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**FY20 Planning Document**

1. **Major Objectives and Goals for FY20**

**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, honestly, trust, respect, and fairness as embodied in our Standards of Professional Behavior and Ethical Standards**

**FY20 College Objectives:**

* **Continue implementation of the 5-year strategic plan for the College.**
* **Utilize the Varner International Business Institute for international business (IB) programs and initiatives.**
* **Continue and grow the B.S. in International Business degree in Panama in partnership with Quality Leadership University, which began in March 2018.**
* **Continue and grow the MBA degree in Panama in partnership with Quality Leadership University, which began 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.**
* **Implement curriculum revisions 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.**

**FY20 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]](#footnote-1)

**Tactics**

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

**Tactics**

1. **Provide the opportunity for a transformative learning experience for every student (e.g. study abroad, internships, client projects, service learning projects, entrepreneurship opportunities, etc.)**
2. **Continue to offer class sizes of 30 or less in upper level courses**
3. **Optimize course offering (COB core and require major classes) to support timely graduation**
4. **Continue to offer co-curricular opportunities (RSOs, guest speakers, civic engagement projects, etc.)**
5. **Build a strong sense of community , engagement, and satisfaction among students**
6. **Increase internships and other experiential learning opportunities with high academic quality and rigor**
7. **Provide and monitor opportunities for students to pursue professional certifications**
8. **Monitor the number and success of students seeking and obtaining professional designations**
9. **Increase the number of advisers based on AACSB recommendations.**
10. **Create new, distinctive and innovative classes and programs to meet the needs of stakeholders**
11. **Support professionalism and career development for students**
12. **Strengthen graduate programs in the College of Business (E⋅C⋅E: I *and* E⋅C⋅E: III)**

**Tactics**

1. **Build an MBA program with specialized tracks that differentiates itself from competitors**
2. **Support opportunities for students to pursue graduate degrees**
3. **Investigate new opportunities for MBA and other graduate education in the College of Business**
4. **Pursue methods to encourage faculty to teach at the graduate level**

* **Objectives: Accounting**
* Continue to provide professional development opportunities for our five departmental student groups. The groups are National Association of Black Accountants (NABA), the Student Accounting Society (SAS), the Accounting and Financial Women’s Alliance (AFWA), Beta Alpha Psi (BAP), and the Business Information Systems (BIS) Club.
* We have added an accounting ethics course that will start in the fall of 2019.
* We have added a forensic accounting course that will start in the Spring of 2020.
* Continue to grow and promote our internship programs in accounting and BIS.
* Continue to promote and develop data analytics and other technology course offerings so our students will be competitive in the job market.
* Imbed technology from the data analytics tools classes throughout the other accounting courses.
* Continue to promote and provide SCRUM Master Certifications for our students as well as other BIS certification.
* Continue to work with clients on projects in the BIS classes.
* Continue to develop our Jumpstart program to ensure retention in our accounting program.
* **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management (“The Katie School”)**
* **Provide instruction which meets or exceeds standards for the maintenance of AACSB accreditation.**
* **Continue to provide in FIL 185 a foundation in ethics, social responsibility and sustainability.**
* **Enhance the proficiency of students in data analytics.**
* **Provide opportunities for students to develop as professionals.**
* **Objectives: Marketing**
* **Substantially Increase enrollment in the Business Analytics Graduate Certificate program. Promote the certificate program to analysts and other business professionals at local employers.**
* **Substantially increase enrollment in the Masters of Science in Business Education program, by targeting Business Education alumni and other teachers, in-state and out-of-state, to enroll in the fully online MSBE Pedagogy sequence.**
* **Continue to involve freshmen and sophomores in the Professional Sales sequence by recruiting them into the Sales Excellence Academy, providing professional development and networking opportunities, and organizing them to work on projects of the Professional Sales Institute. Early involvement will increase sales student retention, Professional Sales sequence enrollment, and participation in sales internships.**
* **Lead the Marketing Advisory Board in implementation of a mentoring program for Marketing students as a part of the Redbird Career Portfolio Mentor Cloud.**
* **Continue the focus on developing relationships with corporate partners for the Advanced Marketing Analytics sequence. Work with corporate partners to provide our students professional development opportunities, internships and career placements, as well as gain partner input for curriculum development, client projects and data sets, and acquire funding for student scholarships and travel.**
* **General Marketing sequence faculty will complete their study on the redesign of the COB core Introduction to Marketing Management course for non-majors.**
* **Introduce a new undergraduate digital marketing elective course in the Integrated Marketing Communication sequence.**
* **Develop a new data management elective course in the Analytics sequence.**
* **Incorporate SAP training into the Purchasing course.**
* **The Professional Sales faculty will organize and Implement a new, regional sales management case competition for schools in the Midwest; we will host the sales management case competition in Fall 2019, and will sponsor the 3rd annual Redbird regional Sales Competition in Spring 2020.**
* **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.**
* **Continue to grow the IB program in Panama.**
* **Fund-raising to support student travel to case competitions, study abroad, and international internships.**
* **SHRM is hosting the Illinois State Student Conference and Case Competition March 29-30, 2019, so the goal is to have students learn with hands-on experience how to plan and run a professional competition.**
* **Objectives: MBA Program**
* **Convert all traditional MBA courses to 50/50 blended format.**
* **Develop an MBA course in International Business.**
* **Develop an MBA course in Entrepreneurship.**
* **Develop new funding sources for student professional development opportunities such as case competitions, employment fairs, etc.**

**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**

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

**Tactics**

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

**Tactics**

1. **Continue to provide monetary support for teaching by finding new funding sources**
2. **Reward teaching through awards and recognition**
3. **Partner with organizations to provide opportunities such as client projects, service-learning projects, guest speakers, etc.**
4. **Provide development opportunities to build faculty expertise** 
   1. **Provide leading edge facilities, technology, and technology services and support for students, faculty, and staff (E⋅C⋅E: II)**

**Tactics**

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

**Tactics**

1. **Provide opportunities for public recognition and awards to faculty, civil service and AP staff**
2. **Seek funding for monetary awards**
3. **Continue to look for venues to reward excellent service**
4. **Seek opportunities and activities that make all COB employees feel values and appreciated**

* **Objectives: Accounting**
* Continue to work with corporate partners to fund faculty fellowships and faculty support.
* Encourage faculty to apply for College and University awards.
* Continue to recruit for fit with a strong emphasis on diversity.
* Continue to support research workshops within the department.
* Bring in an expert on data analytics to speak to the faculty on embedding data analytics into most accounting courses.
* Continue to advocate for our advisors and administrative assistant with regard to awards and job promotions.
* Educate our faculty on applying for grants from outside the university.
* **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management (“The Katie School”)**
* **Recruit and retain high quality and diverse faculty and staff.**
* **Support research initiatives and recognize research excellence, including contributions to practice, pedagogy, and interdisciplinary areas.**
* **Support instructional development activities and recognize and reward teaching excellence.**
* **Develop a culture of service and recognize and reward excellence in institutional service.**
* **Provide leading edge facilities, technology, and technology services and support for students, faculty, and staff.**
* **Objectives: Marketing**
* **Facilitate faculty research by acquiring additional funding for purchase of datasets and access to panels for data collection.**
* **Maintain current levels of funding for faculty travel to conferences and for department sponsored research grants.**
* **Obtain funding for research 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 Integrated Marketing Communication and General Marketing sequences.**
* **Hire new faculty members in the Sales and Analytics sequences.**
* **Objectives: Management and Quantitative Methods**
* **Initiate, run, and complete a successful search for a department chair.**
* **Hire new faculty in Entrepreneurship and Operations Management to maintain current levels of instructional capacity.**
* **Hire additional office support staff to offer better support to faculty, staff, and students.**
* **Revise ASPT guidelines, paying special attention to how service is analyzed in the annual personnel evaluation process.**
* **Improve presence of alumni narratives on the MQM website, via the MQM Advisory Council.**
* **Hire a full-time Instructional Assistant Professor to teach Statistics (MQM 100).**
* **Nominate faculty and staff for College and University awards.**
* **Objectives: MBA Program**
* **Improve (in house) Graduate Assistant Hiring process to allow admitted international students to obtain I20/Visa in a timelier manner, thus improving possibility of their attendance.**

**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**

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

**Tactics**

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

* **Objectives: Accounting**
* Continue to grow our departmental diversity student groups – NABA and AFWA.
* Actively recruit diverse faculty and students.
* Continue to develop student retention programs such as our Jumpstart Program to benefit all of our students but especially those who are transfers and/or underrepresented.
* Welcome students recruited through INTO ISU.
* **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management (“The Katie School”)**
* **Develop a sense of community among FIL students, faculty, staff and supporters.**
* **Develop in this community openness to diversity across multiple dimensions.**
* **Objectives: Marketing**
* **Encourage greater engagement by students of underrepresented minorities in the RSOs and other extra-curricular activities sponsored by our department. Greater engagement will result in transformative learning experiences and opportunities for leadership development.**
* **Work with other departments to implement the recommendations of the COB Diversity and Inclusion Initiative committee.**
* **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**
* **Appoint a faculty-member to mentor and support students with diversity and inclusion concerns.**
* **Recruit more female faculty, since only 30% of the tenure-line faculty are women.**
* **Recruit more faculty from underrepresented groups, since only 12% of the faculty belongs to underrepresented groups.**
* **Recruit more women students into the major, since only 37% are female.**
* **Integrate International Business programming into Business Week.**
* **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.**
* **Objectives: MBA Program**
* Increase number of INTO students by 20%.
* Launch 2nd MBA Program taught on site in Panama.
* Award the new Catherine Chaplais Endowed Scholarship (preference is given to female applicants).

**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**

1. Encourage and reward leadership in professional organizations
2. Support activities related to intellectual contributions such a publication in quality journals, textbooks conference presentations, etc.
3. Increase private and federal grant research activity
4. Prioritize funding and encouragement for faculty professional development opportunities
5. Maintain AACSB International accreditation for business and accounting **(E⋅C⋅E: I)**

**Tactics**

1. Develop and maintain a faculty-centered assurance of learning program
2. Develop and monitor faculty professional qualifications
3. Develop and monitor quality and impact measures
4. Maintain and ensure effective strategic management procedures
5. Monitor engagement, innovation, and impact
6. Continue developing an effective marketing communications strategy **(E⋅C⋅E: I)**

**Tactics**

1. Increase communication inside and outside the college
2. Create and follow a marketing and media relations plan which includes a social media strategy
3. 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**

1. Seek out opportunities for national rankings and recognition for all degree programs
2. Promote our centers and institutes to enhance the reputation of COB.
3. Obtain recognition for excellence through rankings and other third party information sources
4. Obtain recognition for excellence through AACSB accreditation.
5. Promote and recognize professional activities (consulting, board services, etc.)

* **Objectives: Accounting**
* Continue to hold AACSB separate accounting accreditation and prepare for our next visit in 2021.
* Continues to publish an annual newsletter that is sent to all alumni in the summer.
* Continue to promote and nominate our students and faculty for external awards and programs such those sponsored by the Illinois CPA Society.
* Continue to promote the CPA exam and consider ways to assist students with passing such as additional CPA review scholarships.
* Continue to compete with University of Illinois and Northern Illinois University for CPA exam pass rates.
* Continue to present our goals and accomplishments at the Student Accounting Society (SAS) Banquet.
* Continue to present to Department of Accounting Advisory Board about our annual accomplishments.
* Continue to promote our new endorsement from the Institute of Management Accountants (IMA), for curriculum leading to certification as a management accountant (CMA).
* Continue to promote our ranking by College Factual as the Best Accounting Program for the Money in Illinois and 14th nationally.
* Continue to promote our departmental teaching award from CTLT.
* Continue to share our successes with alumni through Linked In and other College Media.
* **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management (“The Katie School”)**
* **Provide instruction and sustain a level of scholarly activity which meets or exceeds standards for the maintenance of AACSB accreditation.**
* **Provide instructional and scholarly activities that bring national and international recognition to the Department.**
* **Encourage and reward leadership in professional organizations.**
* **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**
* **Initiate a “Startup Summit” to supplement programming in the Means Center.**
* **Continue progress on the Means Center’s 5-year strategic plan.**
* **Continue involving civic engagement through the Organizational Leadership Institute plan.**
* **Objectives: MBA Program**
* Develop a comprehensive marketing plan to increase awareness of the MBA brand.
* Develop a social media strategy for the MBA program.
* Use video vignettes to enhance the MBA website.

**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**

1. Create and support centers and institutes central to our mission
2. Develop and maintain appropriate initiatives and partnerships
3. Maintain existing and create new relationships with businesses and organizations that partner with the COB and hire our graduates **(E⋅C⋅E: IV)**

**Tactics**

1. Increase opportunities for business partners to meet and interact with students
2. Increase number of business partners who seek to interview and hire our students
3. Increase student awareness of career options and the soft skills needed to succeed in a career
4. Increase private financial support **(E⋅C⋅E: I)**

**Tactics**

1. Increase private giving for College priorities: scholarships, attracting and retaining faculty, databases, research, faculty development, and student development
2. Increase the number of endowed professorships and faculty scholars
3. 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**

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

* **Objectives: Accounting**
* Continue to expand the Department of Accounting Advisory Board with new corporate partners. Corporate partners will contribute financially to the department Foundation accounts.
* Continue our program with ADM for an accounting faculty scholar.
* Continue field trips to ADM and Caterpillar.
* Continue our scholarship golf outing. Work with our partner from Sikich to coordinate the event with the assistance of the department. Work to increase financial contributions from this event for scholarships.
* Continue the Student Accounting Society (SAS) annual banquet with a guest speaker from industry and with partner firms present.
* Continue to have Department of Accounting Advisory board members speak in classes and hold mock interviews for students.
* Continue Department of Accounting Advisory board meetings three times per year.
* Continue and grow the fall accounting career fair in September of 2019.
* Continue and grow Meet the Firms, our spring accounting career fair.
* Continue to work with Ron Thein, State Farm Executive, in mentoring students in small groups.
* Continue to connect with alumni through Linked In.
* Continue the annual awards banquet and grow the amount of scholarships awarded.
* Continue to host a luncheon for our alumni at the Midwest Accounting and Finance Showcase in Chicago in August of each year at the Illinois CPA Society Showcase.
* Continue to have many firms and speakers present in the classroom and at student RSO meetings.
* **Objectives: Finance, Insurance, and Law, & The Center of Insurance and Risk Management (“The Katie School”)**
* **Maintain existing, and create new, relationships with businesses and organizations.**
* **Create and support centers and institutes.**
* **Support opportunities for alumni to reconnect and become involved in the life of the College.**
* **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.**
* **Continue developing the Entrepreneur of the Year Award Dinner, including awarding the Alumnus or Alumna Award of the Year to deserving alumni.**
* **Objectives: MBA Program**
* **Further explore 4 + 1 MBA degree within COB and other colleges on campus.**
* **Determine eligibility of a STEM designation for the MBA program or a specific sequence of the program.**
* **Develop a formal communication plan for MBA alumni to provide more networking opportunities for current MBA students, especially international students.**
* **Encourage more MBA students to partake in the Innovation Consulting Community.**
* **Recruit for 2019-2021 CMBA programs.**

1. **Funding Requests**

**Permanent Funding Requests (Ranked by Priority)**

1. **Travel Funds ($73,046)**

The current travel budget for faculty research is only $138 per tenured/tenure-track faculty member per year in the College of Business (COB). The combined travel budgets for the four departments totals $11,441. The average cost of travel costs associated with a research conference is approximately $1,500 per faculty member. The COB currently has 83 tenured/tenure-track faculty members, including Department Chairs. Accordingly, the COB is requesting permanent funds for a *portion* of the shortfall of $113,046 ([$1,500 - $138] x 83). The College of Business needs additional travel funds in the Permanent Budget to maintain accreditation. One of the items that we report to the AACSB, our accrediting organization for both the College and the Department of Accounting, is the resources available for faculty research and development. The AACSB recently noted that one of the negative findings in Continuous Improvement Review (CIR) reports of universities is that the “financial model is not sustainable.” A travel budget of $138 per faculty member per year is not sustainable. Further, an AACSB accreditation standard for the College and an AACSB accreditation standard for the Department of Accounting both focus on intellectual contributions by faculty; one of the main ways that faculty are successful in getting manuscripts published is by presenting the manuscripts at conferences, and using comments from such conferences to improve and revise manuscripts for eventual publication. Conferences are also an opportunity for faculty to meet with co-authors, get ideas for future research, etc. In summary, travel dollars to support faculty scholarship are essential to maintain our accreditation.

1. **COB Advising Center Academic Advisor (AP, 12 month, $40,000)**

Over the last several years, enrollment in the College of Business has grown substantially. While this is a cause for celebration, it has also made it more difficult for academic advisors to provide outstanding, personalized student service. We were grateful for the ability to hire a sixth academic advisor during the 2017-2018 school year. However, College of Business Advisors still have a student to advisor ratio of 500-600:1, which is close to double the recommended advisor caseload of 350:1 set forth by the National Academic Advising Association (NACADA). It is also considerably larger than 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. Enrollment in the College increased 15% from FY13 to FY19, and we expect the College’s programs to remain in high demand for many years to come. It is prudent to provide resources needed to serve these students.  
Along with the increasing growth the College of Business has seen over the past few years, the range of our students’ academic abilities has also widened. In keeping with ISU’s commitment to retention, providing another advisor will not only ensure that all students are being effectively and proactively reached, it will also provide the resources necessary to ensure that they are succeeding academically. 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.

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

This position is necessary as the COB continues to capitalize on opportunities to offer programs in other countries and provide study abroad experiences for our students. In the last year, we have launched our B.S. in International Business (BSIB) Program (Spring 2018) and our MBA Program (Summer 2018) onsite at Quality Leadership University (QLU) in Panama. In addition, the number of International Business (IB) majors has reached 150, while the number of ISU students studying abroad for a semester remains at 50. 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. We anticipate even more growth in international students studying in the COB due to the University's new recruiting partner, INTO. This person would be assigned to help with the rapid proliferation of administrative activities required to support these programs.

1. **COB Technical Support (Faculty Resource Center [FRC]) Information Technology Support Associate (AP, 12 month, $40,000)**

The growth of IT needs and requirements in College of Business curricula are driving a need for additional IT support staff. As departments, including Accounting and Marketing, add course work on data analytics, and Marketing leverages new video capture technologies, and multiple departments leverage multiple apps for specific courses, blended programs, and international programs (Panama, for example), the technology requirements per course have climbed steadily and rapidly. In addition, recently-hired faculty have expressed a strong desire to leverage hands-on experience with technical tools in addition to teaching theory and concepts. To address these needs we request an additional entry level IT support associate who would concentrate on 1) software, 2) general technical requests, 3) desk side support of faculty, 4) printer/computer lab support, and 5) customer (user) communications/follow-up. As the needs of faculty and students become more specialized the extremely diverse technology skills required (everything from Adobe Creative Suite, to coding apps, to databases, to ERP tools, to analytics tools, to stats tools, to 3D printing tools, to data visualization tools) support becomes difficult. These diverse needs, combined with a growing demand for shifted work hours (to support evening classes and weekend cohorts) will make the College's technology needs difficult to support with current staffing levels.

1. **MQM Internship Co-Coordinators ($16,123)**

**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.**

1. **MQM Assistant Department Chair ($16,000)**

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.

1. **Strategic Budget Carryover Requests**

* **Strategic Budget Carryover (SBC) requests were submitted in the PERS 937 – SBC tab. The potential amount to SBC to FY19, subject to actual FY18 expenditures, is $793,511.**
* **The College is requesting to utilize SBC funds for strategic College and Department activities and initiatives, including, but not limited to, faculty salaries for Summer classes scheduled for July and August 2019, GA support, new faculty startup packages, faculty research support, faculty retention and professional development, operating expense support, and recruiting expenses for new faculty.**

1. **Provost Enhancement Requests**

* **Provost Enhancement (PE) requests were submitted in the PERS 937 – PE tab. The requests total $78,318 and are summarized below:**

|  |  |  |
| --- | --- | --- |
| **Priority** | **Enhancement Title** | **FY18 Provost**  **Contribution** |
| **1** | **Innovation Consulting Community funding for FY20** | **$44,579** |
| **2** | **WRDS software** | **$33,739** |

1. **Base Instructional Capacity requests**

* **The FY20 Base Provost Instructional Capacity (IC) request has been submitted. The College has permanent NTT funds of $908,137 for FY20 and is requesting $633,895 in additional Instructional Capacity funding for a total of $1,542,032.**

1. **Supplemental Instructional Capacity Request**

* **The college will submit the FY20 Supplemental Instructional Capacity Request on or before June 14, 2019.**

1. **Personnel Requests: Tenure Track Faculty (PERS 936a)**

* **The College of Business is requesting nice (9) tenure-track positions for FY20. The positions are needed to meet the strong demand for the College’s programs. 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 | ACC | Business Information Systems | Data Analytics requirements mandated by AACSB |
| 2 | MQM | Entrepreneurship | Increased enrollments |
| 3 | MKT | Professional Sales | TT resignation and sustained enrollments |
| 4 | FIL | Risk Management and Insurance | Edmonson-Miller Endowed Chair |
| 5 | MKT | Advanced Marketing Analytics | New certificate program in graduate-level analytics |
| 6 | MQM | Operations Management | Enrollment growth |
| 7 | FIL | Business Information Systems | TT retirement and sustained growth |
| 8 | FIL | Risk Management and Insurance | TT retirement and sustained growth |
| 9 | MQM | Strategy | Enrollment growth |

1. **Personnel Requests: Tenure Track Faculty – Non-reappointment or tenure-denial/death (PERS 936b)**

* **We are requesting a position in Finance, Insurance and Law (FIL) to replace a faculty member who died unexpectedly in 2018.**

1. **Personnel Requests: Non-Tenure Track Positions (PERS 936c)**

* **We are requesting an additional NTT position in Management & Quantitative Methods (MQM) to teach MQM 100 – Statistical Reasoning.**

1. Throughout this planning document our strategies are linked to our support of Illinois State’s strategic plan: Educate⋅Connect⋅Elevate (E⋅C⋅E) and its strategic directions. [↑](#footnote-ref-1)