



John Massey School of Business

# STRATEGIC PLAN

**BUSINESS DIVISION**

**New Connections  
New Directions**

**2023-2028**



# PREFACE

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The John Massey School of Business has three major divisions: (1) the AABI Accredited Aviation Sciences Institute, (2) the AACSB Accredited Business Division, and (3) the BCSP Qualified Academic Programs in Occupational Safety and Health. In this plan, *New Connections, New Directions*, our strategic direction for the Business Division is outlined for 2023 through 2028.

Since our first business department and courses were introduced in 1918, the study of commerce, accounting, and administration has been a critical component of education at Southeastern. From our first Business Department Head, Miss Markel, through Mr. Palmer, the incomparable Dr. Linnie Ruth Hall, Dr. C. Henry Gold, the Founding Dean of the School of Business and Industry, established in 1973 and continuing through today, the John Massey School of Business has a rich history and bright future. The Business Division continues to fulfill its purpose to develop, inspire, and embolden leaders.



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# UNIVERSITY PROFILE

## Brief Overview

Known as the “Campus of a Thousand Magnolias,” Southeastern Oklahoma State University is a mature institution of 114 years. Southeastern was founded in 1909 as the Southeastern Normal School. In 1939, the purpose of the college was expanded beyond education to include a Bachelor of Arts and a Bachelor Science. A graduate program leading to the Master of Teaching was added in 1954 (later changed to Master of Education). The Oklahoma State Regents for Higher Education designated Southeastern as an Area Community College in 1968, changing its name to Southeastern State College and formally expanding the curriculum to include programs in business, technology, aviation, and conservation. In 1974, the name was changed to Southeastern Oklahoma State University by the Oklahoma State Legislature. Today, the University consists of four academic schools: Arts and Sciences, the John Massey School of Business, Education and Behavioral Sciences, and Graduate and University Studies.

By Oklahoma Statute, Southeastern (SE) primarily serves the ten-county region of Atoka, Bryan, Carter, Choctaw, Johnson, Latimer, Love, Marshall, McCurtain, and Pushmataha Counties. About one third of all SE students are from this geographic region, with more than 60% of the student body from Oklahoma. Over 80% of SE students receive some form of financial aid.

With the main campus built on a former peach orchard in Durant, and a branch campus in Idabel, the physical and digital footprints of the institution have grown significantly since its founding in 1909. Classes are offered across the region, including Oklahoma City, McAlester, Ardmore, and Denison, Texas, as well as through a growing online curriculum. Today, approximately 70% of all enrolled students are considered “online only,” as the University has embraced digital course delivery and marketing for such programs in a significant manner since 2016.

Among the top five majors chosen by SE Freshmen, General Business is the most sought, followed by Psychology, Aviation, Biology, and Occupational Safety and Health. The MBA is the most sought degree among graduate students comprising more than 30% of all graduate enrollment at SE, though the departments of Education and Behavioral Sciences have the highest enrollments in all of their different graduate programs totaled. In a significant shift over the last decade, SE now confers more master’s degrees than undergraduate degrees, with graduate programs accounting for about 70% of all degrees conferred.

Designated as a Native American Serving Non-Tribal Institution (NASNTI) by the U.S. Department of Education, a full 26.9% of SE students are of Native American descent, and the University is located on the 10,864 square miles reservation of the sovereign Choctaw Nation of Oklahoma.

Despite national and statewide trends of declining enrollment in higher education, SE has set institutional records for enrollment in recent years. The Fall 2022 class of 5,376 was the highest on record for the University. Currently, Fall of 2023 leading indicators suggests that the University will set another record with over 5,400 students enrolled and likely recording the largest incoming freshmen class in SE history.

## University Mission

Southeastern Oklahoma State University provides an environment of academic excellence that enables students to reach their highest potential. By having personal access to excellent teaching, challenging

academic programs, and extracurricular experiences, students will develop skills and habits that promote values for career preparation, responsible citizenship, and lifelong learning.

## University Strategic Pillars

The five strategic pillars or focus areas for SE were developed by the University Executive Team as a foundation for the University's Strategic Planning Committee. The Strategic Planning Committee was Co-Chaired by Dr. Michael Davis and Dr. Jeremy Blackwood, completed in the Spring of 2023, and outlined five focus areas or pillars: Academic Excellence; Affordability; Sustainability; Campus Facilities and



Infrastructure; and Student Ready University. For each of the five pillars or areas of focus, the University developed strategies and tactics. The strategies are summarized below. For specific tactics, see [Vision 2040: Southeastern Oklahoma State University](#).

### Academic Excellence

Strategy 1: Elevate teaching and learning through ongoing faculty development and academic mentorship of students.

Strategy 2: Expand academic programs to include allied health, hospitality, and technology.

Strategy 3: Enhance relationship building and collaboration.

### Affordability

Strategy 1: Expand revenue from no-tuition sources through enhanced grant writing and fundraising.

Strategy 2: Reduce ancillary costs to students through a textbook affordability project.

### Sustainability

Strategy 1: Become a choice employer and promote employee recruitment and retention by expanding work/life benefits.

Strategy 2: Become a choice employer by ensuring salary competitiveness.

Strategy 3: Promote student and employee retention through a sustainable and welcoming campus environment.

Strategy 4: Grow enrollment by enhancing the attractive qualities of the University.

### Campus Facilities and Infrastructure

Strategy 1: Implement the campus master plan.

Strategy 2: Emphasize physical accessibility.

Strategy 3: Enhance campuswide building access security.

### Student Ready University

Strategy 1: Emphasize digital accessibility.

Strategy 2: Promote student retention and persistence through relationship building and personal growth.

Strategy 3: Enhance services and opportunities for mental health needs.



# JOHN MASSEY SCHOOL OF BUSINESS PROFILE

## Brief Overview

The John Massey School of Business has three major Divisions: (1) the AABI Accredited<sup>1</sup> Aviation Sciences Institute, which has two academic departments, (2) the AACSB Accredited<sup>2</sup> Business Programs, which include two academic departments and its graduate programs, and (3) the BCSP Qualified Academic Programs<sup>3</sup> in Occupational Safety and Health. The JMSB, as noted in the University Profile of this document, accounts for three of the five largest academic programs of the University: (1) General Business as the most popular undergraduate major among new freshmen; (2) Aviation; and (3) Occupational Safety and Health. Among the University's graduate programs, the MBA is the most sought degree among graduate students.

In 2000, the School achieved accreditation for its Business Division through the Accreditation Council for Business Schools and Programs (ACBSP). The School was formally named the John Massey School of Business in 2005 in honor of distinguished alum and benefactor, John Massey, who had endowed seven chairs and two professorships in the School of Business. In 2008, a major milestone was achieved as the John Massey School of Business received accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the premier accreditation for business schools. Reaffirmation was achieved in 2013, 2018, and an official review and visit is scheduled for 2023.

In this plan, *New Connections, New Directions*, our strategic direction for the Business Division is outlined for 2023 through 2028.



## JMSB School Purpose

The JMSB inspires, empowers, and transforms lives and organizations, and serves the common good.

## JMSB School Vision

Through engagement with all stakeholders, the JMSB will be recognized for its outstanding reputation, innovative educational opportunities, and its positive societal impact.

## JMSB School Mission

The JMSB prepares a diverse population of learners for meaningful lives, service, and careers in the fields of business, aviation, and occupational safety and health through a commitment to excellence in teaching, research, and engagement with society.

## JMSB School Values

**Excellence:** We strive to meet high standards and are committed to continuous improvement in all areas of academics, research, and service, and encourage our stakeholders to be the best version of themselves.

<sup>1</sup> Aviation Accreditation Board International

<sup>2</sup> Association to Advance Collegiate Schools of Business

<sup>3</sup> Board of Certified Safety Professionals

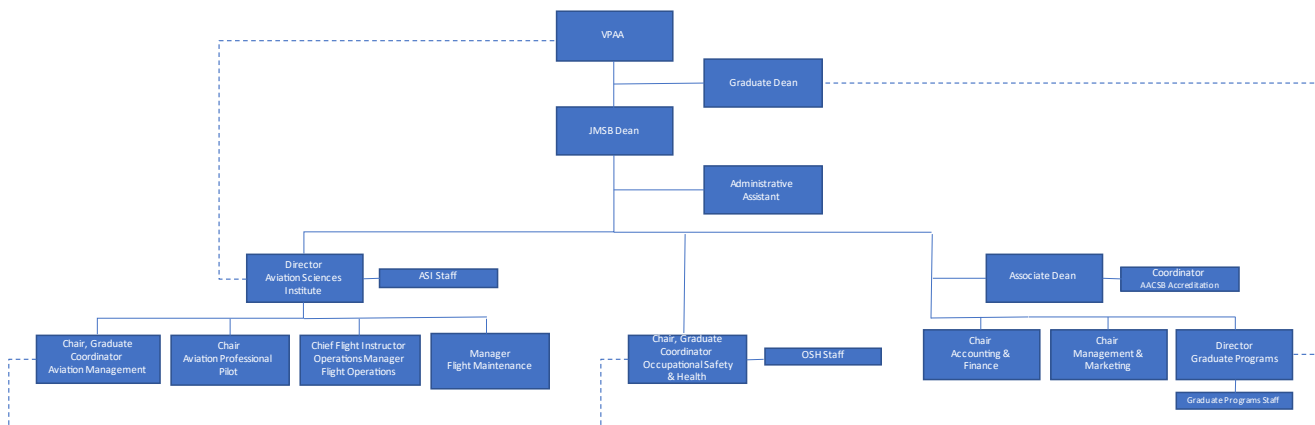
**Integrity:** We communicate clearly and consistently with all stakeholders and hold ourselves accountable to encourage a sense of conscious capitalism and personal responsibility to all we serve.

**Unity:** We are committed to fulfilling our mission and vision through collaboration and collegiality while treating all members of the JMSB community with respect and dignity.

**Innovation:** Through innovative programs and research, we seek to promote a problem solving mindset in all stakeholders that creates lifelong learners who are resilient, resourceful, and solutions oriented.

## School Structure

The John Massey School of Business has three primary divisions, Aviation, Occupational Safety and Health, and Business. While the focus of the remainder of this report deals exclusively with the AACSB accredited Business Division, the overall structure of the JMSB is organized according to the following illustration.



For the last five years, the School (as is the case with the other three University schools) operated without a dean. The previous administration had moved in 2012, to a single academic dean (later retitled Executive Dean of Academic Affairs), but upon her retirement in 2016, in cost-cutting measures, the position was eliminated, and all chairs reported directly to the Vice President of Academic Affairs (VPAA). Under the new administration, VPAA Dr. Teresa Golden has secured two Associate VPAA positions that assist in administering the undergraduate programs, as well as a Graduate Dean, Dr. Jeremy Blackwood who directed all graduate programs in coordination with the department chairs of the areas in which they are housed.

In Spring 2023, the University President and VPAA determined to move to a more traditional structure for the John Massey School of Business and reorganized the school according to the structure presented above. A dean was appointed, along with an associate dean, and a coordinator for AACSB accreditation, all with salary adjustments and appropriate release times granted. In 2022, the administration had added a second academic chair in the Business Division. Dr. Rhonda Richards was named chair for Accounting and Finance. Prior to this, Dr. Kitty Campbell served as chair for both Management and Marketing, and Accounting and Finance Departments. Sometimes referred to as “superchair,” most of the traditional responsibilities of a dean fell upon Dr. Campbell relative to the Business Division. With a new dean and associate dean structure, the three Divisions operate much more smoothly and better coordinate strategic decision-making and planning.

# JMSB BUSINESS DIVISION PROFILE

## Brief Overview

The JMSB Business Division at SE received initial AACSB accreditation in 2008, and reaffirmation in 2013, and 2018. Prior to AACSB accreditation, accreditation was achieved with ACBSP in 2000. Founded as a self-standing School in 1973, the School of Business has a rich history at SE, with a Business Department added in 1918, just nine years after the founding of the University. Key historical milestones for the School as it relates to the Business Division include:

- 1918: A Business Department was added in Spring at Southeastern Normal. Ms. Markel was named as the Head of the Department. "A thorough course is offered in bookkeeping, typewriting and shorthand. The room for this department is well furnished with every convenience for the work, containing [ten] new Smith Premier typewriters, tables and easy chairs." The school "links business and school life closer together, making a wider selection of elective courses and giving pupils business opportunities at a minimum cost" (Yearbook 1918).
- 1949: Mr. H. L. Palmer served as the Head of the Department of Commerce.
- 1964: Dr. Linnie Ruth Hall named Business Department Head serving until 1973, having taught business education at SE for the previous 22 years. One of her star students was John Massey.
- 1968: Regents for Higher Education designated SE as an "Area Community College adding new majors in business, technology, aviation and others" (David L. Norris, Southeastern Since 1909, Vol. 1, 1986).
- 1973: Founding Dean of the School of Business and Industry appointed. Dr. C. Henry Gold named by president, Dr. Leon Hibbs (Oklahoma Higher Education Historical Society). Dr. Gold assumed additional title of Dean of Academic Affairs in 1986.
- 1977: Master of Administrative Studies (MAS) approved by Regents.
- 1987: Academic Schools were organized by new president, Dr. Larry Williams. Dr. Austin Hamilton named Dean of the School of Business serving until 1990.
- 1990: Dr. Richard Buckles named Dean of the School of Business, serving until 1993. Dr. Joe Wiley, VPAA, served as Interim Dean from 1993-1994.
- 1995: Dr. Robert Masters, named Dean of the School of Business, serving until 2000.
- 1997: MBA approved by Regents.
- 2000: ACBSP Accreditation (Accreditation Council for Business Schools and Programs).
- 2000s: John Massey and Massey Family Foundation endow seven chairs and two professorships in the School of Business.
  - John Massey Chair in Finance
  - John Massey Chair in Accounting
  - John Massey Chair in Business
  - John Massey Chair in Management
  - John Massey Chair in Marketing
  - John Massey Chair in Entrepreneurship
  - John Massey Chair in Business
  - John Massey Professor in Business
  - Kay Massey Professor in Business
- 2001: Dr. Walter Gaster named Dean of the School of Business serving until 2011. From 2011-2019 School Deans were replaced with an Executive Dean for Academic Affairs.
- 2005: John Massey School of Business named in honor of Mr. Massey, formally dedicated in 2006.
- 2008: Accreditation achieved with Association to Advance Collegiate Schools of Business (AACSB), the premier accreditation for business schools.



H. L. PALMER  
Professor and Head of Department  
Business Education



LINNIE RUTH HALL  
Head of Department of  
Business Education



DR. C. HENRY GOLD, Dean



The Business Division currently consists of two academic departments and a graduate program.

## **BUSINESS DIVISION PURPOSE, VISION, MISSION, VALUES**

During the 2022-2023 academic year, the Strategic Planning Committee reevaluated the purpose, vision, mission, and values and recommended a clarified draft that was to be coordinated with the University's Strategic Plan as well as with the overall JMSB purpose, vision, mission, and values. The following were adopted by the entirety of the Business Division faculty in August 2023.

### **Business Division Purpose**

The JMSB Business Division develops, inspires, and emboldens leaders.

#### **PURPOSE**

Develop, inspire, and embolden leaders.

### **Business Division Vision**

Engaging all stakeholders, the JMSB Business Division will be recognized for outstanding and innovative business education opportunities that transform lives, organizations, and the communities we serve.

#### **VISION**

Engaging all stakeholders, be recognized for outstanding and innovative business education opportunities that transform lives, organizations, and the communities we serve.

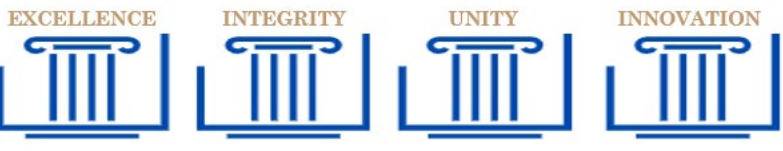
### **Business Division Mission**

The JMSB Business Division engages all stakeholders to prepare a diverse population of learners for meaningful careers and lives through AACSB accredited, innovative and affordable business education, real-world research, and positive societal impact.

#### **MISSION**

Prepare a diverse population of learners for meaningful careers and lives through AACSB accredited, innovative and affordable business education, real-world research, and positive societal impact.

#### **VALUES**



### **Business Division Values**

*Excellence:* We strive to meet high standards and are committed to continuous improvement in all areas of academics, research, and service, and encourage our stakeholders to be the best version of themselves.

*Integrity:* We communicate clearly and consistently with all stakeholders and hold ourselves accountable to encourage a sense of conscious capitalism and personal responsibility to all we serve.

*Unity:* We are committed to fulfilling our mission and vision through collaboration and collegiality while treating all members of the JMSB community with respect and dignity.

*Innovation:* Through innovative programs and research, we seek to promote a problem-solving mindset in all stakeholders that creates lifelong learners who are resilient, resourceful, and solutions oriented.

## Business Division Structure

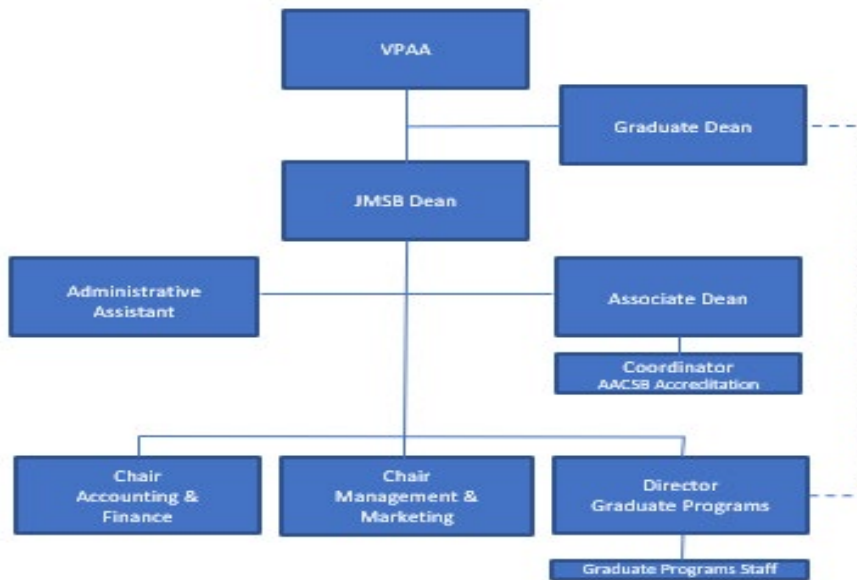
The structure of the Business Division consists of two academic departments, Accounting and Finance, and Management and Marketing, and a Graduate Program. The Accounting and Finance Department is chaired by Dr. Rhonda Richards. The programs offered through the department include majors in Accounting and in Finance. The program also supports the business law and legal environment as well as the economics courses for the University and JMSB. The Management and Marketing Department was chaired for many years by Dr. Kitty Campbell, who in July 2023 stepped down as Chair to assist in a transition as she took retirement effective December 2023. Dr. Eric Kennedy was elected by the faculty of the department and approved by the Dean, VPAA, and President and assumed the Chair August 1, 2023. Programs offered through the department include General Business, Management, Marketing, and Hospitality Management.

Through the Graduate Program, the MBA is offered with a variety of concentrations including:

- Accounting
- Aerospace Logistics
- Data Analytics
- Entrepreneurship
- Finance
- General Business
- Leadership
- Healthcare Information Systems
- Human Resources
- Management
- Marketing
- Native American Leadership
- Safety
- Strategic Communication
- Women in Leadership

The Graduate Program Director, Dr. Campbell, is scheduled to step down December 31, 2023. During the Fall 2023 Semester, a new director will be sought and named to work with Dr. Campbell on a transition. Likewise, the MBA Advisor, Kay Barber is scheduled to retire during the Fall 2023 semester. The Graduate Program Director coordinates with the two academic chairs and JMSB Dean for all curriculum and faculty employment and works closely with the University's Graduate Dean, Dr. Jeremy Blackwood who oversees all graduate programs for SE and provides oversight of the graduate advising offices and serves as liaison with our marketing and enrollment service provider, Academic Partners.

he organizational structure for the JMSB Business Division is illustrated below.



### Business Division Faculty and Staff

Faculty in the Business Division include:

*Full Time*

*Accounting and Finance*

Dr. Rhonda Richards, Chair

Mr. J. P. Anderson

Dr. Cody Bogard

Dr. Ying-Chou Lin

Dr. Stephanie Metts

Dr. Liz Whitlow

Dr. Carol Sullivan

Dr. Arthur Tran

Dr. Frank Xu

*Adjunct*

*Accounting and Finance*

Dr. Han-Sheng Chen

Dr. Anthony Miles

Dr. George Collier (Emeritus)

*Full Time*

*Management and Marketing*

Dr. Eric Kennedy, Chair

Dr. Kitty Campbell

Dr. Jimmie Flores

Ms. Lauran Fuller, ABD

Dr. Ashley Hampton

Dr. Kendra Ingram

Dr. Courtney Kernek

Dr. Shankor Menon

Dr. Lucinda Parmer

Dr. Jeff Risher

Ms. Wendy Risher, ABD

Dr. Lawrence Silver

Dr. Robert Stevens

Dr. David Whitlock

*Adjunct*

*Management and Marketing*

Dr. Fernando Arellano

Dr. Lloyd Basham

Dr. Andrew Bomgardner

Dr. Ahmad El Katib

Dr. Jennifer Flanagan

Dr. Wade Graves

Ms. Kathy Hendrick

Dr. Anthony Miles

Dr. Skyelar Perkins

Ms. Alisha Ridenour

Mr. Shawn Ridenour

Dr. G. Vanderpal



## Advisory Board

The Advisory Board for the JMSB Business Division meets formally annually but is available for regular counsel and advice throughout the year. Feedback from the Advisory Board, including surveys taken during the meetings are used in annual decision making, evaluation of curriculum, and in determining the strategic direction for this plan. Members of the Advisory Board include:

**Melissa Perrin**, Vice President and Chief Culture Officer, First United Bank Corporate Office

**Jeff Monroe**, President Vision Bank, Durant

**Scott Crain**, Serial Entrepreneur, CEO, Texoma Manufacturing

**Kara Byrd**, Spend Life Wisely Ambassador, First United Bank, Durant

**Scott Dewald**, President and CEO, Rural Enterprises, Inc.

**Chris Anoatubby**, Lieutenant Governor, Chickasaw Nation

**Emily Robinson**, CEO, Western Legacy Trading Company

**Verne Harnish**, CEO, Scaling Up

**Haley Rushing**, Founder, The Purpose Institute

**Tasha Bond**, Serial Entrepreneur, Durant

**Kyle McLemore**, Regional President, Simmons Bank

**Cody Maynard**, Oklahoma State Representative

**Tom Johnson**, Serial Entrepreneur, Sherman, Texas

**Thomas Newsom**, Southeastern President

**Teresa Golden**, Southeastern VPAA

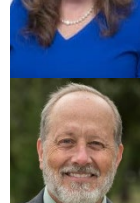
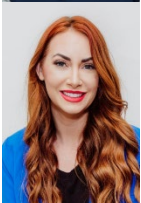
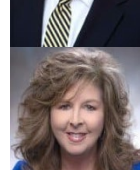
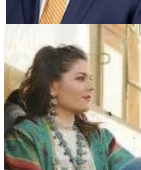
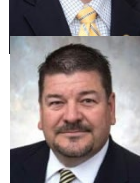
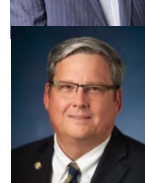
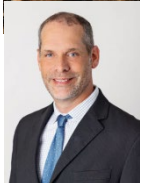
**Jeremy Blackwood**, Southeastern Graduate Dean

**Mark Webb**, Southeastern Office of Development

**Stephanie Davison**, Southeastern Career Services

**Courtney Kernek**, JMSB, *ex officio*

**David Whitlock**, JMSB, *ex officio*





## Business Division Environmental Analysis Summary

Southeastern has enjoyed a tremendous increase in enrollment during the last few years. Enrollment has shifted from face to face to digital format, and the graduate student population of the University has led the enrollment growth over the last ten years. Future success of the University and the JMSB must recognize that the primary driver of these changes has been the national trend of digital curricular delivery. As noted in the University Strategic Plan, the University and JMSB must simultaneously steward in-person enrollment in a higher education environment that is increasingly multimodal. While 24% of our students still take face to face courses, only 7% take only face to face courses. The University's population in residence halls has reduced from 639 in 2018 to 424 in 2022; however, with increased efforts and programs to bring students back to campus, SE will host 676 students in the dorms in fall, 2023. The JMSB must navigate the waters of meeting student expectations, accreditation and continuous improvement standards, and maintaining appropriate levels of enrollment, while providing faculty and staff the necessary resources and environment to sustain academic excellence.

Among the challenges facing the University and the JMSB are increasing inflation rates—rising faster than any time since 1982, and having increased 20% during the last five years, coupled with decreased funding to the University by the State of Oklahoma. Only 20% of the overall budget now is funded by state appropriation, down from about 50% in 2007. More students in the JMSB are also employed while pursuing their degree and now at SE the number of students who are enrolled part time are as many as are enrolled full time.

Historically, Southeastern Oklahoma is a region that has been economically challenged, annually designated as the poorest region of the state. By Oklahoma Statute, SE primarily serves the ten-county region of Atoka, Bryan, Carter, Choctaw, Johnston, Latimer, Love, Marshall, McCurtain, and Pushmataha counties. About one-third of all SE students are from this geographic region, and a firm majority of more than 60% of the student body are from Oklahoma. SE also markets itself as “Texoma’s University”, and serves the Texas Red River counties of Cooke, Grayson, Fannin, and Lamar. Details for each county are shown below in Table 1, with information accessed through the US Census Bureau.

**Table 1: Service Region Description**

County	FIPS Code	Population	Median Household Income	Employment Rate	Employer Establishments
Atoka (OK)	40005	14,143	\$45,148	42.6%	257
Bryan (OK)	40013	46,067	\$49,225	55.3%	828
Carter (OK)	40019	48,003	\$52,906	57.0%	1,574
Choctaw (OK)	40023	14,204	\$38,854	49.1%	284
Johnston (OK)	40069	10,272	\$46,754	48.2%	163
Latimer (OK)	40077	9,444	\$39,939	45.8%	154
Love (OK)	40085	10,146	\$55,568	53.0%	152
Marshall (OK)	40095	15,312	\$51,345	48.8%	297
McCurtain (OK)	40089	30,814	\$43,435	50.7%	622
Pushmataha (OK)	40127	10,812	\$40,721	n/a	185
Cooke (TX)	48097	41,668	\$63,338	61.5%	627
Grayson (TX)	48181	135,543	\$62,919	59.4%	2,650
Fannin (TX)	48147	35,662	\$59,686	n/a	516
Lamar (TX)	48277	50,088	\$51,561	58.1%	1,202
<b>Total</b>		<b>472,178</b>	<b>\$50,100</b>	<b>52.46%</b>	<b>9,511</b>

Top industry employers in the SE service area are Healthcare and Social Assistance with 12,885 jobs, Government and Government Enterprises with 9,961 jobs, Retail Trade with 6,301 jobs, Durable and



Non-Durable Manufacturing with 5,327 jobs, Construction with 3,623 jobs, Accommodations and Food Services with 3,535 jobs and Farm Employment with 2,057 jobs. In Post-pandemic, Healthcare and Government have shown slight growth in GDP but the region has experienced more dramatic increases in GDP in Accommodations and Food Services (64%), Manufacturing, primarily non-durable goods (18.5%), Retail Trade (15%) and Construction (14%). Recreation and Leisure GDP in southeastern Oklahoma has increased by 100%. These industry trends suggest a lively and thriving market for small business development in the region. (Source: NERDE, Bureau of Economic Analysis, 2021)

There are several challenges to the economic ecosystem in the region: 1) Housing - Over the past decade, the region's housing construction has lagged behind regional population growth, leading to a lack of sufficient housing; 2) Public Transportation - The region is highly rural and has populations of higher than the state average of senior citizens, people with disabilities, and veterans, and there is a need for reliable, fixed route public transportation to supply consistent and reliable transportation for the region; 3) Education - While the education distribution in the region is generally appropriate for local manufacturing and construction trade jobs, it is perhaps less so for skilled industries; 4) Healthcare – Access to doctors and healthcare (including mental health) is problematic for this highly rural region and not only health and quality of life but also workforce readiness and the economy; 5) Research and Development - While there are numerous institutions of higher education in the region, there is limited funding for research and development and recruitment and retention of faculty is a challenge at the more rural colleges (Sources: KEDDO CEDS 2020-2025, SODA CEDS 2020-2024, TCOG CEDS 2022-2027).

These challenges provide many opportunities for business creation and development. The business dynamics index for measuring new business formation and the extent to which new business ventures are accommodated is moderately high for the region. This index indicates business exit and entry, which drives the growth and prosperity of individual firms as well as the economy at large. This indicator demonstrates a thriving economic ecosystem in the region that facilitates commercialization through business formation and expansion and the relegation of inefficient business practices. (Source: Stats America, Innovation Intelligence, 2021)

The business climate for small businesses in the region is strong. Growth from the Dallas-Ft. Worth metroplex is rapidly moving into the region. Inflow from Oklahoma to Texas for retail shopping, restaurants, medical care and inflow from Texas to Oklahoma for recreational and leisure activities remains active. An increase in business ventures and operations in the region is advanced by post-pandemic employment trends of younger workers reporting a strong desire toward business ownership and increasing numbers of retired individuals starting small businesses to supplement retirement income (Source: TCOG CEDS 2022-2027).

While the economic data for the region indicates a fairly resilient economy, creating local value-chains and industries will strengthen local economies and create a more economically resilient and diverse region. Several emerging markets in the region that are experiencing growth and expected to continue and likely increase in the coming years expose new opportunities for small business development (Source: TCOG CEDS 2022-2027):

Destination tourism. With the abundance of natural and man-made lakes in the area, this industry is poised to grow rapidly. Related growth is currently being seen in support areas such as RV parks, leisure activity venues, coffee houses and support services for lake/boating/outdoor adventures.

Local product production. The area is historically agricultural, and a strong base is likely to remain in agri-business opportunities as well as opportunities for small business creation to provide support services for large agri-business operations. Although land prices are increasing in the area, large tracts for production are still available at reasonable cost. Numbers of local producers of honey, produce and beef as well as manufacturers of craft beer and wine are expected to continue to increase.

Home health care. Much of the regions located along the I-35 corridor in the west and the US 75 corridor in the east are becoming hubs for medical care. The region has a high proportion of elderly residents. Personal support services and home health care will likely continue to offer growth opportunities for small business in the region.

In the spring of 2023, funding was approved for a Small Business Marketing Center (SBMC) in the JMSB. The SBMC was proposed to offer regional small businesses professional marketing services managed by JMSB students and supervised by JMSB faculty free of charge. While working with the SBMC, regional small businesses would receive essential ongoing marketing support services they may not be able to afford or have the time or expertise to complete. This center would allow business owners to focus on operations while the SBMC oversees the marketing efforts. This proposal creating the center in a classroom by retrofitting the room with new furniture and workstations for teams, technology including new Apple Mac machines, cameras, television monitors, among others. The center would also host an annual student competition – where SE students from any major would work with a local company to solve a marketing problem. The event would include teams of students presenting their solution to a panel of local marketing experts. Also included in the competition was a welcome reception and final event dinner. The budget for the SBMC was around \$20,000 and would be funded through University funds.

In May of 2023, Drs. Eric Kennedy and David Whitlock were informed of an available grant opportunity through the U.S. Economic Development Administration (EDA). This grant was specifically for a University Center Program, very similar to the SBMC proposed to the University. Drs. Kennedy and Whitlock explored the grant opportunity through meetings and webinars with the EDA. Over the next few months, the SBMC grew in scope to become the proposed Texoma Regional Economic Empowerment (TREE) Center with a five-year budget over \$1.5 million. As noted, the TREE Center proposal now includes marketing, entrepreneurship, finance, and accounting programs. If awarded, the EDA will fund the TREE Center at the rate of \$130,000 per year for five years, with the University supply the balance of the budget through in-kind funding. The economic and societal impact of this Center will (1) training our students to be productive members of society, (2) provide business consulting services free of charge to regional businesses, and (3) strengthen the relationship of the JMSB and the regional business community.

The Texoma Region Economic Empowerment (TREE) Center at Southeastern is proposed as the first academic and economic outreach center in the area. The Center will empower the regional economy through two channels: (1) train University students through real world situations applying classroom theory to live businesses, and (2) enlist regional businesses and entrepreneurs as clients. TREE will be housed in the JMSB and consist of a Marketing and Entrepreneurship lab and an Accounting and Finance lab. The labs will be utilized for course instruction and an outreach center for Center clients. The result will be students who are versed in consulting, problem solving, and interpersonal communications who are ready to enter the workforce as a productive member of society. In turn, the clients of the Center will receive data driven strategic recommendations and implementation to solve their problem and

improve their business. Special attention will be given to business owned by women and minority groups. Businesses owned by Native Americans will be a focus of the Center, due to the Center's location to the Choctaw Nation and a large percentage of Native American students enrolled at the University. The Center will host an annual conference and competition where the results of applied research and best practices will be disseminated to regional businesses, academic institutions, economic development districts, and regional municipalities. The Center will be charged with creating positive societal impact on the area's rural communities, Native American communities, aspirational entrepreneurs, first generation students, and Native American students.

Rural communities. The service region for Texoma Regional Economic Empowerment Center (TREE) is an amalgamation of distressed communities which results in the Texoma area. Within the region are small agricultural communities of a few hundred people to larger cities with 45,000 inhabitants. The smaller towns will directly benefit from TREE, as we will help local communities develop strategic marketing plans attracting businesses and people back to their towns.

Native American communities. SE is located within the Reservation for the Choctaw Nation. Today, the Reservation boundaries serve as an economic zone for the Tribe. Within this zone, the Center will target Native American entrepreneurs and small businesses as potential clients.

Aspirational entrepreneurs. There is a segment of the population who have great ideas for starting their own business. However, it could be that while they are very skilled at developing these ideas, they could lack the skills needed to make their dreams a reality. The Center will focus on identifying these individuals and enlisting them in the program. In doing so, the aspirational entrepreneur will be guided through the process of taking their idea and turning it into a reality.

First-generation students. A majority of SE's undergraduate student population is first generation college students. These students are the first members of their family, from their grandparents, parents, and themselves, to attend college. This segment of the student body is a hardworking group who may have seen their caregivers struggle to keep a job or provide for the family. Targeting first generation students allows TREE to enrich these students' lives and prepare them for a career path in which they can have a positive outlook on life and provide a safe environment for their loved ones.

Native American students. Native American students make up 28% of SE's student population and the University ranks 7th in the nation for graduating Native students. Involving Native American students in the Center will not only prepare the students for a career, but the involvement will also help further develop the Native American economy as the students work with their communities.

The facilities of the JMSB have proven to be a challenge in recent years. When the Russell Building was renovated and expanded in 1997, the School of Business occupied the entirety of the building except for the third-floor extension, which was walled off and vacant. Years later, this area was completed and housed the CIDT Department, which has been an integral partner of the JMSB (and the entire University) in its development of digitally delivered academic programs. However, during a renovation of the

behavioral sciences faculty area in Morrison, those faculty were temporarily housed in the Russell Building, and the dean's office area was leased to the Department of Rehabilitation Services (DRS) during a period of financial distress in 2014. Due to extenuating circumstances, the behavioral sciences faculty are still housed in the Russell Building, which has proved to be a challenge in assignment of faculty office spaces. The third-floor area, which was designed by the Business Division to host conferences, with an auditorium and break-out seminar rooms, have—with the exception of the third-floor auditorium itself—been converted to office space for the behavioral sciences faculty.

## **JMSB SWOT Analysis**

### ***Strengths***

- Memorandum of understanding with Choctaw Nation concerning hospitality/gaming [JMSB Goals 1.1 and 1.2]
- Articulation agreements with community colleges that allow for transfer of credits and generates a pipeline of potential students [JMSB Goal 1.1]
- New Master of Arts in Organizational Behavior and Leadership will bring in new students interested in management but not an MBA [JMSB Goal 2.2]
- Diverse faculty in terms of gender, backgrounds, teaching and research interests [JMSB Goal 3.1]
- Established fair and effective faculty evaluation, tenure/promotion, and review processes [JMSB Goal 3.1]
- Collaboration in research between senior and junior faculty [JMSB Goal 3.2]
- Center for Instructional Development and Technology (CIDT) supports faculty in course design and delivery [JMSB Goal 3.3]
- JMSB hosts annual Women in Entrepreneurship conference for the TEXOMA region [JMSB Goal 4.1]
- Accounting students participate in the Voluntary Income Tax Assistance (VITA) program for low-income residents in the TEXOMA region [JMSB Goal 4.3]
- Student participation in collegiate business clubs and organizations [JMSB Goal 5.3]

### ***Weaknesses***

- JMSB may not have adequate faculty to formalize a mentorship program [JMSB Goal 1]
- In terms of innovative programs, JMSB lacks undergraduate certificate programs [JMSB Goal 1]
- JMSB may not have adequate faculty/staff to implement systematic course reviews [JMSB Goal 2]
- Currently the JMSB MBA is 36 hours with most of the competition at 30 hours, which may hinder recruitment [JMSB Goal 2.2]
- While diverse in some ways, JMSB faculty is not sufficiently diverse demographically [JMSB Goal 3.1]
- Faculty development/travel budget is inadequate [JMSB Goal 3.3]
- JMSB does not have an ongoing student internship program [JMSB Goal 5.1]
- JMSB does not have a tracking program to stay in touch with alumni who could mentor students [JMSB Goal 5.2]
- JMSB does not have a formal program or budget for student participation in conferences/research [JMSB Goal 5.4]

### ***Opportunities:***

- Applied for grant to fund TREE [JMSB Goal 2.1]

- Partnership with Choctaw Nation and possibly other Native American tribes in teaching hospitality and gaming [JMSB Goals 1.1 and 1.2]
- Possibility of a grant to create a Finance and Accounting Trading Lab [JMSB Goal 2.1]
- Leadership and development within the JMSB for the new JMLS program [JMSB Goal 1.1]
- Southeastern is offering more Quality Matters courses to aid faculty in online teaching [JMSB Goal 2.2]
- Faculty may take group or one-on-one classes from CIDT in the use of the Canvas learning management system for face-to-face, hybrid, and online classes. [JMSB Goal 2.2]
- Possible recruitment of international students or an articulation agreement with a foreign university where JMSB faculty teach overseas [JMSB Goal 2.3]
- Encouragement of mentoring and professional feedback by senior JMSB faculty for junior faculty with a goal of faculty retention [JMSB Goal 3.2]
- New Small Business Marketing and Entrepreneurship labs offer opportunities to build relationships with local businesses and entrepreneurs [JMSB Goal 4.2]
- Develop an alumnus tracking system to match students to alumni for mentoring [JMSB Goal 5.1]
- Rework and institute formal internship program [JMSB Goal 5.1]
- Evaluate current student organizations and make any needed adjustments/additions [JMSB Goal 5.3]
- Develop budget line item for student participation at academic conferences [JMSB Goal 5.3]

### ***Threats***

- Competition from other regional universities who attain AACSB and are in more populated areas.
- Reduction in number of high school graduates in Texoma region.
- Reduction in number of MBA students nationwide.
- Competition from major universities developing online business degree programs.
- Further reductions in state funding.
- Community colleges (in Texas) ability to offer four-year degrees.
- Increased salaries for occupations that do not require a degree (plumber, electrician, truck driver, and manufacturing and construction jobs).



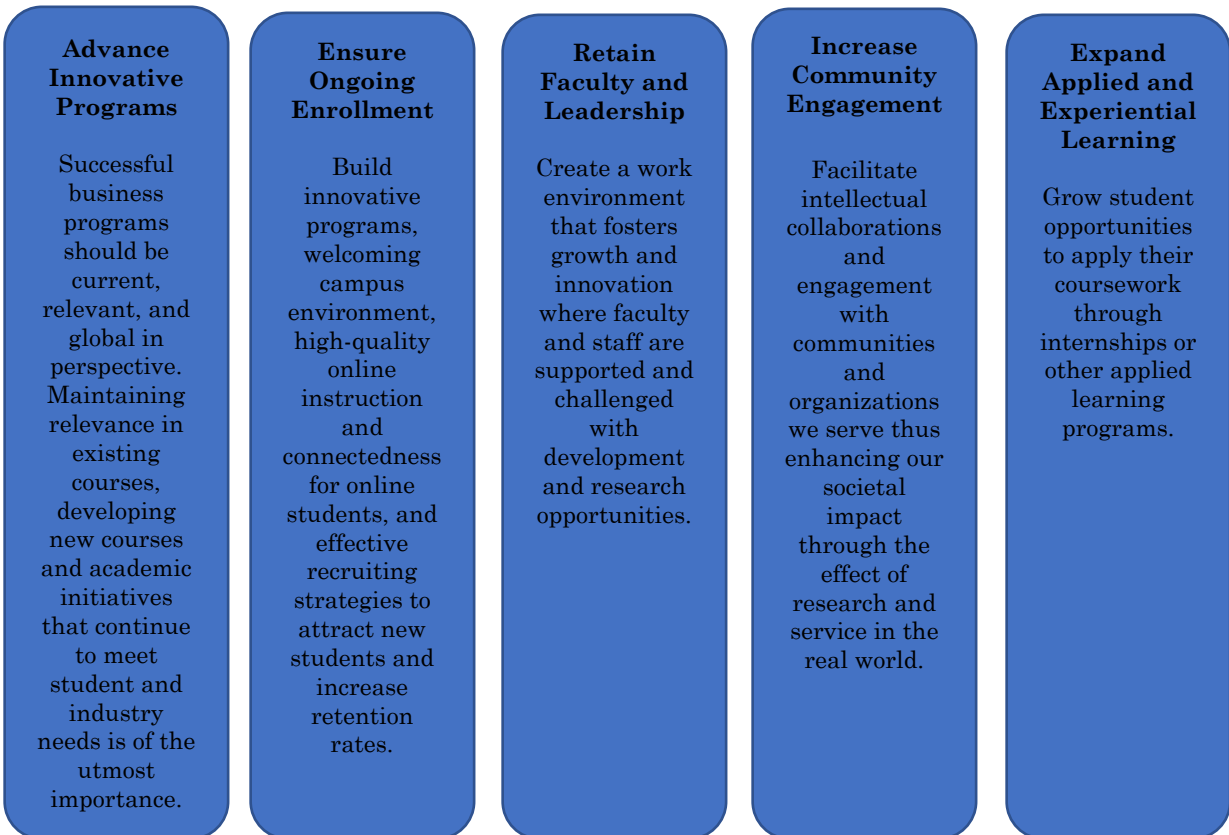
# JMSB BUSINESS DIVISION SWOT ANALYSIS



## Business Division Strategic Goals

The Business Division of the JMSB has identified five strategic goals for 2023-2028.

- 1. Advance Innovative Programs.** Successful business programs should be current, relevant, and global in perspective. Maintaining relevance in existing courses, developing new courses and academic initiatives that continue to meet student and industry needs is of the utmost importance.
- 2. Ensure Ongoing Enrollment.** Build innovative programs, welcoming campus environment, high-quality online instruction and connectedness for online students, and effective recruiting strategies to attract new students and increase retention rates.
- 3. Retain Faculty & Leadership.** Create a work environment that fosters growth and innovation where faculty and staff are supported and challenged with development and research opportunities.
- 4. Increase Community Engagement.** Facilitate intellectual collaborations and engagement with communities and organizations we serve thus enhancing our societal impact through the effect of research and service in the real world.
- 5. Expand Applied & Experiential Learning.** Grow student opportunities to apply their coursework through internships or other applied learning programs.



## Business Division Action Priorities with Key Performance Indicators

**Goal 1: Advance innovative programs.** Successful business programs should be current, relevant, and global in perspective. Maintaining relevance in existing courses, developing new courses and academic initiatives that continue to meet student and industry needs is of the utmost importance.

**1.1** Assess current programs and certifications in the undergraduate and graduate programs to ensure curriculum relevance within society, industry, and the development of technology.

*Aligns with University Strategy 1.2.2.* The JMSB in collaboration with the Career Management Center will explore and expand course offerings and emphasis areas for the BBA in Hospitality Management through development of formal articulation agreements that create a pathway to the BBA and MBA in hospitality management.

*Aligns with University Strategy 3.4.6.* Southeastern's JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a streamlined pathway to the University for transfer students.

*Aligns with University Strategy 5.2.2.* The JMSB will formalize a mentorship program with students assigned a mentor in addition to an academic advisor, for broader inspiration, ideas, and encouragement. This program will include designated and trained staff, faculty and approved John Massey Fellows—those selected from among the JMSB Advisory Board. The pilot for this will be developed and launched through the new John Massey Leadership Scholars Program in the Fall of 2023.

**KPI:** Advisory board feedback, focus groups, internal audit (common rubric). Development and implementation of articulation agreements. Formal MOU with Choctaw Nation of Oklahoma and sister higher education institution(s). Implementation of a mentoring program.

**Resource(s) Needed:** Dean and Chair support and coordination. Faculty participation.

**1.2** Introduce new concentrations and appropriate certifications in the undergraduate and MBA programs in emergent fields that align with our core competencies.

*Aligns with University Strategy 1.2.2.* Specifically, the JMSB will explore partnering with the Choctaw Nation and other institutions of higher education that provide Native American gaming management courses (that JMSB does not offer) for the purpose of a 3+1 program transferring in one to two semesters of that will be paired with our undergraduate Hospitality Management Major.

*Aligns with University Strategy 3.4.6.* Southeastern's JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a streamlined pathway to the University for transfer students.

**KPI:** Programs and concentrations with supporting documentation. Development and implementation of articulation agreements.



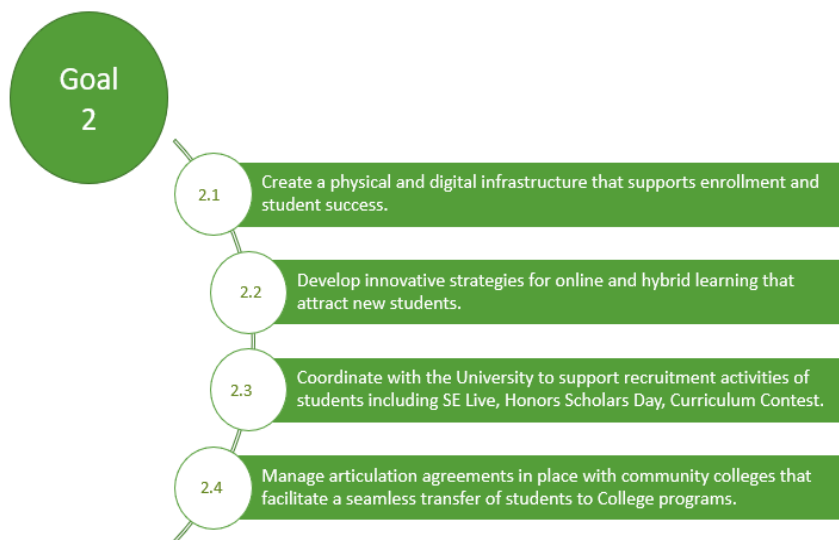
**Resource(s) Needed:** Administration and Graduate Office support, Enrollment Management support, Chairs coordination, Faculty participation.

**Goal 2: Ensure ongoing enrollment.** Support student success with innovative programs, welcoming campus spaces, high-quality online instruction and connectedness for online students, and effective recruiting strategies to attract new students and increase retention rates.

**2.1** Create a physical and digital infrastructure that supports enrollment and student success.

*Aligns with University Strategy 4.1.2.* The JMSB has applied for federal funding to create a center consisting of a Marketing/Entrepreneurship lab (MEL) and Accounting/Finance lab (AFL). Should the grant process not be successful, funding for this center will be sought through other methods. The MEL will incorporate cutting edge technology and tools which

will enable students to collaborate with local businesses for marketing and management projects. The AFL will be complete with live stock tickers, trading software, new technology, and other tools which will provide students with real world experience.



**KPI:** University Master Plan implementation and stakeholder feedback. Funding sources identified. Grant(s) written and funded.

**Resource(s) Needed:** Funding for lab renovation and equipment.

**2.2** Develop innovative strategies for online and hybrid learning that attract new students.

*Aligns with University Strategy 3.4.1.* Southeastern will require all full-time instructors for online courses to complete specific training in course development and instruction in the digital learning environment. Southeastern and the JMSB will implement systematic course reviews to ensure high quality web-based course content and layout consistent with best practices and Quality Matters criteria.

**KPI:** Focus group for Canvas, student surveys, engagement survey, Quality Matters course reviews.

**Resource(s) Needed:** Support from CIDT and appropriate funding from administration.

**2.3** Coordinate with the University to support recruitment activities of students including SE Live,

Honors Scholars Day, Curriculum Contest.

*Aligns with University Strategy 4.2.* The JMSB faculty and staff will actively recruit and work to retain students that are demographically reflective of the diversity of our region and nation.

**KPI:** Recruitment events outcomes; Number of students that eventually enrolled at SE (Source: Administration—Office of Admissions/Recruitment)

**Resource(s) Needed:** Coordination and support from Enrollment Center and administration.

**2.4** Manage articulation agreements in place with community colleges that facilitate a seamless transfer of students to College programs.

*Aligns with University Strategy 3.4.6.* Southeastern’s JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a streamlined pathway to the University for transfer students.

**KPI:** Number of transfer students. (Source- Admin-Registrar, Dean of Records).

**Resource(s) Needed:** Support and assistance from University Enrollment, and Registrar.

**Goal 3: Retain faculty and leadership.** Create a work environment that fosters growth and innovation where faculty and staff are supported and challenged with development and research opportunities. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.

**3.1** Ensure the faculty evaluation, tenure/promotion, and review processes are fair and effective. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.

*Aligns with University Strategy 3.3.1.* Continue to ensure that policies are appropriately operationalized and periodically reviewed for currency, compliance, and consistency with the University mission.

**KPI:** Faculty evaluation, development plans. (Source: JMSB Department Chairs, Human Resources, Academic Affairs).

**Resource(s) Needed:** Support of University administration and adequate funding for academic positions.



**3.2** Encourage ongoing mentoring, coaching, and professional feedback by seasoned JMSB faculty and



staff.

*Aligns with University Strategy 3.3.1.* Southeastern will make a concerted effort to ensure that employees receive proper training for their roles at the University.

*Aligns with University Strategy 3.2.2.* The JMSB will strive to reduce turnover and promote retention of both junior and senior faculty.

**KPI:** Types of teaching support, Types of service support, and number of publications faculty have published with seasoned/tenured faculty. (Source: All faculty and Sedona reports). Dean's Office/Administrative Assistant assignments; annual faculty assessment reports for new faculty, and assigned faculty mentor; Human Resources: Faculty Retention Rates).

**Resource(s) Needed:** Administrative support from VPAA, Dean, and Chairs.

### **3.3** Support and encourage faculty development.

*Aligns with University Strategy 3.4.1.* Southeastern will require all full-time instructors for online courses to complete specific training in course development and instruction in the digital learning environment.

*Aligns with University Strategy 3.4.1.* Southeastern, with JMSB participation and compliance, will implement systematic course-reviews to ensure high quality web-based course content and layout consistent with best practices and Quality Matters criteria.

*Aligns with University Strategy 3.1.1.* In acknowledgement that a workforce is better prepared for new and evolving challenges through networking, training, and development, the University will seek to expand opportunities for employees to access developmental training, conferences, and events.

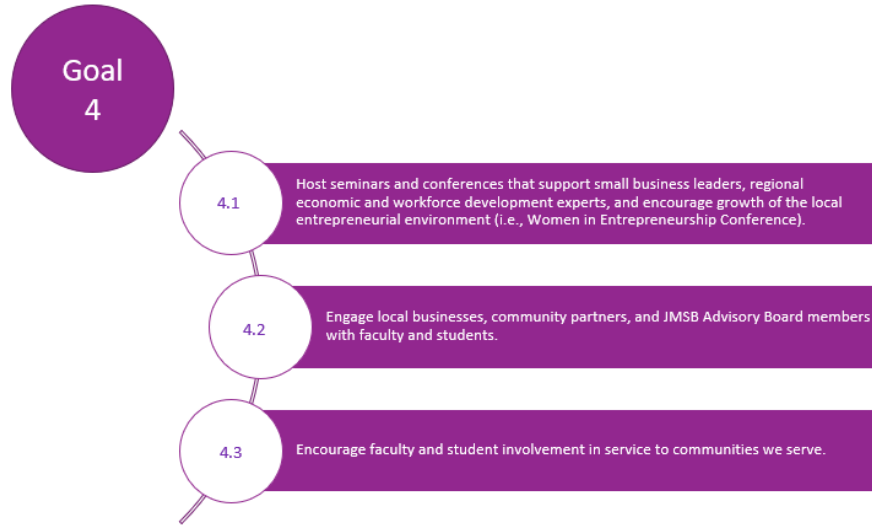
**KPI:** Amount of professional development and travel funds awarded to each faculty; funds spent on databases. (Source: JMSB Department Chairs, JMSB Administrative Assistant).

**Resource(s) Needed:** Administrative support from VPAA, Dean, Chairs, CIDT. Adequate and appropriate funding.

**Goal 4: Increase community engagement.** Facilitate intellectual collaborations and engagement with communities and organizations we serve thus enhancing our societal impact through the effect of research and service in the real world.

**4.1** Host seminars and conferences that support small business leaders, regional economic and workforce development experts, and encourage growth of the local entrepreneurial environment (i.e., Women in Entrepreneurship Conference).

*Aligns with University Strategy 3.4.6.* Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes.



**KPI:** Number in attendance, outcomes, testimonials.

**Resource(s) Needed:** Coordination between JMSB and local Chamber, OSBDC. Support from University administration.

**4.2 Engage local businesses, community partners, and JMSB Advisory Board members with faculty and students.**

*Aligns with University Strategy 3.4.6.* Southeastern’s JMSB will build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center (OSBDC), Rural Enterprises, Inc. (REI), Southern Oklahoma Development Authority (SODA), and other entities with whom planned cooperation results in mutually beneficial outcomes.

**KPIs:** Course projects, applied research, case studies, guest speakers.

**Resource(s) Needed:** Involvement and engagement of JMSB faculty members with local Chamber, OSBDC, REI, SODA. Support from University administration.

**4.3 Encourage faculty and student involvement in service to communities we serve.**

*Aligns with University Strategy 1.1.1.* To promote a culture of academic success, encourage mentorship and academic opportunity, and highlight undergraduate and graduate research, the JMSB will encourage and support the presentation of research and community service projects by students.

*Aligns with University Strategy 3.4.6.* Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes. Specifically, funding and resources will be sought for the possible development of a regional economic development center and annual competition for students to partner with Texoma area businesses on marketing, valuation, and other projects.

**KPI:** Number of faculty and students involved. Funding of a center. Launching of annual competition.

**Resource(s) Needed:** Adequate funding for initiatives such as implementation of the AFL and MEL. Secure funding and support for projects between students and local businesses. Involvement of faculty in seeking grants and opportunities for student involvement in research.

**Goal 5: Expand applied and experiential learning.** Grow student opportunities to apply their coursework through internships or other applied learning programs.

**5.1** Solicit opportunities for internships, externships, field visits, job-shadowing experiences, case studies, business plan development, etc. and examine methods to support them.

*Aligns with University Strategy 4.1.2.* The JMSB will identify meeting and interactive learning spaces for affinity groups including funding and equipping a dedicated classroom equipped for applied learning through the AFL and MEL. Continued development of new internships and relationships with current organizations for internships will be continuously maintained.

**KPI:** Number of students participating in internships. Enrollment data in the Internship Courses, Internship evaluations, and POARs. Advisory Board members utilization of JMSB students as interns.

**Resource(s) Needed:** Adequate funding for initiatives such as implementation of the Accounting and Finance Trading Lab and Marketing and Entrepreneurship Lab. Secure funding and support for projects between students and local businesses.

**5.2** Engage advisory board members, business leaders, and alumni in developing and mentoring students.

*Aligns with University Strategy 3.4.6.* Southeastern's JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, and other entities with whom planned cooperation results in mutually beneficial outcomes. Begin a pilot program through the new John Massey Leadership Scholars Program launching in Fall 2023.

**KPI:** Internships – First United Bank, Choctaw Coop Program. (Source: Director of SE Career Services, JMSB Department Chairs). Number of Massey Scholars involved in pilot mentoring program.

**Resource(s) Needed:** Faculty, Chairs, Dean involvement in building relationships and pursuing internship



opportunities for students. Faculty involvement in JMLS Program as mentors.

**5.3** Promote and encourage students to engage in professional student organizations and volunteer opportunities.

*Aligns with University Strategy 5.2.4.* Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship.

**KPI:** Number of students Faculty advisors/sponsors for the organizations including Accounting and Finance Club, VITA, Young Entrepreneurs, and potential School-wide organization.

**Resource(s) Needed:** Adequate funding and faculty sponsorship and support. Administrative support. Vice President of Student Affairs (VPSA) recognition of clubs and organizations.

*Aligns with University Strategy 5.2.4.* Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship. Increase opportunities for online students to be involved in campus-connected student organizations. Explore and identify the most appropriate student organization(s) with which to partner for the benefit of our students and which aligns with our status as an AACSB accredited Business School.

**KPI:** Number of students attending conferences and/or received funding support. Identification and launch of a new student organization meeting our core value of excellence for both undergraduate and graduate students.

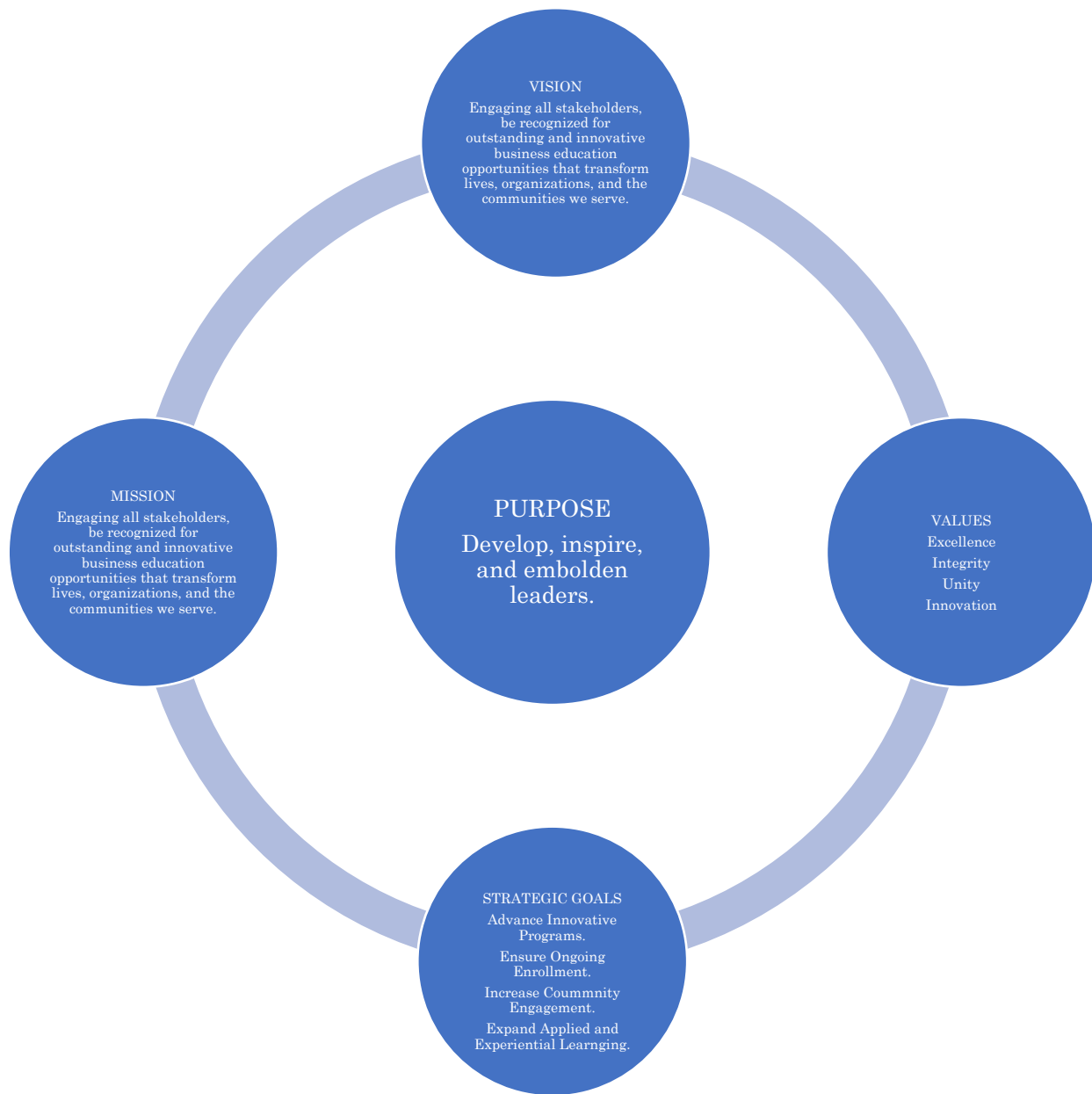
**Resources Needed:** New line-item budget in the JMSB. Administrative support. VPSA recognition of clubs and organizations.

**5.4** Sponsor and offer support for conference participation to qualified students (conference presentations, student organizations).

*Aligns with University Strategy 5.2.4.* Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship. Increase opportunities for online students to be involved in campus-connected student organizations. Explore and identify the most appropriate student organization(s) with which to partner for the benefit of our students and which aligns with our status as an AACSB accredited Business School.

**KPI:** Number of students attending conferences and/or received funding support. Identification and launch of a new student organization meeting our core value of excellence for both undergraduate and graduate students.

**Resources Needed:** New line-item budget in the JMSB. Administrative support. VPSA recognition of clubs and organizations.





**Strategic Initiatives and Sources of Funds 2023-2028**

**Table 2-1**

Strategic Initiatives 2023-2028	Required Resources	Expected Source of Funds
<b>GOAL 2: ENSURE ONGOING ENROLLMENT.</b> <b>Support student success with innovative programs, welcoming campus spaces, high-quality online instruction, and connectedness for online students, and effective recruiting strategies to attract new students and increase retention rates.</b>		
2.1	<p><b>Create a physical and digital infrastructure that supports enrollment and student success.</b></p> <ul style="list-style-type: none"> <li>The JMSB will identify meeting and interactive learning spaces for affinity groups including funding and equipping a dedicated classroom equipped with appropriate media and software for a Small Business Marketing and Entrepreneurship Lab. A study to explore the potential development and identify potential funding mechanisms for a dedicated Finance and Accounting Trading Lab will be conducted.</li> </ul>	<p>\$20,000-35,000 for Marketing and Entrepreneurship Lab</p> <p>\$125,000-150,000 for Finance and Accounting Trading Lab</p> <p>\$25,000 annual Trading Lab licensing fees.</p> <p>Governmental grants. Private funding.</p>
<b>GOAL 3: RETAIN FACULTY AND LEADERSHIP.</b> <b>Create a work environment that fosters growth and innovation where faculty and staff are supported and challenged with development and research opportunities. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.</b>		
3.1	<p><b>Ensure the faculty evaluation, tenure/promotion, and review processes are fair and effective. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.</b></p> <p>Continue to ensure that policies are appropriately operationalized and periodically reviewed for currency, compliance, and consistency with the University mission.</p>	<p>\$4,500,000 estimated compensation</p> <p>Continued support of University administration and adequate funding for academic positions. Plus, annual adjustments for new positions, promotions, raises.</p> <p>University funding.</p>
3.3	<p><b>Support and encourage faculty development.</b></p> <p>Southeastern will require all full-time instructors for online courses to complete specific training in course development and instruction in the digital learning environment.</p> <p>Southeastern, with JMSB participation and compliance, will implement systematic course-reviews to ensure high quality web-based course content</p>	<p>\$70,000-75,000 goal to allow \$3,000 annual budget for each full-time faculty member.</p> <p>University funding. Endowment funding. MBA Prep Fund.</p>

	<p>and layout consistent with best practices and Quality Matters criteria.</p> <p>In acknowledgement that a workforce is better prepared for new and evolving challenges through networking, training, and development, the University will seek to expand opportunities for employees to access developmental training, conferences, and events.</p>		
<p><b>GOAL 4: INCREASE COMMUNITY ENGAGEMENT.</b></p> <p><b>Facilitate intellectual collaborations and engagement with communities and organizations we serve, enhancing our societal impact through the effect of research and services in the real world.</b></p>			
4.1	<p><b>Host seminars and conferences that support small business leaders, regional economic and workforce development experts, and encourage growth of the local entrepreneurial environment (i.e., Women in Entrepreneurship Conference).</b></p> <p>Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes.</p>	<p>\$5,500-7,000 annual budget for Women in Entrepreneurship Conference.</p>	<p>University funding. OSBDC support. Conference fees.</p>
4.3	<p><b>Encourage faculty and student involvement in service to communities we serve.</b></p> <p>To promote a culture of academic success, encourage mentorship and academic opportunity, and highlight undergraduate and graduate research, the JMSB will encourage and support the presentation of research and community service projects by students.</p> <p>Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes. Specifically, funding and resources will be sought for the possible development of a regional economic development center and annual competition for students to partner with Texoma area businesses on marketing, valuation, and other projects.</p>	<p>\$5,000-7,500 annual estimate to implement and conduct student competition for Texoma area businesses.</p>	<p>Governmental grants. Private funding. University funding.</p>

<b>GOAL 5: EXPAND APPLIED AND EXPERIENTIAL LEARNING.</b>			
<b>Grow student opportunities to apply their coursework through internships or other applied learning programs.</b>			
5.1	<p><b>Solicit opportunities for internships, externships, field visits, job-shadowing experiences, case studies, business plan development, etc. and examine methods to support them.</b></p> <p>The JMSB will identify meeting and interactive learning spaces for affinity groups including funding and equipping a dedicated classroom equipped for applied learning through a Marketing and Entrepreneurship Lab. Additionally, a study to determine the potential development and potential funding mechanisms for an Accounting and Finance Trading Lab will be conducted. Continued development of new internships and relationships with current organizations for internships will be continuously maintained.</p>	<p>Support from faculty, deans, chairs, and assistance from SE Career Center.</p> <p>See corresponding item 2.1 including: \$20,000-35,000 for Marketing and Entrepreneurship Lab; \$125,000-150,000 for Finance and Accounting Trading Lab; \$25,000 annual Trading Lab licensing fees.</p>	<p>University funding. Private foundations. Government grants.</p>
5.2	<p><b>Engage advisory board members, business leaders, and alumni in developing and mentoring students.</b></p> <ul style="list-style-type: none"> <li>• Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, and other entities with whom planned cooperation results in mutually beneficial outcomes. Begin a pilot program through the new John Massey Leadership Scholars Program launching in Fall 2023.</li> </ul>	<p>\$7.4 million total: \$100,000 2023-2024 \$200,000 2024-2025 \$300,000 2025-2026 \$400,000 2026-beyond annually.</p>	<p>Massey Family Foundation was secured in 2023 for the JMLS Program. University funding.</p>
5.4	<p><b>Sponsor and offer support for conference participation to qualified students (conference presentations, student organizations).</b></p> <p>Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship. Increase opportunities for online students to be involved in campus-connected student organizations. Explore and identify the most appropriate student organization(s) with which to partner for the benefit of our students and which aligns with our status as an AACSB accredited Business School.</p>	<p>\$5,000 goal. Potential funding reallocation.</p>	<p>University funding. Student organization dues.</p>

**Strategic Initiatives and Required Resources Expanded**  
**Table 2-1a**

Strategic Initiatives 2023-2028	Required Resources	KPI	Status
<b>GOAL 1: ADVANCE INNOVATIVE PROGRAMS.</b> <b>Successful business programs should be current, relevant, and global in perspective. Maintaining relevance in existing courses, developing new courses and academic initiative that continue to meet student and industry needs is of utmost importance.</b>			
<p><b>Assess current programs and certifications in the undergraduate and graduate programs to ensure curriculum relevance within society, industry and the development of technology.</b></p> <p>The JMSB in collaboration with the Career Management Center will explore and expand course offerings and emphasis areas for the BBA in Hospitality Management through development of formal articulation agreements that create a pathway to the BBA and MBA in hospitality management.</p> <p>Southeastern’s JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a streamlined pathway to the University for transfer students.</p> <p>The JMSB will formalize a mentorship program with students assigned a mentor in addition to an academic advisor, for broader inspiration, ideas, and encouragement. This program will include designated and trained staff, faculty and approved John Massey Fellows—those selected from among the JMSB Advisory Board. The pilot for this will be developed and launched through the new John Massey Leadership Scholars Program in the Fall of 2023.</p>	<p>Dean and Chair support and coordination. Faculty participation.</p>	<p>Advisory board feedback, focus groups, internal audit (common rubric). Develop and implement articulation agreements. Formal MOU with Choctaw Nation of Oklahoma and sister higher education institution(s). Implementation of a mentoring program.</p>	<p>Ongoing</p>
<p><b>Introduce new concentrations and appropriate certifications in the undergraduate and MBA programs in emergent fields that align with our core competencies.</b></p> <p>Specifically, JMSB will explore partnering with the Choctaw Nation and other institutions of higher education that provide Indian gaming management courses (that JMSB does not offer) for the purpose of a 3+1 program transferring in one to two semesters of that will be paired with our undergraduate Hospitality Management Major.</p> <p>Southeastern’s JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a</p>	<p>Administration and Graduate Office support, Enrollment Management support, Chairs coordination, Faculty participation.</p>	<p>Programs and concentrations with supporting documentation. Development and implementation of articulation agreements</p>	<p>Ongoing</p>

	streamlined pathway to the University for transfer students.			
<b>GOAL 2: ENSURE ONGOING ENROLLMENT.</b>				
<b>Support student success with innovative programs, welcoming campus spaces, high-quality online instruction, and connectedness for online students, and effective recruiting strategies to attract new students and increase retention rates.</b>				
2.1	<p><b>Create a physical and digital infrastructure that supports enrollment and student success.</b></p> <p>The JMSB will identify meeting and interactive learning spaces for affinity groups including funding and equipping a dedicated classroom equipped with appropriate media and software for a Small Business Marketing and Entrepreneurship Lab. A study to explore the potential development and identify potential funding mechanisms for a dedicated Finance and Accounting Trading Lab will be conducted.</p>	<p>\$20,000-35,000 for Marketing and Entrepreneurship Lab</p> <p>\$125,000-150,000 for Finance and Accounting Trading Lab</p> <p>\$25,000 annual Trading Lab licensing fees.</p>	<p>University Master Plan implementation and stakeholder feedback. Funding sources identified. Grant(s) written and funded.</p>	Started
2.2	<p><b>Develop innovative strategies for online and hybrid learning that attract new students.</b></p> <p>Southeastern will require all full-time instructors for online courses to complete specific training in course development and instruction in the digital learning environment. Southeastern and the JMSB will implement systematic course-reviews to ensure high quality web-based course content and layout consistent with best practices and Quality Matters criteria.</p>	<p>Support from CIDT and appropriate funding from administration.</p>	<p>Focus group for Canvas, student surveys, engagement survey, Quality Matters course reviews.</p>	Ongoing
2.3	<p><b>Coordinate with the University to support recruitment activities of students including SE Live, Honors, Scholars Day, JMLS Program,</b></p> <p>The JMSB faculty and staff will actively recruit and work to retain students that are demographically reflective of the diversity of our region and nation.</p>	<p>Coordination and support from Enrollment Center and administration.</p>	<p>Recruitment events outcomes; Number of students that eventually enrolled at SE (Source: Admin - Office of Admissions/Recruitment)</p>	Ongoing
2.4	<p><b>Manage articulation agreements in place with community colleges that facilitate a seamless transfer of students to college programs.</b></p> <p>Southeastern's JMSB will pursue partnerships with community colleges, including pipeline and credit-transferability agreements to ensure a streamlined pathway to the University for transfer students.</p>	<p>Support and assistance from University Enrollment, and Registrar.</p>	<p>Number of transfer students. (Source- Admin-Registrar, Dean of Records).</p>	Ongoing
<b>GOAL 3: RETAIN FACULTY AND LEADERSHIP.</b>				
<b>Create a work environment that fosters growth and innovation where faculty and staff are supported and challenged with development and research opportunities. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.</b>				
3.1	<p><b>Ensure the faculty evaluation, tenure/promotion, and review processes are fair and effective. The JMSB will actively seek to recruit and retain faculty that are demographically reflective of the diversity of our region and nation.</b></p>	<p>\$4,500,000 estimated compensation.</p> <p>Continued support of University administration and adequate funding for academic positions.</p>	<p>Faculty evaluation, development plans. (Source: JMSB Department Chairs, Human Resources, Academic Affairs).</p>	Ongoing

	Continue to ensure that policies are appropriately operationalized and periodically reviewed for currency, compliance, and consistency with the University mission.			
3.2	<p><b>Encourage ongoing mentoring, coaching, and professional feedback by seasoned JMSB faculty and staff.</b></p> <p>Southeastern will make a concerted effort to ensure that employees receive proper training for their roles at the University.</p> <p>The JMSB will strive to reduce turnover and promote retention of both junior and senior faculty.</p>	Administrative support from VPAA, Dean, and Chairs.	Teaching support, service support, and assistance with publications by seasoned/tenured faculty with untenured, junior faculty. (Source: All faculty and Sedona reports). Dean's Office/Administrative Assistant assignments; annual faculty assessment reports for new faculty, and assigned faculty mentor; Human Resources: Faculty Retention Rates).	Ongoing
3.3	<p><b>Support and encourage faculty development.</b></p> <p>Southeastern will require all full-time instructors for online courses to complete specific training in course development and instruction in the digital learning environment.</p> <p>Southeastern, with JMSB participation and compliance, will implement systematic course-reviews to ensure high quality web-based course content and layout consistent with best practices and Quality Matters criteria.</p> <p>In acknowledgement that a workforce is better prepared for new and evolving challenges through networking, training, and development, the University will seek to expand opportunities for employees to access developmental training, conferences, and events.</p>	<p>Amount of professional development and travel funds awarded to each faculty; funds spent on databases. (Source: JMSB Department Chairs, JMSB Administrative Assistant.</p> <p>\$70,000-75,000 goal to allow \$3,000 annual budget for each full-time faculty member.</p>	Administrative support from VPAA, Dean, Chairs, CIDT. Adequate and appropriate funding.	Ongoing
<p><b>GOAL 4: INCREASE COMMUNITY ENGAGEMENT.</b></p> <p><b>Facilitate intellectual collaborations and engagement with communities and organizations we serve, enhancing our societal impact through the effect of research and services in the real world.</b></p>				
4.1	<p><b>Host seminars and conferences that support small business leaders, regional economic and workforce development experts, and encourage growth of the local entrepreneurial environment (i.e., Women in Entrepreneurship Conference).</b></p> <p>Southeastern's JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes.</p>	<p>Coordination between JMSB and local Chamber, OSBDC. Support from University administration.</p> <p>\$5,500-7,000 annual budget for the Women in Entrepreneurship Conference.</p>	Number in attendance, outcomes, testimonials.	Ongoing
4.2	<p><b>Engage local businesses, community partners, and JMSB Advisory Board members with faculty and students.</b></p>	Involvement and engagement of JMSB faculty members with local Chamber, OSBDC, REI,	Course projects, applied research, case studies, guest speakers.	Ongoing

	<p>Southeastern’s JMSB will build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center (OSBDC), Rural Enterprises, Inc. (REI), Southern Oklahoma Development Authority (SODA), and other entities with whom planned cooperation results in mutually beneficial outcomes.</p>	<p>SODA. Support from University administration.</p>		
4.3	<p><b>Encourage faculty and student involvement in service to communities we serve.</b></p> <p>To promote a culture of academic success, encourage mentorship and academic opportunity, and highlight undergraduate and graduate research, the JMSB will encourage and support the presentation of research and community service projects by students.</p> <p>Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, the Oklahoma Small Business Development Center, and other entities with whom planned cooperation results in mutually beneficial outcomes. Specifically, funding and resources will be sought for the possible development of a regional economic development center and annual competition for students to partner with Texoma area businesses on marketing, valuation, and other projects.</p>	<p>Adequate funding for initiatives such as implementation of the Accounting and Finance Lab and Marketing and Entrepreneurship Lab. Secure funding and support for projects between students and local businesses. Involvement of faculty in seeking grants and opportunities for student involvement in research.</p> <p>\$5,000-7,500 annual estimate to implement and conduct annual student competition through a proposed regional economic development center for Texoma area businesses.</p>	<p>Number of faculty and students involved. Funding of a center. Launching of annual competition.</p>	Ongoing
<p><b>GOAL 5: EXPAND APPLIED AND EXPERIENTIAL LEARNING.</b>  <b>Grow student opportunities to apply their coursework through internships or other applied learning programs.</b></p>				
5.1	<p><b>Solicit opportunities for internships, externships, field visits, job-shadowing experiences, case studies, business plan development, etc. and examine methods to support them.</b></p> <p>The JMSB will identify meeting and interactive learning spaces for affinity groups including funding and equipping a dedicated classroom equipped for applied learning through a Marketing and Entrepreneurship Lab. Additionally, a study to determine the potential development and potential funding mechanisms for an Accounting and Finance Trading Lab will be conducted. Continued development of new internships and relationships with current organizations for internships will be continuously maintained.</p>	<p>Support from faculty, deans, chairs, and assistance from SE Career Center.</p> <p>Adequate funding for initiatives such as implementation of the Accounting and Finance Trading Lab and Marketing and Entrepreneurship Lab. Secure funding and support for projects between students and local businesses. See corresponding item 2.1 including: \$20,000-35,000 for Marketing and Entrepreneurship Lab; \$125,000-150,000 for Finance and Accounting Trading Lab; \$25,000 annual Trading Lab licensing fees.</p>	<p>Number of students participating in internships. Enrollment data in the Internship Courses, Internship evaluations, and POARs. Advisory Board members utilization of JMSB students as interns.</p>	Ongoing
5.2	<p><b>Engage advisory board members, business leaders, and alumni in developing and mentoring students.</b></p>	<p>Faculty, Chairs, Dean involvement in building relationships and pursuing</p>	<p>Internships – First United Bank, Choctaw Coop Program. (Source: Director</p>	Ongoing



	<p>Southeastern’s JMSB will continue to build strong relationships with regionally located businesses, the Durant community and surrounding area, the Chamber of Commerce, and other entities with whom planned cooperation results in mutually beneficial outcomes. Begin a pilot program through the new John Massey Leadership Scholars Program launching in Fall 2023.</p>	<p>internship opportunities for students. Faculty involvement in JMLS Program as mentors.</p> <p>Adequate funding of \$7.4 million from the Massey Family Foundation was secured in 2023 for the JMLS Program.</p>	<p>of SE Career Services, JMSB Department Chairs). Number of Massey Scholars involved in pilot mentoring program.</p>	
5.3	<p><b>Promote and encourage students to engage in professional students organizations and volunteer opportunities.</b></p> <p>Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship.</p>	<p>Adequate funding and faculty sponsorship and support. Administrative support. VPSA recognition of clubs and organizations.</p> <p>Financial support of faculty advisors’ requisite travel. Appropriate dues for student members.</p>	<p>Number of students Faculty advisors/sponsors for the organizations including Accounting and Finance Club, VITA, Young Entrepreneurs, and potential School-wide organization.</p>	Ongoing
5.4	<p><b>Sponsor and offer support for conference participation to qualified students (conference presentations, student organizations).</b></p> <p>Create more opportunities for development of leadership skills and roles. Where appropriate, connect student organizations with faculty, and seek to enhance the connectedness between students and faculty through more involved organizational advisorship. Increase opportunities for online students to be involved in campus-connected student organizations. Explore and identify the most appropriate student organization(s) with which to partner for the benefit of our students and which aligns with our status as an AACSB accredited Business School.</p>	<p>New line item budget in the JMSB. Administrative support. Vice President of Student Affairs (VPSA) recognition of clubs and organizations.</p> <p>\$5,000 goal. Potential funding reallocation.</p>	<p>Number of faculty and students involved. Funding of a center. Launching of annual competition.</p>	Ongoing

## Business Division Risk Analysis

<b>RISK ANALYSIS JMSB BUSINESS DIVISION</b> 2023-2024 (July 2023)					
Risk Description	Likelihood of Risk	Potential Impact of Risk	Severity (Based on Impact and Likelihood)	Mitigating Action(s)	Responsible Parties
Changing demographics in the region result in fewer future high school graduates and fewer entering freshmen	High	High	High	<ul style="list-style-type: none"> <li>• Increase promotion and recruiting in north Texas and west Arkansas</li> <li>• Exploration of innovative academic programs and delivery options</li> <li>• Work with admissions implementing and managing the John Massey Leadership Scholars Program.</li> </ul>	Admissions, JMSB faculty, chairs, dean
Reductions in state appropriations and failure for reallocation adjustments to RUSO members based on new enrollment trends within the system.	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Continue working on meeting marketing needs for new academic programs</li> <li>• Explore, develop, and implement micro credentials</li> </ul>	VPAA, Graduate dean, JMSB dean, chairs, faculty
Failure to maintain AACSB SA status among all faculty in the Accounting and Finance Department	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Implement improvement plan for faculty not meeting standards</li> <li>• Annual reviews of all faculty teaching, service, and scholarly production especially PRJs</li> <li>• Clear communication of Tenure and Promotion Policies in JMSB</li> </ul>	Accounting chair, JMSB dean, associate dean, accreditation coordinator
MBA Prerequisite Course Transition to In-House Administration	Medium	High	Medium	<ul style="list-style-type: none"> <li>• Develop leveling courses and reimbursement program for faculty</li> <li>• Develop and implement continuous monitoring and revisions program for courses</li> </ul>	Graduate program director, dean, chairs
MBA Advisor resigning end of August 2023. MBA Director retiring December 2023. New leadership needed for continuity.	Medium	High	Medium	<ul style="list-style-type: none"> <li>• Secure appointment of a new MBA Director during the Fall 2023.</li> <li>• Replace the retiring MBA Advisor with a Secretary that can also serve the Chairs of Accounting/Finance, and Management/Marketing.</li> </ul>	VPAA, Graduate dean, JMSB dean, chairs.
State and Federal government imposition of new mandates and restrictions affecting graduate enrollment, eligibility, and requirements	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Continuous monitoring of proposed rules and regulations</li> <li>• Regular strategy meetings with Academic Partners</li> </ul>	President, deans, graduate director
Faculty Turnover during the next 3-5 years	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Develop promising internal candidates (adjunct faculty) for tenure-track or full-time Instructor positions meeting AACSB IP or SP qualifications.</li> <li>• Continue networking accreditation, professional, and academic conferences</li> </ul>	Dean, associate dean, ASI director, chairs
Disruption of marketing relationship with Academic Partners (AP) resulting in loss of graduate and online enrollment.	Low	High	Medium	<ul style="list-style-type: none"> <li>• Regular communication with AP</li> <li>• Work closely with AP on online student recruitment and promotion</li> <li>• Continued updating of the marketing services partnership to RUSO, Faculty Senate, and other stakeholders</li> </ul>	VPAA, graduate dean, JMSB dean, associate dean, faculty
Loss of syllabi, course materials, and online course content and design from semester to semester.	Low	Medium	Medium	<ul style="list-style-type: none"> <li>• Maintain backup system with copies of course materials/resources</li> <li>• Develop intellectual property proposal for reimbursement of online course development through overload/release time resulting in SE owning the rights to the online course</li> </ul>	VPAA, graduate dean, JMSB dean, associate dean, chairs, CIDT director
Failure to maintain AACSB SA status among all faculty in the Management and Marketing Department	Low	Low	Low	<ul style="list-style-type: none"> <li>• Monitoring of all faculty members' teaching, service, and scholarly production especially regarding PRJs</li> <li>• Clear communication of Tenure and Promotion Policies in JMSB</li> </ul>	Chair, JMSB dean, associate dean, accreditation coordinator
Inability to accommodate incoming students desiring more F2F course options.	Low	Low	Low	<ul style="list-style-type: none"> <li>• Continuous monitoring of numbers of on-site students</li> <li>• Continuous monitoring of educational trends.</li> <li>• Implement classroom improvements including investigating learning spaces (e.g., marketing lab and trading lab)</li> <li>• Repair and Renovation of facilities</li> </ul>	President, VPAA, JMSB dean, university facilities manager

## JMSB BUSINESS DIVISION STRATEGIC PLAN SUMMARY

**Purpose:** The JMSB Business Division develops, inspires, and emboldens leaders.

**Vision:** Engaging all stakeholders, the JMSB Business Division will be recognized for outstanding and innovative business education opportunities that transform lives, organizations, and the communities we serve.

**Mission:** The JMSB Business Division prepares a diverse population of learners for meaningful careers and lives through AACSB accredited, innovative and affordable business education, real-world research, and positive societal impact.

### Values

**Excellence:** We strive to meet high standards and are committed to continuous improvement in all areas of academics, research, and service, and encourage our stakeholders to be the best version of themselves.

**Integrity:** We communicate clearly and consistently with all stakeholders and hold ourselves accountable to encourage a sense of conscious capitalism and personal responsibility to all we serve.

**Unity:** We are committed to fulfilling our mission and vision through collaboration and collegiality while treating all members of the JMSB community with respect and dignity.

**Innovation:** Through innovative programs and research, we seek to promote a problem solving mindset in all stakeholders that creates lifelong learners who are resilient, resourceful, and solutions oriented

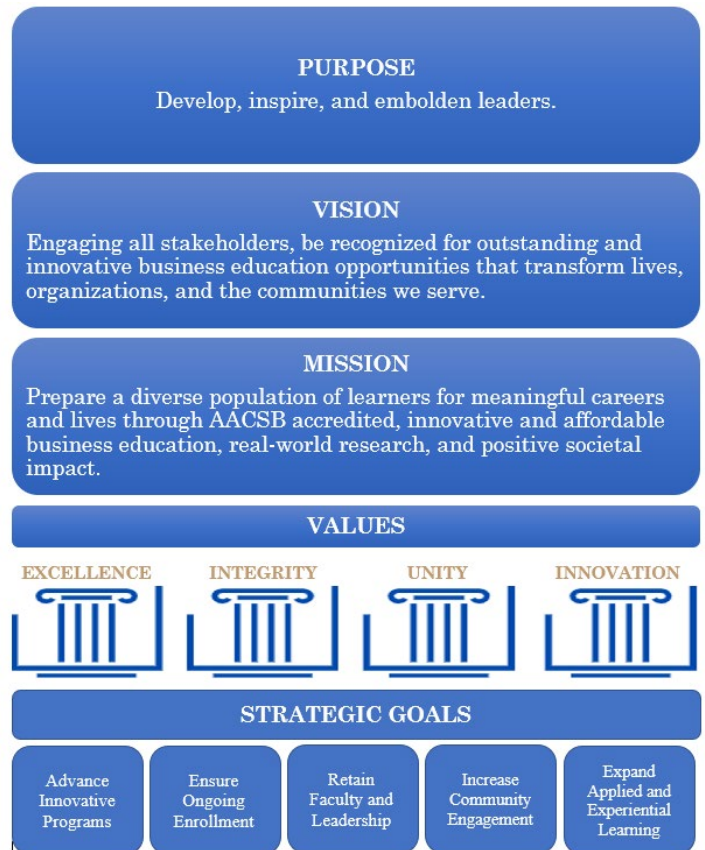
### Strategic Goals 2023-2028

**Advance Innovative Programs.** Successful business programs should be current, relevant, and global in perspective. Maintaining relevance in existing courses, developing new courses and academic initiatives that continue to meet student and industry needs is of the utmost importance.

**Ensure Ongoing Enrollment.** Build innovative programs, welcoming campus environment, high-quality online instruction and connectedness for online students, and effective recruiting strategies to attract new students and increase retention rates.

**Retain Faculty & Leadership.** Create a work environment that fosters growth and innovation where faculty and staff are supported and challenged with development and research opportunities.

**Increase Community Engagement.** Facilitate intellectual collaborations and engagement with communities and organizations we serve thus enhancing our societal impact through the effect of



research and service in the real world.

***Expand Applied & Experiential Learning.*** Grow student opportunities to apply their coursework through internships or other applied learning programs.