- Increase coverage of diversity issues facing businesses
- Encourage student participation in service projects

**Goal 4      Foster an environment that encourages alumni and corporate engagement**

***Strategy 1 – Increase faculty and student involvement with alumni***

- Ensure department and program boards meet regularly and always involve faculty and students
- Improve connections across boards within the college through cross-board invitations to events and holding joint board activities when possible
- Maintain or increase the number of alumni events at regional, state, and national levels
- Ensure the college, departments, and programs regularly communicate with alumni
- Ensure programs regularly invite alumni to participate in classes and events
- Maintain or expand departmental speaker series that include prominent alumni

***Strategy 2 – Increase alumni participation in student engagement activities***

- Increase student and alumni participation in the Business Mentoring Program
- Maintain connections with graduates of the Seneff Honors Program to ensure their continuing involvement with the program
- Increase the number of alumni (and businesses) that provide job shadowing, networking, and professional development opportunities to students
- Ensure alumni involvement in the full breadth of programs and activities sponsored by the college's Center for Professional Success
- Strengthen ties to successful master's and doctoral alumni to better support graduate students

***Strategy 3 – Increase the state, regional, and national presence and recognition of the college***

- Leverage executive education programs to connect faculty and students with alumni and business leaders around the state, region, and nation
- Leverage the reach and presence of the Jim Moran Institute for Global Entrepreneurship to offer programs and events around the state
- Establish partnerships with business leaders, associations, chambers of commerce, and other groups to enhance avenues for faculty and student involvement with industry
- Seek corporate sponsorship support to allow the college's centers and institutes to offer programs and events around the state, region, and nation
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***Strategy 4 – Increase faculty and student engagement with the business community***

- Increase development efforts to support student travel for industry events, corporate tours, internships, and other activities that engage the business community
- Support faculty and staff who want to join chambers of commerce or other industry associations
- Establish a summer faculty internship program to support faculty members who desire to work with industry on key research projects

**Goal 5      Secure the financial resources necessary to support preeminence**

***Strategy 1 – Increase the number and size of gifts from alumni and friends***

- Develop and disseminate a clear vision of why it is important for the college to think, act, and perform like a preeminent business school and why private gifts are essential to us getting there
- Engage the Recent Alumni Board to establish programs that encourage students and recent alumni to give back to the college
- Establish a recognition program for alumni and friends who support the college (e.g., Rovetta Society)
- Create a call-to-action on top funding priorities that are essential to achieving preeminence
- Utilize department chairs and key faculty to share the college’s vision and tighten connections to alumni groups and friends

***Strategy 2 – Increase the number and size of gifts from corporations and foundations***

- Increase the number of corporate and foundation partners that financially support programs, departments, and centers
- Fully implement the college’s Corporate Partners Program to cultivate corporate gifts and sponsorship of college, department, and center events
- Increase the number executive education programs to enhance revenue for the college

***Strategy 3 – Increase external research funding***

- Increase the number and size of financial resources from funded research
- Develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities, including recognizing funded research in merit and promotion evaluations
- Identify the external entities that are most likely to support scholarly research in business and develop and disseminate best practices for securing funding from them
- Develop a special recognition program for externally funded research that is published in premier scholarly outlets

***Strategy 4 – Responsibly grow and utilize funds derived from online programs***

- Invest funds from online programs in the staff, graduate assistants, and faculty necessary to deliver exceptional online experiences
- Implement a comprehensive strategy to support best practices in online teaching
- Explore the creation of additional revenue-generating programs, such as an Executive DBA and a fully online BBA program

***Voted on and ratified by the College of Business General Faculty in November 2022***