



COLLEGE OF BUSINESS

Illinois State University

FY19 Planning Document

I. Major Objectives and Goals for FY19

Our mission is who we are, who we serve, and why we exist. We strive to achieve our vision. Our core values are the foundation for determining our goals and strategies. Our tactics provide direction for implementing our strategies. We recognize an *ever-changing external environment* and we will continue to monitor and assess the needs of our stakeholders in the future.

Vision: To be the first choice for business education in Illinois and beyond.

Mission: Within Illinois State University's College of Business, through our shared commitment to excellence in learning, we prepare students to become skilled business professionals who think critically, behave ethically, and make significant contributions to organizations, communities, and our global society.

Core Values:

- We value excellence in instruction and enhanced student learning through a holistic approach
- We value a dedication to knowledge creation through scholarship, teaching, and service
- We value balance excellence between teaching and research
- We value a culture of diversity and inclusion
- We value a commitment to civic engagement and social responsibility to our institution, state, nation, and global community
- We value the efficient and effective use of our resources, recognizing the fiscal challenges in higher education
- We value a culture of shared governance
- We value responsibility, honesty, trust, respect, and fairness as embodied in our Standards of Professional Behavior and Ethical Standards

FY19 College Objectives:

- ❖ Implementation of the preceding *new* 5-year strategic plan for the College
- ❖ Establish the Varner International Business Institute, including a physical space to house the institute.
- ❖ Continue the B.S. in International Business degree in Panama in partnership with Quality Leadership University, which began in March 2018
- ❖ Continue the MBA degree in Panama in partnership with Quality Leadership University, which will begin in May 2018
- ❖ Continue implementation of the Redbird Career Portfolio (career and professionalism) Certificate program for all COB freshman and sophomores. Phase in COB juniors, and seniors
- ❖ Further implement Suitable – a new software service that will track students’ progress toward the Redbird Career Portfolio Certificate program. The software incorporates a points tracking system, issuance of badges, and the potential to partner with employers to provide students with vital career and professionalism skills
- ❖ Increase the number of academic advisors in the COB
- ❖ Increase collaboration space in the COB
- ❖ Initiate curriculum revision for the MBA program
- ❖ Continue recruitment efforts to attract high-quality students to the COB
- ❖ Continue the priority of developing internship and other experiential learning opportunities with high academic quality and rigor
- ❖ Create a strong marketing plan that will extend the reach of the COB brand
- ❖ Develop new, and strengthen existing, internal and external partnerships
- ❖ Continue building a strong sense of community, engagement, and satisfaction among students
- ❖ Grow and enhance additional international opportunities for students and faculty
- ❖ Recruit and retain high quality and diverse faculty and staff
- ❖ Provide high quality graduate assistant support for faculty
- ❖ Increase the number of business partners who seek to interview and hire our students
- ❖ Increase the number of scholarships, endowed professorships, faculty scholars, and fellowships funded through private giving
- ❖ Grow the COB “excellence fund” to provide support for maintaining a state-of-the-art teaching and learning environment in the COB
- ❖ Continue an effective News & Views publication
- ❖ Continue to develop capacity models that support client projects and individualized attention in major and elective classes

FY19 COB Goals

Goal One: Prepare students for success in a diverse and global environment by providing excellent instruction and a transformative learning experience for every student

❖ Strategies (College-Wide)

1. Maintain high expectations for excellence in student performance (E·C·E: I)¹

Tactics

- A. Increase standards of excellence for student performance as outlined in our department and college assessment plans
 - B. Increase education across the curriculum in ethics, social responsibility, and sustainability
 - C. Enhance the professionalism of our students
 - D. Continue to provide an integrated and responsive curriculum with cutting edge knowledge by using outside sources (AACSB, PRiME, COB Advisory Board, etc.)
 - E. Monitor online education outcomes including quality of classes, quantity of classes, etc.
2. Develop a supportive, individualized, and transformative educational experience in and out of the classroom (E·C·E: II)

Tactics

- A. Provide the opportunity for a transformative learning experience for every student (e.g. study abroad, internships, client projects, service learning projects, entrepreneurship opportunities, etc.)
- B. Continue to offer class sizes of 30 or less in upper level courses
- C. Optimize course offering (COB core and require major classes) to support timely graduation
- D. Continue to offer co-curricular opportunities (RSOs, guest speakers, civic engagement projects, etc.)
- E. Build a strong sense of community , engagement, and satisfaction among students

¹ Throughout this planning document our strategies are linked to our support of Illinois State's new strategic plan: Educate·Connect·Elevate (E·C·E) and its strategic directions.

- F. Increase internships and other experiential learning opportunities with high academic quality and rigor
 - G. Provide and monitor opportunities for students to pursue professional certifications
 - H. Monitor the number and success of students seeking and obtaining professional designations
 - I. Increase the number of advisers based on AACSB recommendations.
 - J. Create new, distinctive and innovative classes and programs to meet the needs of stakeholders
 - K. Support professionalism and career development for students
3. Strengthen graduate programs in the College of Business (E·C·E: I *and* E·C·E: III)

Tactics

- A. Build an MBA program with specialized tracks that differentiates itself from competitors
- B. Support opportunities for students to pursue graduate degrees
- C. Investigate new opportunities for MBA and other graduate education in the College of Business
- D. Pursue methods to encourage faculty to teach at the graduate level

❖ Objectives: Accounting

- ◆ Grow our diversity student groups NABA (National Association of Black Accountants) and AFWA (Accounting and Financial Women’s Alliance)
- ◆ Promote our new data analytics class offerings for student recruitment and job market competency
- ◆ Provide SCRUM Master certification (agile project development) and client projects for our BIS students
- ◆ Promote our new Jumpstart Program - A new review program for students entering Intermediate Accounting. Will enhance retention in the accounting program
- ◆ Fund student officers, from our five departmental students groups, to attend student leadership conferences

❖ Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management “The Katie School”

- ◆ Continue to offer curricula that directly promotes understanding of the impact of globalization
- ◆ Provide international internship opportunities

- ◆ Support programs which encourages foreigners to study at ISU and ISU students to study abroad

❖ **Objectives: Marketing**

- ◆ Begin development of an Advanced Marketing Analytics Institute, with corporate partners providing professional development opportunities, internships and career placements, as well as input for curriculum development, client projects, data sets and funding for student scholarships and travel
- ◆ Lead the Marketing Advisory Board in development and implementation of a mentoring program for Marketing students
- ◆ Expand freshman and sophomore involvement in the Professional Sales sequence by recruiting them into the Sales Excellence Academy, by both mentoring them and organizing them to work on projects of the Professional Sales Institute. Early involvement is expected to increase student retention, Professional Sales sequence enrollment, and participation in sales internships
- ◆ Implement the Masters of Science in Business Education degree program
- ◆ Obtain University curriculum approval of a four-part graduate Business Analytics Certificate, utilizing four graduate analytics courses now offered as electives by the Marketing and Accounting departments in the MBA program

❖ **Objectives: Management and Quantitative Methods**

- ◆ Promote the importance of analytics in Management sequences, per Association to Advance Collegiate Schools of Business (AACSB) recommendations
- ◆ Continue to increase enrollment of MQM students in internships
- ◆ Continue to increase the number of International Business (IB) students enrolled in transformational international learning experiences
- ◆ Increase spending on student support via the mechanism of travel grants and scholarships
- ◆ Finish transition for Commencement so that all IB majors sit together and graduate together during the ceremonies
- ◆ Move International Business (IB) operations to reporting fully to the College of Business

❖ **Objectives: MBA Program**

- ◆ Complete a review of the MBA curriculum and potentially change our delivery method (from almost entirely face-to-face delivery to all hybrid delivery) for the on-campus MBA with the goal of having MBAs being able to complete their degrees in a shorter time

- ◆ Explore adjusting Corporate MBA (CMBA) curriculum to incorporate the hybrid format, shortening the face-to-face meetings on the weekends
- ◆ Increase the number of students who are enrolled in one of our various MBA Programs
- ◆ Explore the possibility and feasibility of a 4+1 MBA degree not only for COB undergraduates, but also undergraduate majors from across campus

Goal Two: Create a workplace that encourages and rewards excellence among faculty and staff

❖ Strategies (College-Wide)

1. Employ an excellent faculty and staff who meet the needs of COB stakeholders. (E·C·E: I and E·C·E: III)

Tactics

- A. Recruit and retain high quality and diverse faculty and staff
 - B. Provide adequate Graduate Assistant support to faculty
2. Support research including contributions to practice, pedagogy, and interdisciplinary areas (E·C·E: II)

Tactics

- A. Continue to provide monetary support for research by finding new funding sources
 - B. Reward research through awards and recognition
 - C. Partner with organizations to conduct research that is beneficial to the faculty member, the College, and the organization
 - D. Provide development opportunities to build faculty expertise
3. Support teaching excellence (E·C·E: I)

Tactics

- A. Continue to provide monetary support for teaching by finding new funding sources
- B. Reward teaching through awards and recognition
- C. Partner with organizations to provide opportunities such as client projects, service-learning projects, guest speakers, etc.
- D. Provide development opportunities to build faculty expertise

4. Provide leading edge facilities, technology, and technology services and support for students, faculty, and staff (E·C·E: II)

Tactics

- A. Maintain a building that provides a professional business setting
 - B. Increase capabilities of students, faculty, and staff by ensuring evolving technologies are available to COB stakeholders
 - C. Prioritize reinvestment in technology infrastructure and services
5. Reward excellent service through visible and meaningful awards (E·C·E: II)

Tactics

- A. Provide opportunities for public recognition and awards to faculty, civil service and AP staff
- B. Seek funding for monetary awards
- C. Continue to look for venues to reward excellent service
- D. Seek opportunities and activities that make all COB employees feel valued and appreciated

❖ Objectives: Accounting

- ◆ Recruit with a strong emphasis on diversity
- ◆ Invite an expert speaker on embedding data analytics and technology into a broad selection of accounting courses
- ◆ Advocate for faculty, advisors, and staff for awards and promotions
- ◆ Encourage corporate partners to fund faculty fellowships and research support

❖ Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management “The Katie School”

- ◆ Increase the competitiveness of faculty and staff salaries
- ◆ Maintain support and funding for faculty and staff development
- ◆ Maintain support and funding for rewarding faculty and staff excellence

❖ Objectives: Marketing

- ◆ Buy department laptops for members of a Marketing faculty Mplus users’ group who will explore cutting edge research uses of that software for structural equation modeling
- ◆ Facilitate new faculty research by funding purchase of access to panels for data collection, and purchase of laptops for research activities away from campus

- ◆ Maintain current levels of funding for faculty travel to conferences and for department sponsored research grants
- ◆ Obtain funding for research related initiatives requested by faculty: (1) equipment and software for eye tracking research, and (2) consumer behavior lab, with associated software for enrolling student subjects and managing the experiments
- ◆ Effectively integrate two new faculty hires as instructors into the marketing analytics, general marketing and professional sales curriculums
- ◆ Hire a new faculty member to replace our retiring lead instructor in the Integrated Marketing Communication sequence

❖ **Objectives: Management and Quantitative Methods**

- ◆ Hire additional office support staff to offer better support to faculty, staff, and students
- ◆ Revise ASPT guidelines, paying special attention to how teaching is analyzed in the annual personnel evaluation process
- ◆ Continue making progress on the work led by Catherine Lilly, Workforce Consultant
- ◆ Improve presence of alumni narratives on the MQM website, via the MQM Advisory Council
- ◆ Hire Civil Service office support staff
- ◆ Hire two new faculty positions, in light of enrollment increases and as replacements for retirements and a tenure denial
- ◆ Hire a replacement for a retiring Instructional Assistant Professor

❖ **Objectives: MBA Program**

- ◆ Encourage the MBA staff to apply for various COB awards for civil service and administrative personnel recognitions
- ◆ Recognize the Outstanding MBA Professor at the annual Outstanding MBA Student Awards Program

Goal Three: Create an engaging and committed culture of diversity and inclusion across multiple dimensions

❖ Strategies (College-Wide)

1. Provide opportunities that facilitate social and professional development within the college (E·C·E: IV)

Tactics

- A. Provide opportunities for faculty and staff development and engagement through participation in seminars and workshops
 - B. Increase opportunities for hearing and interacting with speakers invited to campus
 - C. Increase welcoming and celebratory events for students, faculty, staff and other selected constituents
2. Maintain a student body consisting of diverse individuals with high standards and high expectations (E·C·E: III)

Tactics

- A. Recruit and retain a diverse group of high-quality students
- B. Increase recruitment efforts targeting high achieving students, underrepresented students, students with financial need, and transfer students
- C. Develop programming to engage a wide spectrum of the COB student body
- D. Grow and enhance international opportunities for students and faculty

❖ Objectives: Accounting

- ◆ Grow our student diversity groups (National Association of Black Accountants and Accounting and Financial Women’s Alliance)
- ◆ Participate in the INTO program to improve diversity in the undergraduate and graduate accounting programs
- ◆ Hire with a strong emphasis toward diversity
- ◆ Raise additional scholarship funds for underrepresented groups

❖ Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management “The Katie School”

- ◆ Support faculty recruitment and development programs that encourage diversity and inclusion across multiple dimensions
- ◆ Support student recruitment and instructional strategies that encourage diversity and inclusion across multiple dimensions

❖ Objectives: Marketing

- ◆ Encourage greater engagement by students of underrepresented minorities in the RSOs associated with our department (i.e., American Marketing Association, Pi Sigma Epsilon, Sports Marketing Student Association, Pi Omega Pi, and Marketing Analytics Society) and in the extracurricular professional development activities sponsored by the department (e.g., Sales Excellence Academy, IMC Career Nights, Analytics Forums and field trips, Distinguished Speakers Series, Career Fairs). Greater engagement potentially results in transformative learning experiences and opportunities for leadership development
- ◆ Seek community engagement projects that will involve students in class projects with underserved, culturally diverse segments of the community
- ◆ Support University goals for internationalization by beginning planning to invite to our campus a visiting scholar from abroad
- ◆ Encourage faculty to develop more culturally diverse and global perspectives by teaching for two to three weeks in Panama in the ISU International Business and MBA programs at Quality Leadership University (QLU)

❖ Objectives: Management and Quantitative Methods

- ◆ Continue to administer the Bachelor of Science in International Business at Quality Leadership University in Panama City, Panama
- ◆ Continue to increase the number of students enrolled in the IB major and minor
- ◆ Continue to sponsor and support visiting international scholars in a variety of capacities
- ◆ Continue programming in International Business month (October) and IB day during Business Week

❖ Objectives: MBA Program

- ◆ Successfully launch and recruit faculty members to teach in the MBA-Panama Program onsite in Panama
- ◆ Explore the possibility and feasibility of having a joint MBA-Masters of Nursing Program

- ◆ Develop cultural diversity events for students, faculty and staff to better understand and appreciate the challenges faced by our international students, many of whom are coming to the U.S. for the first time

Goal Four: Promote and communicate our brand including COB successes and our vision of excellence and national recognition

❖ Strategies (College-Wide)

1. Support and reward faculty, staff, and students in striving to develop nationally recognized expertise (E·C·E: II)

Tactics

- A. Encourage and reward leadership in professional organizations
 - B. Support activities related to intellectual contributions such a publication in quality journals, textbooks conference presentations, etc.
 - C. Increase private and federal grant research activity
 - D. Prioritize funding and encouragement for faculty professional development opportunities
2. Maintain AASB International accreditation for business and accounting (E·C·E: I)

Tactics

- A. Develop and maintain a faculty-centered assurance of learning program
 - B. Develop and monitor faculty professional qualifications
 - C. Develop and monitor quality and impact measures
 - D. Maintain and ensure effective strategic management procedures
 - E. Monitor engagement, innovation, and impact
3. Continue developing an effective marketing communications strategy (E·C·E: I)

Tactics

- A. Increase communication inside and outside the college
- B. Create and follow a marketing and media relations plan which includes a social media strategy
- C. Create an appropriate brand for the COB within the ISU brand

4. Encourage national and international recognition of the COB brand (E·C·E: I)

Tactics

- A. Seek out opportunities for national rankings and recognition for all degree programs
- B. Promote our centers and institutes to enhance the reputation of COB.
- C. Obtain recognition for excellence through rankings and other third party information sources
- D. Obtain recognition for excellence through AACSB accreditation.
- E. Promote and recognize professional activities (consulting, board services, etc.)

❖ **Objectives: Accounting**

- ◆ Begin preparations for the next AACSB accreditation visit in the fall of 2021
- ◆ Publish our annual newsletter to alumni
- ◆ Promote the CPA exam and pass rates
- ◆ Present accomplishments at student banquets and to the Department of Accounting Advisory Board
- ◆ Complete the endorsement, working with the finance department, from the Institute of Management Accountants (IMA) for curriculum preparing students for the Certified Management Accountant (CMA) exam

❖ **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management “The Katie School”**

- ◆ Encourage national and international accreditation of course offerings
- ◆ Continue to investigate and adopt best practices in student recruitment and retention
- ◆ Provide opportunities for the faculty to develop nationally recognized expertise
- ◆ Provide opportunities for faculty to teach abroad

❖ **Objectives: Marketing**

- ◆ Work with our Marketing Advisory Board to communicate our student, faculty and department accomplishments to our Marketing alumni, to motivate alumni to donate funds for the expansion of our support for students and faculty

❖ Objectives: Management and Quantitative Methods

- ◆ Continue progress on the Means Center's 5-year strategic plan
- ◆ Continue involving civic engagement through the Organizational Leadership Institute plan

❖ Objectives: MBA Program

- ◆ Involve more MBA students in case competitions and other professional development opportunities
- ◆ Increase our promotion of the MBA Program in order to successfully increase applications, admissions, and matriculation to our various MBA Programs

Goal Five: Create and strengthen partnerships with alumni and business organizations.

❖ Strategies (College-Wide)

1. Continue existing and create new programs that strengthen partnerships (E-C-E: IV)

Tactics

- A. Create and support centers and institutes central to our mission
- B. Develop and maintain appropriate initiatives and partnerships

2. Maintain existing and create new relationships with businesses and organizations that partner with the COB and hire our graduates (E-C-E: IV)

Tactics

- A. Increase opportunities for business partners to meet and interact with students
- B. Increase number of business partners who seek to interview and hire our students
- C. Increase student awareness of career options and the soft skills needed to succeed in a career

3. Increase private financial support (E·C·E: I)

Tactics

- A. Increase private giving for College priorities: scholarships, attracting and retaining faculty, databases, research, faculty development, and student development
- B. Increase the number of endowed professorships and faculty scholars
- C. Grow the COB “excellence fund” to provide support for programming central to the mission of the College of Business

4. Maintain an active and vibrant COB Alumni network (E·C·E: IV)

Tactics

- A. Use social media outlets to support the COB Alumni Network
- B. Support opportunities for alumni to reconnect and become involved in the life of the College
- C. Continue to refine and publish News & Views

❖ Objectives: Accounting

- ◆ Present a “prepare for the fair” panel for students to assist with preparations for the “accounting only” career fair
- ◆ Expand the Department of Accounting Advisory Board with new and diverse corporate partners
- ◆ Grow the scholarships to be presented at the annual awards banquet
- ◆ Promote corporate partners speaking in classes and to departmental student groups
- ◆ Promote mentoring opportunities
- ◆ Grow the fall and spring “accounting only” career fairs
- ◆ Encourage field trips to corporate partners such as ADM and Caterpillar
- ◆ Grow the scholarship golf outing through additional corporate partner involvement

❖ Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management “The Katie School”

- ◆ Promote curricula responsive to the needs of employers and other stakeholders
- ◆ Maintain existing and create new relationships with businesses and organizations that support the ISU and hire our graduates
- ◆ Maintain an active and vibrant FIL Alumni network

❖ **Objectives: Marketing**

- ◆ Expand Marketing Advisory Board involvement in mentoring and fundraising
- ◆ Continue our extensive community engagement through client projects supporting local for profit businesses, nonprofits and community agencies

❖ **Objectives: Management and Quantitative Methods**

- ◆ Continue fund-raising for scholarships, the Accelerator Program, and faculty development, following up in particular on alumni in New York

❖ **Objectives: MBA Program**

- ◆ Start a Speaker Series program for the MBA program

II. Funding Requests

Permanent Funding Requests (Ranked by Priority)

1. COB Advising Center Academic Advisor (AP, 12 month, \$38,964)

Over the last several years, enrollment in the College of Business has grown substantially. While this growth is something to celebrate, the opportunity for academic advisors to provide outstanding student service has greatly diminished. One-on-one advisor availability is low, and students often complain and share their dissatisfaction. In the previous academic year, the student to advisor ratio was approximately 700:1. This is double the recommended advisor caseload of 350:1 set forth by the National Academic Advising Association (NACADA) and notably larger than the typical advising loads outside the College of Business, which are between 150-400 students per advisor. At the 2016 fall AACSB visit, the peer review team (PRT) cited the inordinately high advising load in the College as an opportunity for continuous improvement. Given that enrollment in the College has increased 17% from FY13 to FY17, there is every expectation that the College's programs will remain in high demand for many years to come; it is prudent to provide resources needed to serve these students. Providing these resources will allow COB advisors to shift their approach from reactive to proactive so that retention and student satisfaction will become our highest priority. In addition, supplementary resources will permit COB students to experience an atmosphere consistent with our goal of a small college atmosphere with large university opportunities.

2. COB Assistant Director of International Programs (AP, 12 months, \$38,000)

This position is necessary as the COB continues to expand its course offerings/programs in different countries, as well as the increase in international

experience for our COB students and the increase in international students being admitted to our COB undergraduate and masters programs. We are ready to launch our B.S. in International Business (BSIB) Program (Spring 2018) and our MBA Program (Summer 2018) onsite at QLU in Panama. In addition, the number of IB majors has increased to almost 150. ISU students studying abroad for a semester have increased from 20 to 50 this past year. COB students with an international experience have grown to over 100 students per year. We currently have 10 exchange partner programs globally, with additional partners being nurtured. This person would be assigned to help with the exponential growth in administrative activities and to nurture and grow these programs. Further, this person would be a point person for the current and growing number of international students studying in the COB. Since we anticipate even more growth in international students studying in the COB due to the University's new recruiting partner, INTO.

3. COB Technical Support (Faculty Resource Center [FRC]) Information (AP, 12 month, \$40,000)

The College of Business has many new or additional IT support needs affecting its COB-IT unit and the programs the COB-IT unit supports. Our Business Information Systems major continues to grow both in student count and in complexity of projects/curriculum. Where we once leveraged light coding mixed with mostly process-oriented technical tasks, our newer faculty are electing to delve deep into database manipulation and full application development. These tasks and the additional tools and preparation they require (additional software packages, additional virtual desktops, additional software configuration items, etc.) have large time requirements for proper implementation. Likewise, with the MBA program and our Marketing curriculum heavily leveraging analytics going forward, COB-IT will be expected to field and support an increasingly resource-intensive and growing tool set that will need to balance data security and ease of use while also supporting the research mission.

4. MQM Internship Co-Coordinator (NTT, 9 month, \$16,000)

MQM enrolls more students in internships than any other department in the University. For more than 20 years, the internship co-coordinators have each received one-half month pay for the work they do over the summer supervising internships.

5. MQM Assistant Department Chair (NTT, 9 month, \$15,000)

The College of Business faces some emerging needs that are the result of our growth in non-traditional programs. The needs of our new joint degree program with Panama, specialized MBA cohorts, the new Varner International Business Institute,

and the constant demand for more synchronous and asynchronous online materials and class sessions are driving needs and are likely to continue to drive needs for extended technical support hours and coverage that currently exceed the budgeted amounts for labor. To sum up the likely scenario in total: the COB is probably going to be fielding more technologies (that are also more complex), in more diverse places, to more programs, and more diverse groups of people. We need the technical personnel and depth to manage that growth.

III. Strategic Budget Carryover Requests

- ❖ Strategic Budget Carryover (SBC) requests were submitted in the PERS 937 – SBC tab and the PERS 937 – Multi-Yr SBC tab. The potential amount to SBC to FY19, subject to actual FY18 expenditures, is \$1,450,479. In addition, we will potentially SBC \$93,440 to FY20 as noted in the SBC multi-year tab.

The College is requesting to utilize SBC funds for strategic College and Department initiatives, including, but not limited to, GA support, new faculty startup packages, existing faculty research support, operating expense support, recruiting and moving expenses for new faculty, AACSB accreditation activities, and faculty salaries for Summer classes scheduled for July 1 or later. SBC requests will also be used for databases, technology, student recruitment and retention, faculty retention and professional development, and International Business program support.

IV. Provost Enhancement Requests

Priority	Enhancement Title	FY18 Provost Contribution
1	Varner International Business Institute	\$200,000
2	Financial Services Lab Enhancements	\$100,000
3	Collaborative Space	\$90,000
4	New Faculty “Start Up” Costs	\$21,000
5	Adobe Creative Cloud	\$8,568

V. Base Instructional Capacity requests

- ❖ The instructional Capacity (IC) request was submitted on March 6, 2018. The College has permanent NTT funds of \$838,396 and is requesting \$679,927 in Instructional Capacity funding.

VI. Supplemental Instructional Capacity Request

- ❖ The college will submit the Supplemental Instructional Capacity Request on or before July 10, 2018.

VII. Personnel Requests: Tenure Track Faculty

The College of Business is requesting 13 tenure-track positions for FY19. The positions are needed to meet the strong demand for the College's programs starting with the large influx of students beginning in fall 2014 who are continuing to take their major classes in the business curriculum. Further, in recent years the College has lost several full-time faculty members to retirement or resignation. The requested positions will help to fill the need to satisfy accreditation issues in the Accounting department, fill the vacancy in Illinois State's first ever endowed chair, maintain reasonable time-to-degree statistics given the College's growing enrollments, address the ratio of tenure-track to non-tenure track faculty (an accreditation issue), offer classes in emerging areas of business with high student demand, maintain an acceptable student-to-faculty ratio, maintain the prominence of our programs, and support the brand image of the University. The tenure-track requests were ranked by importance to the College on the PERS 936a form. The requests are summarized in the table below.

Priority	Department	Specialization	Rationale
1	MQM	Human Resource/Analytics	Enrollment growth significant and sustained
2	ACC	Accounting	Sustained enrollments and accreditation
3	MKT	Integrated Marketing Communication	Enrollment growth and TT retirement
4	FIL	Insurance	TT resignation (Edmonson-Miller Endowed Chair, FY16) & enrollment growth
5	MQM	Entrepreneurship	Enrollment growth significant and sustained
6	FIL	Finance	Enrollment growth and TT retirement
7	ACC	Business Information Systems	Accounting accreditation has a new data technology standard

8	MKT	General Marketing	Enrollment growth significant and sustained
9	FIL	Insurance	Enrollment growth and TT retirement
10	MQM	Operations Management	Enrollment growth significant and sustained
11	FIL	Finance	Enrollment growth significant and sustained
12	MQM	Organizational Behavior/Organizational Leadership	Enrollment growth significant and sustained
13	FIL	Finance	Enrollment growth and TT retirement

VIII. Personnel Requests: Tenure Track Faculty – Non-reappointment or tenure-denial/death

❖ Not applicable