



COLLEGE OF BUSINESS
Illinois State University

FY21 Planning Document

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Introduction and COB Strategic Plan

The College of Business at Illinois State University is one of 188 schools in the United States to have achieved accreditation by the AACSB International for its undergraduate and graduate programs in both business and accounting, making us one of the top 2% of business schools in the nation.

Many alumni of the COB hold executive positions in numerous companies and industries or are successful entrepreneurs and small business owners located in all 50 states and many locations abroad. Many of our alumni become COB donors after graduation.

The State Farm Hall of Business is a beautiful building that features a technologically sophisticated venue for learning, and the college retains the spirit of personalized, student-centered education which is the hallmark of Illinois State University. Students can participate on over 25 student organizations which provide opportunities for networking, developing leadership and organizational skills, and learning about professional issues and career options. The student organizations earn regional and national recognition for excellence each year.

The College has a proud tradition of providing excellence in academics and facilitating the student experience. From guest speakers through the nationally recognized Business Week program, the alumni of the COB graduate into a business environment with the skills to be competitive, engaged, professionals.

MISSION, VISION, CORE VALUES, GOALS, STRATEGIES, AND TACTICS | 2018-2023

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 balanced 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.

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

1. Maintain high expectations for excellence in student performance.

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.

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 offerings (COB core and required 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.
- 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.*

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.

GOAL TWO

Create a workplace that encourages and rewards excellence among faculty and staff.

STRATEGIES

1. *Employ an excellent faculty and staff who meet the needs of COB stakeholders.*

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.*

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.*

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.*

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.*

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

GOAL THREE

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

STRATEGIES

1. *Provide opportunities that facilitate social and professional development within the college.*

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.*

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.

GOAL FOUR

Promote and communicate our brand including COB successes and our vision of excellence and national recognition.

STRATEGIES

1. *Support and reward faculty, staff and students in striving to develop nationally recognized expertise.*

Tactics

- A. Encourage and reward leadership in professional organizations.
- B. Support activities related to intellectual contributions such as 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 AACSB International accreditation for business and accounting.*

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.*

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.*

Tactics

- A. Seek out opportunities for national rankings and recognitions 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 service, etc.).

GOAL FIVE

Create and strengthen partnerships with alumni and business organizations.

STRATEGIES

1. *Continue existing and create new programs that strengthen partnerships.*

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.*

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.*

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.*

Tactics

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

Major Goals and Objectives for FY21

Our core values reflect the overarching value of Illinois State University, student success. Using *Educate • Connect • Elevate: Illinois State* as the guiding principle, the College of Business incorporates the core values of Illinois State University into its own strategic plan. This can be seen through the COB goals, strategies, and tactics as demonstrated by our goals and objectives.

College Objectives

- Implementation of the Strategic Plan
 - The COB is entering the mid-point of the current strategic plan
 - Continue to move forward with the strategic plan
 - Begin to plan for the update of the strategic plan in 2023
- Utilize the Varner International Business Institute (VIBI) for International Business programs and initiatives
- Continue and grow the B.S. in International Business degree in Panama in partnership with Quality Leadership University
- Continue implementation of the Redbird Career Portfolio (career and professionalism certificate program) for all COB freshman and sophomores.
- Further implement Suitable – a new software service that will track students’ progress toward the Redbird Career Portfolio Certificate program. The software incorporates a point 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.
- Increase recruitment efforts to attract a more diverse student population into 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 by leveraging social media and online outlets
- 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.

Departmental Objectives

Goal 1: Prepare students for success in a diverse and global environment by providing excellent instruction and a transformative learning experience for every student (ECE II: Foster Innovation and ECE III: Nurture Diversity and Inclusion) using the strategies and tactics outlined in our Strategic Plan 2018-2023.

Accounting

- Continue to provide professional development opportunities for our five departmental student groups. The groups are NABA, SAS, AFWA, BAP, and the BIS Club.
- 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.
- Continue to grow our SAP class.
- Continue to promote our new certificates (Forensic Accounting, Data Scientist, and Systems Auditing)
- Continue to promote our new sequences in data analytics to students.
- Continue to support transfer students through our new transfer student class.

Finance, Insurance, and Law

- Provide more internship opportunities for finance and insurance majors.
- Develop a financial analytics course.
- Provide interview preps for finance and insurance majors.
- Improve presentation and written communication skills of finance and insurance majors.

Management and Quantitative Methods

- Promote the importance of analytics in Management sequences, per Association to Advance Collegiate Schools of Business (AACSB) recommendations

- Streamline the MQM core curriculum to allow MGT majors to take a course focused on analytics and data analysis
- 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 support and grow the IB program in Panama
- Fund-raising to support student travel to case competitions, study abroad, and international internships

Marketing

- The Professional Sales and Analytics faculty will conduct team selling professional development workshops and prepare a team to compete successfully in the fall 2020 Indiana University Sales and Analytics Team Selling Case Competition
- The Professional Sales faculty will conduct skill building internal sales competitions for freshmen and sophomores, and separate competitions for upperclassmen in preparation for regional and national competitions
- 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.
- In spring 2021 introduce the new data management elective course in the Analytics sequence
- 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.
- Expand use of Adobe applications across introduction, intermediate and advanced marketing classes to improve the quality of content created for promotion and strategic marketing plans and other client and course reports.
- Strategic Marketing sequence faculty will implement extra-curricular initiatives in support of general marketing students who choose not to specialize in sales, analytics or integrated marketing communication.
- Conduct Fall 2020 Marketing Meet the Firms career fair with participation by a substantial number of firms offering positions in all areas of marketing, not only professional sales, in order to meet the need for more analytics, promotions and general marketing job recruitment on campus
- Increase enrollment in the Business Analytics Graduate Certificate program. Promote the certificate program to analysts and other business professionals at local employers

- Expand enrollment in the fully online Master of Science in Business Education program pedagogy track, particularly, by targeting Business Education alumni and other teachers, in-state and out-of-state.

Master of Business Administration Program

- Convert all CMBA courses to 50/50 blended format.
- Develop new funding sources for student professional development opportunities such as case competitions, employment fairs, etc.

Goal 2: Create a workplace that encourages and rewards excellence among faculty and staff (ECE I: Enhance Strength and Stability and ECE II: Foster Innovation)

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

Finance, Insurance, and Law

- Reward excellence in teaching, research and service.
- Provide support for professional development opportunities.
- Increase travel support.
- Provide more funding for datasets.

Management and Quantitative Methods

- Initiate, run, and complete a successful search for a department chair to start July 1, 2021
- Hire a new faculty member in Operations Management to maintain current levels of instructional capacity
- Hire one additional office support staff to offer better support to the centers and institutes in MQM and MKT (especially the VIBI, the Means Center, and the new Innovation Center)
- Create a final revision of the ASPT guidelines, revising those sections not yet addressed
- Hire a full-time Instructional Assistant Professor to teach statistics (MQM 100)
- Nominate faculty and staff for College and University awards

Marketing

- Fully implement biometrics behavioral lab in support of faculty research
- Increase funding for faculty travel to academic research conferences and for department sponsored research grants
- Expand student participation in the department's student research pool and increase the number of faculty research projects utilizing the student research pool
- Effectively integrate two new faculty hires into the Professional Sales sequence and Business Education program.
- Hire new faculty members in the sales and analytics sequences

Master of Business Administration Program

- Work with the Growth Team to deliver professional development resources designed specifically for the COB.

Goal 3: Create an engaging and committed culture of diversity and inclusion across multiple dimensions (ECE III: Nurture Diversity and Inclusion and ECE IV: Enrich Engagement)

Accounting

- Continue to grow our departmental diversity student groups – NABA and AFWA.
- Actively recruit diverse faculty and students.
- Continue to develop 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.
- Actively promote workshops on diversity issues.

Finance, Insurance, and Law

- Provide more scholarships.
- Provide support for inclusion-promoting activities of RSOs.
- Provide more study abroad opportunities.

Management and Quantitative Methods

- Appoint a faculty-member to mentor and support students with diversity and inclusion concerns
- Hold a Microaggression Training in March 2020
- Recruit more female faculty, since only 36% of the tenure-line faculty are women
- Recruit more faculty from underrepresented groups, since only 16% of the faculty belongs to protected classes
- Recruit more women students into the major, since only 37% are female. Zero students identify as non-binary
- Recruit for diversity and inclusion in the major, since only 29% of undergraduates belong to protected classes

- 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

Marketing

- Work with the COB Diversity and Inclusion Initiative team in planning and conducting student events and faculty training that build a committed culture of diversity and inclusion in the department and throughout the College of Business
- 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.
- 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)

Master of Business Administration Program

- Launch 3rd MBA intake taught on site in Panama.
- Obtain full participation by the MBA and advising staff in the upcoming university-sponsored microaggression workshops.

Goal 4: Promote and communicate our brand including COB successes and our vision of excellence and national recognition (ECE IV: Enrich Engagement)

Accounting

- Continue to hold AACSB separate accounting accreditation and prepare for our next visit in 2021.
- Continue to post news and accomplishments on Linked In pages (young alumni page and older faculty page)
- 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 U of I and Northern 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.

Finance, Insurance, and Law

- Increase the proportion of faculty classified as “Scholarly Academic” to at least 75%,
- Support publication in high-quality Accounting, Finance and Insurance journals.
- Support participation as presenters and discussants in leading academic conferences in finance and insurance.

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
- Create more grant opportunities for Entrepreneurship faculty to increase their presence at national and international entrepreneurship conferences

Marketing

- Work with our Marketing Advisory Board to communicate our student, faculty and department accomplishments to Marketing alumni, to motivate alumni to donate funds for expanded support of our students and faculty
- Communicate our accomplishments and maintain alumni engagement through our Department of Marketing LinkedIn group

Master of Business Administration Program

- Launch integrated marketing strategy targeting potential MBA applicants within a 90-minute drive of ISU.
- Enhance the MBA web site by eliminating unnecessary pages and integrating seamlessly with university-level web pages.
- Set up online information sessions through Slate to recruit new students.
- Promote graduate certificate option in Organizational Leadership.

Goal 5: Create and strengthen partnerships with alumni and business organizations (ECE I: Enhance Strength and Stability, ECE II: Foster Innovation, ECE III: Nurture Diversity and Inclusion, and ECE IV: Enrich Engagement)

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 accounting faculty scholars.
- 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 2020.
- Continue and grow Meet the Firms, our spring accounting career fair.
- Continue to connect with alumni through Linked In
- Continue the annual awards banquet and grow the amount of scholarships awarded.
- Continue to have many firms and speakers present in the classroom and at student RSO meetings

Finance, Insurance, and Law

- Encourage alumni/professional presentations in finance and insurance classes and student organization meetings.
- Enhance advisory board engagement with students.
- Increase board participation of alumni coming from non-financial companies.

Management and Quantitative Methods

- Continue fund-raising for scholarships, the Accelerator Program, and faculty development
- Transform the event formerly known as the Entrepreneur of the Year Awards Dinner into a celebration of the Alumnus of the Year Award, an Entrepreneurial Impact Award, and an Entrepreneurship in the Arts Award at a late afternoon cocktail reception on campus on the eve of the Startup Showcase

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

Master of Business Administration Program

- Determine eligibility of a STEM designation for the MBA program or a specific sequence of the program.
- Launch a disciplined and consistent alumnus contact program
 - Regular email communication
 - Creation of opportunities for alums to visit campus

Funding Requests

Permanent Funding Requests (Ranked by Priority)

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 5% from FY14 to FY20, 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.

COB Application and Cloud Services Manager (AP, 12-month, \$63,000)

With rapidly expanding use of application and cloud services by faculty, the College of Business is requesting a new position of **Application and Cloud Services Manager**. The AACSB standards state: "Technology will be ever important, and all AACSB-accredited schools will be expected to have processes in place to ensure that both learners and faculty are competent with current and emerging technologies."

In addition, the COB is experiencing growth in the IT needs of the departments. For example, the Marketing Department has added a Biometrics Workstation as

part of marketing analytics research courses. Both Marketing and the Business Information Systems majors have incorporated Adobe Creative Cloud into their programs. The Business Education program is expanding its use of Adobe Creative Cloud. Marketing faculty will be teaching analytics via Amazon Educate, a cloud-web database framework which will require IT support. In addition, many faculty are utilizing cloud-based applications to enhance instruction and research.

FY21 will also see the College of Business incorporating Digital Measures as the faculty reporting tool. This move is to bring the COB into full compliance with reporting requirements of AACSB and allow the college to report data using the same tool as the other colleges on campus. Implantation support will be required.

Because of this growth in application and cloud services, adding a position in the Faculty Resource Center will facilitate faculty professional development, enhance student retention by providing additional support for student IT related issues, and allow the departments to expand and utilize the required technologies for the programs.

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 Institute for International Business, 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.

COB Assistant Director of International Programs (AP, 12-months, \$40,000)

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. With the launch of the B.S. in International Business (BSIB) Program (Spring 2018) and our MBA Program (Summer 2018) onsite at Quality Leadership University (QLU) in Panama, and the growing number of IB majors seeking internships and study abroad opportunities, a full-time assistant

director in the Varner Institute for International Business would provide the support needed to allow the operations to continue to grow. In addition, the number of International Business (IB) majors has exceeded 150, while the number of ISU students studying abroad continues to grow with over 50 students per semester. College of Business students with an international experience have grown to over 100 students per year. The COB currently has 10 exchange partner programs globally, with additional partners being nurtured. We have experienced 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.

MQM Assistant Department Chair (\$16,000)

The Management and Quantitative Methods Department in the COB has more than 1,400 students and supports the MBA program, which has close to 185 students currently. This makes the department larger than two colleges in the University. At present, the department chair is the only administrator in the department. In addition, the interim department chair is retiring in June 2021, and a national search for a permanent department chair be conducted in FY21. An assistant department chair would allow continuity during the transfer of leadership to a new department chair and provide the necessary administrative support for the department as it continues to grow.

Associate Director of Accounting Graduate Programs (\$75,000)

Currently, a faculty member serves as the director for graduate programs, receiving a 3-course reassignment for the duties. By hiring an associate director, the tenured faculty member would be returned to the classroom, reducing instructional capacity for the department. The position would work directly with the administrative leadership of the Accounting Department and provide academic guidance to all MSA and BS/MPA students along with marketing the programs.

Reassigned Time Report for FY20

The Reassigned Time Report was submitted on March 6, 2020, as required.

Strategic Budget Carryover Requests

Strategic Budget Carryover (SBC) requests will be submitted by June 12, 2020 as required by the budget process.

The College anticipates requesting SBC funds, subject to actual FY20 expenditures, to fund strategic College and Department activities and initiatives, including, but not limited to, faculty salaries for Summer 2020 classes, GA support, new faculty start-up packages, faculty research support, faculty retention and professional development, operating expense support, IT equipment (if needed due to delays in supply), and recruiting expenses for new faculty.

In addition, the COB is anticipating URG requests for SBC due to the cancellation of travel to research conferences. Faculty who received URG funds for research projects will follow the revised URG deadlines in the use of SBC funds.

Provost Enhancement (PE) and Academic Enhancement Funds (AEF) Requests

Provost Enhancement and Academic Enhancement Funds requests will be submitted by June 12, 2020 as required by the budget process. The COB plans to request funds in both categories.

Potential requests may include:

- Conversion from Sedona to Digital Measures as the College's reporting tool
- Support for the Innovations Consulting Community that is a cross-discipline initiative on campus
- Access to research databases
- Upgrades to classrooms to create flexible learning spaces
- Upgrades to team/collaboration spaces
- Creation of pop-up collaboration spaces for students
- Upgrades to the CAT Auditorium

When the COB opened the State Farm Hall of Business in 2005, it was a point-of-pride for the University and continues to be so today. During the past 15 years, everyone in the COB has worked diligently to be good stewards of the facility. Although great care has been taken to keep the facility a point-of-pride, it is beginning to show signs of wear. That wear is most noticeable in the CAT Auditorium, which is entering its sixteenth year as a highly-utilized university space. The CAT Auditorium is utilized for large section classes for the COB and other colleges for classes five days per week from 8:00 a.m. through evening most days. In addition, the auditorium is used to host the Preview Students each summer, the keynote venue for the New Teacher Conference held by the

COE for hundreds of new teachers in Illinois, is home to multiple student organization presentations and keynote speakers and supports the local community through conferences and events. In order to continue to be a state-of-the-art facility, the CAT Auditorium seating needs to be repaired and updated, the flooring materials need to be replaced, and lighting needs to be upgraded in order to meet more stringent ADA compliance rules that are in place now that were not necessary in 2005. In addition, student feedback indicates that electrical power is needed in the seating area. This request is due to the changing expectations of today's students who use technology to participate in class versus the pencil/paper used by former generations of students.

The COB would also like to convert a Double-U shaped classroom into a flexible/collaborative classroom space, adding white boards and technology in team work areas to allow students to work in small groups and project to the large screen to share work. Some technology is in place to allow collaboration; however, the fixed configuration of the room does not facilitate team work within the classroom.

The Innovation Consulting Community request will build upon the successes as a result of last year's PE award. The request supports the cross-campus student led/faculty mentored research. During FY20, 90 students from 24 majors across most colleges of the university participated in 14 consulting projects. Of the projects, three supported ISU initiatives, Heartland Head Start, an environmental waterways project, a multi-generational family business, corporations, professional sports teams, and a local K-12 educational institution to promote international business.

Team rooms in the COB are popular places. Currently, the COB has 10 team rooms, two additional areas that are often used as a team room, and spaces for pop-up collaboration areas. Academic Enhancement Funds will be requested to upgrade current spaces and outfit additional collaboration areas.

Related to the AACSB International accreditation held by the COB and Department of Accounting, and reporting needs for the university, the COB has made the decision to move from Sedona to Digital Measures in FY21. Provost Enhancement funds will allow the College to provide faculty development and technical support as the transition is made. In addition, there is a one-time cost to convert the data from Sedona to Digital Measures.

Supplemental Instructional Capacity Requests

The College will submit the Supplemental Instructional Capacity Request by September 8, 2020.

Reassigned Time Report for FY21

The College will submit the Reassigned Time Report by September 8, 2020.

Personnel Requests: Tenure Track Faculty (PERS 936a)

The COB is requesting the following positions:

1. Advanced Marketing Analytics to replace a faculty member who resigned
2. Insurance to replace a faculty member who has been appointed as department chair
3. Accounting to replace multiple NTTs who are retiring
4. Operations Management due to growth in the program and a faculty retirement
5. Finance to replace a faculty member who has retired
6. Business Information Systems to meet demand in data analytics and to meet AACSB accreditation requirements for Accounting
7. Strategy due to growth in the program
8. Finance to replace a faculty member who has retired
9. Insurance due to two faculty resignations

Personnel Requests: Tenure Track Faculty—Non-reappointment or tenure-denial/death (PERS 936b)

The COB is requesting the following positions:

1. Finance related to an unexpected faculty death
2. Professional Sales due to a tenure-denial

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

The COB is requesting the following positions:

1. Finance due to increased demand for MBA coursework
2. Accounting due to retirements and a lag in TT hiring
3. Statistics due to demand for MQM 100, a general education course and required for all COB majors