“SHAPING OUR FUTURE”

Alabama State University
College of Business Administration

Strategic Plan
2010 – 2015 (for the Web)
Revision 1 (03/06/2013)
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MESSAGE FROM THE OFFICE OF THE DEAN

I am pleased to present the College of Business Administration (COBA) Strategic Plan for FY 2010 – FY 2015. It provides broad direction to guide COBA for the next five years. This is our blueprint for the future and it articulates how COBA will ensure we are meeting the needs of our stakeholders: the students, the alumni, the university, and the community.

The content of this plan is only possible through the efforts of committed staff members, dedicated experienced faculty, and university-wide support. These activities seek to bring together the team and resources needed to ensure that COBA remains strong and is competitive in the global environment in which we live.

I am proud of the team that helped bring this plan together. This is where we put into action all of the hard work. I am convinced that this is exactly what we need to successfully move forward.

As I have said in the past, the COBA train is focused and moving forward. I thank you again for being on board. Now, the true work begins!

Le-Quita Booth, Dean
Alabama State University
College of Business Administration
INTRODUCTION

The College of Business Administration (COBA) supports the mission of Alabama State University, a regional historically black institution, by providing the higher education needs of business students in the state of Alabama and surrounding regions.

COBA is committed to maintaining a highly qualified faculty that produces students and leaders who are recognized for academic achievement and application. As an intricate part of the university and the greater community, our strategic plan reflects the unity and teamwork required to successfully accomplish the mission.

Student Focus
COBA strives to engage and empower its students by creating opportunity for persons that otherwise might not pursue or have access to higher education. It focuses on serving students that desire a smaller classroom environment with a coaching approach to pedagogy.

Curriculum Focus
COBA awards undergraduate and graduate degrees. The undergraduate programs offer selected specializations built on a foundation of general education and a broad business core with the emphasis on entrepreneurship and global business. All programs stress the application of concepts and enhanced use of technology. The Master of Accountancy program offers advanced accounting studies.

Instructional and Research Focus
Instructional development and faculty intellectual contributions of applied scholarship are emphasized. Faculty development, community service and involvement in professional organizations resulting in service to key stakeholders are stressed.
Community Focus
COBA outreach programs provide value added programming and service learning opportunities that create strong relationships and alliances with local high schools, the greater Montgomery community; corporate, minority and small business organizations; governmental agencies, and alumni partners.

COBA’s Strategic Planning Process
The COBA Strategic Planning Process relies on collaboration, effective communication, and precise teamwork.

The COBA Strategic Planning Committee in collaboration with the Dean, faculty, staff, and other stakeholders shared their desires and opinions through a series of focus groups. Through their involvement, we re-shaped our mission statement, vision statement, internal and external analysis, created goals and established strategies designed to focus and guide COBA for the next five years. The format of this strategic plan is as follows:

- High Level statements of what outcomes are needed
- Statements of what will be accomplished
- Actions that will be taken to attain the objectives

To better categorize our strategic goals we have divided them into five mission goals. Mission goals are those critical things we do that directly affect the output. These goals have a direct impact on our primary stakeholders the students, the university and the community. Management goals are also important to our overall strategic mission as they chart the courses to accomplish the plan.
COBA further identified objectives for each goal and the action plans to achieve those objectives. This will help ensure mission accomplishment. This document also describes in detail the strategic action plan by year.

The five strategic goals, strategic objectives, and the action plans along with the required budget are described on the following pages.
### STRATEGIC GOAL 1: ENHANCE EDUCATIONAL PROGRAM QUALITY

Enhance the Educational Program Quality, Curriculum, Centers of Excellence, Faculty Development, and Student Profile.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Action Plans (Short Term (ST)/Long Term (LT))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Ensure currency and relevancy of curriculum in undergraduate and graduate programs.</td>
<td>- AP 1.1.1 Review and revise program offerings to accommodate a changing market. (ST)</td>
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<td></td>
<td>- AP 1.1.2 Develop and Implement a Distance Learning Program, starting with undergraduate courses. (LT)</td>
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<td></td>
<td>- AP 1.1.3 Coordinate with our partners involving them in all programs. (LT)</td>
</tr>
<tr>
<td>1.2 Staff the Center of Excellence for International Business and the Center of Excellence for Entrepreneurship and develop annual programs for each center.</td>
<td>- AP 1.2.1 Develop and Implement an HR plan for Centers of Excellence. (LT)</td>
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<td></td>
<td>- AP 1.2.2 Secure funding for the Centers of Excellence. (LT)</td>
</tr>
<tr>
<td>1.3 Ensure faculty participation in development of opportunities (minimum of 1 conference per year).</td>
<td>- AP 1.3.1 Develop and implement a development plan for securing funding for faculty development. (ST)</td>
</tr>
<tr>
<td>1.4 Provide a quality and relevant education that is assessed and certified by the appropriate regulating authorities</td>
<td>- AP 1.4.1 Attain and/or maintain accreditation with ACBSP, AACSB and SACS. (LT)</td>
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<td></td>
<td>- AP 1.4.2 Develop and support a solid assurance of learning program. (ST)</td>
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<td></td>
<td>- AP 1.4.3: Maintain a relevant curriculum for all programs (LT).</td>
</tr>
</tbody>
</table>
### Strategic Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Plans (ST/LT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1:</strong> Increase COBA Enrollment from 638 in 2011 to 800 by 2015.</td>
<td>AP 2.1.1 Develop and implement a Comprehensive Recruitment/Marketing Plan. (LT)</td>
</tr>
</tbody>
</table>
| **2.2:** Increase the retention of COBA students from 25% to 50% by providing the content knowledge and soft skills, tools, relevant degree programs, and internship opportunities for all COBA students. | AP 2.2.1: Maintain adequately equipped facilities (physical and technological) for COBA students to complete all required coursework. (LT)  
AP 2.2.2 Provide COBA students with meaningful and relevant work experience through COBA internship placements. (ST)  
AP 2.2.3 Develop a formal system for assessing and improving the internship performance and experiences of students with respect to their technical, professional, and leadership skills and qualities. (ST)  
AP 2.2.4 Provide opportunities for student participation in local, regional, and national disciplined based organizations. (ST) |
| **2.3** Create a more diverse student profile. Increase minority enrollment in COBA by 50%. | 2.3.1 Work with admissions and coaches to increase minority enrollment in COBA by 50%. (ST) |
| **2.4:** Increase the graduation and placement of COBA students to 50% by providing peer networking, placement assistance, and intrusive advising. | AP 2.4.1 Establish a Peer Mentoring Program. (LT)  
AP 2.4.2 Assist COBA students in obtaining placement upon graduation. (LT)  
AP 2.4.3 Assist COBA students with extra-curricular, financial literacy skills. (LT) |
### STRATEGIC GOAL 3: ACQUIRE AND RETAIN INSTITUTIONAL RESOURCES

Acquire and Retain Necessary Institutional Resources (Human, Physical, Financial, and Technological) for the Undergraduate and Graduate Programs.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Action Plans (ST/LT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1: Increase monetary resources available to COBA from Corporate Donors and Advisors</td>
<td>AP 3.1.1 Establish a Corporate Advisory Council with resource acquisition responsibilities. (LT)</td>
</tr>
<tr>
<td>and Alumni by 10% annually.</td>
<td>AP 3.1.2 Establish an Alumni Advisory Council with resource acquisition responsibilities. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 3.1.3 Establish and maintain COBA Website with fundraising information. (ST)</td>
</tr>
<tr>
<td>3.2: Recruit and retain qualified employees at all levels within COBA through the</td>
<td>AP 3.2.1 Formalize processes for planning, recruiting, developing and retaining human resources. (ST)</td>
</tr>
<tr>
<td>fair and consistent application of hiring, training, and promotion.</td>
<td>AP 3.2.2 Hire qualified faculty. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 3.2.3 Train faculty and staff for best practices for recruitment and retention. (LT)</td>
</tr>
<tr>
<td>3.3: Continually update technological infrastructure and resources available to all</td>
<td>AP 3.3.1 Align COBA Information Technology (IT) strategy with the University IT strategy. (ST)</td>
</tr>
<tr>
<td>COBA staff by 2013 and then develop a plan for regular replacement of infrastructure.</td>
<td></td>
</tr>
<tr>
<td>3.4: Increase COBA’s research capability and productivity (one publication per year)</td>
<td>AP 3.4.1 Recruit new faculty with proven records of research and who support the COBA mission. (LT)</td>
</tr>
<tr>
<td>consistent with COBA’s mission and AACSB standards. Increase the publication count/year from 9 to 28.</td>
<td>AP 3.4.2 Increase collaborative faculty research efforts. (ST)</td>
</tr>
<tr>
<td></td>
<td>AP 3.4.3 Provide Faculty with research support. (LT)</td>
</tr>
<tr>
<td>3.5: Improve and maintain COBA’s Physical Facilities.</td>
<td>AP 3.5.1 Renovate facilities and infrastructure to be functional, environmentally friendly, aesthetically pleasing, and suitable for hosting COBA and University corporate partners and activities on a year-round basis. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 3.5.2 Assure COBA is part of University Capital Improvement plan. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 3.5.3 Secure Funding from Corporate Partners. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 3.5.4 Secure Funding from Alumni. (LT)</td>
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</tbody>
</table>
## STRATEGIC GOAL 4: ENHANCE COBA'S PUBLIC IMAGE

<table>
<thead>
<tr>
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<th>Action Plans (ST/LT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1: <em>Extend business expertise to local and state communities.</em></strong></td>
<td>AP 4.1.1 Engage in economic development activities within the community. (ST)</td>
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<tr>
<td></td>
<td>AP 4.1.2 Provide community service and outreach through the Center of Excellence, DBE and SBDC. (ST)</td>
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<td></td>
<td>AP 4.1.3 Continue the Entrepreneurial Mindset Lecture Series. (ST)</td>
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<tr>
<td></td>
<td>AP 4.1.4 Create Internship programs with local and state government/corporations. (ST)</td>
</tr>
<tr>
<td></td>
<td>AP 4.1.5 Participate in community programs. (ST)</td>
</tr>
<tr>
<td><strong>4.2: <em>Extend business expertise internationally.</em></strong></td>
<td>AP 4.2.1 Write grants specifically designed to further COBA’s international initiatives. (ST)</td>
</tr>
<tr>
<td></td>
<td>AP 4.2.2 Develop partnerships with international business schools and multinational corporations. (ST)</td>
</tr>
</tbody>
</table>
### STRATEGIC GOAL 5: ENHANCE CONTINUOUS IMPROVEMENT PROCESSES

Clarify, Document and Establish Continuous Improvement of COBA’s Processes

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Action Plans (ST/LT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1: Improve Administrative Processes throughout COBA.</strong></td>
<td>AP 5.1.1 Enhance COBA’s capacity to effectively utilize the data from People Soft Enterprise Resource Planning (ERP) System. (LT)</td>
</tr>
<tr>
<td></td>
<td>AP 5.1.2 Develop and enforce COBA policies and procedures. (ST)</td>
</tr>
<tr>
<td><strong>5.2: Improve accountability processes within COBA.</strong></td>
<td>AP 5.2.1 Increase faculty research component to 30% and provide regular feedback on performance to faculty and staff. (LT)</td>
</tr>
<tr>
<td><strong>5.3 Improve communication within COBA and between COBA and University.</strong></td>
<td>AP 5.3.1 Develop Annual newsletter, update and maintain website. (ST)</td>
</tr>
<tr>
<td></td>
<td>AP 5.3.2 Enhance the use of technology throughout the college to ensure continuous communication. (ST)</td>
</tr>
<tr>
<td></td>
<td>AP 5.3.3 Establish solid communications policies and procedures for written and oral. (ST)</td>
</tr>
</tbody>
</table>
### Strengths of COBA

- Small class size
- Legacy and tradition of COBA
- One on one interaction with students
- Classes offered every semester
- Caring faculty
- Diversity of staff
- Strong Technology support
- Relevant assignments
- Student centered teaching
- Networking opportunities
- Student organizations
- Focus on student presentations
- Dress code/professional development
- Faculty development
- Movement toward entrepreneurship minor
- IB minor
- IB experience
- COBA website (coba.alasu.edu)

### Weaknesses of COBA

- Qualifications of Faculty and staff
- Faculty evaluation process
- Faculty research
- Faculty- release for research
- Faculty salaries
- Insufficient funding for professional development
- Lack of recruitment plan
- Too many developmental students
- Poor placement of graduates

### Strengths of COBA

- Study tour
- Oracle Academy
- SAP
- MAS 90
- BIE grant
- SBDC-entrepreneurial community service
- DBE-entrepreneurial community service
- Globalization of curriculum
- DOT intern program
- Faculty innovation
- H.S. academy involvement
- Talented faculty
- Library Relationship
- Field trips and practical application
- Perception of COBA
- New construction and renovations
- Implementation of dress code and professional development
- Lack of orientation or professional development
- Lack of internship for all students
- Develop recruitment and retention plan
- Foreign born recruitment program
- COBA facility
- Unpublished or acknowledged talent
- Lack of PR plan and direct marketing campaigns for COBA
- Lack of External funding
- Lack of sufficient Internal funding
COBA’s Opportunities

- International partnerships – will increase student diversity
- Montgomery Public School partnerships
- Hospitality and tourism major
- More thoroughly evaluate students
- Use data to improve curriculum and delivery
- Create more positive COBA environment
- Develop HS programs
- Greater emphasis on SBO and their role in HS outreach
- Summer outreach program partnerships
- Create summer training programs
- Develop partnerships with advocacy agencies, non profits, businesses, etc (100 Black Men, fraternal organizations)
- More study tour programs/exchange programs
- Higher Education Exchange program
- Become AACSB accredited institution
- Develop expert pool for marketing purposes

COBA’s Threats

- Competing Colleges have a more advanced recruitment system
- Housing and other student services
- Incoming Student preparation (Poor HS preparation)
- Other institutions of higher education
- Not on AACSB list for foreign university recruitment
- Competing colleges have a more advanced recruitment and placement program
- Reductions in state funding continue to be a major challenge
- Myths and negative perceptions about university
- Savvy Marketing
- Develop HS programs campaigns/ Out marketed by competing ASU colleges poor facilities
- Poor perception of university (too many remedial students)
APPENDIX B

The diagram below indicates the process COBA uses to monitor and re-assess the strategic plan:

1. **The ASU Administration** publishes University strategic plan Vision 2020.
2. **Provost** develops Academic Affairs strategic plan.
3. The **Dean of the College of Business** receives a copy of this plan.
4. **ACT & FIN Dept:** develops departmental goals and objectives that align with the university plan.
5. **BAD Dept:** develops departmental goals and objectives that align with the university plan.
6. **CIS Dept:** develops departmental goals and objectives that align with the university plan.
7. The **Dean, Department Chairs and faculty** develop College goals and objectives that align with the University plan.
8. The strategic plan is reviewed annually by the Dean and Department Chairs for assessment of compliance. Results are sent to Administrative Services.
COBA Long-Range Planning Process
Designed for Continuous Improvement

APPENDIX C

1. Ad Hoc Committee (COBA) initiates mission review

2. Ad Hoc Committee requests input from relevant stakeholders.

3. Ad Hoc Committee, with input from stakeholders, reviews and modifies the existing mission statement.

4. Is the change consistent with ASU mission?
   - Yes
   - No

5. COBA Dean approves and faculty review
   - Yes
   - No

6. Administration reviews, approved?

7. COBA Mission Statement
   - Approval Process
   - 10/15/2004

8. COBA implements new changes to mission statement

9. COBA communicates/publishes new mission statement.

10. Continuous loop from 2