

**COLLEGE OF BUSINESS ADMINISTRATION
COLLEGE PLAN
2004-2009 PLANNING CYCLE**

I. Introduction/Executive Summary

A. Vision of College of Business Administration in 2009

In the fall 2009 it is anticipated the College of Business Administration (CBA) will be serving 3500 undergraduate students, 450 graduate students, and 1200 minors, generating 40,265 SCH with 103 FTE. At present (2003) the CBA is serving 2746 undergraduate students with 1450 undeclared—pre-professional majors planning to apply to the CBA, 397 graduate students, and 1376 minors, generating 38,358 SCH with 87 FTE.

For the CBA the critical years are 2005-2006, when CBA's self-study plan is written and 2006-2007, when the CBA undergoes its maintenance of accreditation review and visit. In 2006 the CBA hopes to have maintained SCH at 38,358 with 98 FTE for 3500 majors, 1200 minors, and 420 graduate students. At that time, the CBA must have a full time to part time faculty ratio of 0.75; presently it is 0.70. The ratio of participating to supporting faculty must be 0.75; presently it is 0.72.

For the maintenance of accreditation visit, the CBA will also be evaluated on number of staff, graduate assistants, technology personnel, and advisors. Presently the administrative staff is 10 individuals, which should grow to 12 by 2006. At present, the CBA has 15 GIAs, but plans are to have 22 by 2006. The CBA has two technology personnel at present but an additional person to help with the CIS labs is needed by 2006. The Advising Center of the CBA has 4.5 advisors, which should be sufficient for 2006.

Once the CBA has the necessary resources for the maintenance of accreditation visit, it anticipates remaining stable with only slight increases due to growth in graduate programs through 2009.

B. Criteria for Ranking Priorities

CBA Guiding Principles of Strategic Decision Making

1. Alignment with CBA mission and strategic goals (see below)
2. Availability of sufficient resources for excellence and quality while exceeding accreditation standards
3. Delivery of programs that respond to market demand and benefit students

Mission

The College of Business Administration is a learning community dedicated to pursuing and sharing skills and knowledge that enable students to compete in a dynamic business environment. Serving primarily students from Texas, the College uses an applied learning approach with emphasis on oral and written communication, leadership and teamwork, information technology, and critical thinking. The College focuses on creating a learning environment that places primary importance on teaching excellence complemented by intellectual contributions and supported by service.

CBA Strategic Goals

1. Achieve AACSB Maintenance of Accreditation Standards
2. Encourage quality teaching while fostering a stronger research culture
3. Oversee building completion while preparing programs and the learning community (students, staff and faculty) for enhanced educational environment
4. Increase graduate student enrollment by providing innovative, market-driven programs
5. Focus on Latin American business initiatives
6. Foster business community relationships with primary emphasis on small and medium size businesses
7. Provide an environment for our learning community that enhances and supports diversity
8. Initiate and sustain development program

C. CBA Prioritized Major Initiatives Requiring Funding

1. 11 Faculty Lines

\$874,000

Current SCH/FTE generation indicates an 11 FTE shortage compared to former AACSB minimum accreditation standards. New standards are less rigid but compare SCH/FTE with peer institutions. The latest comparison data (2001-2002) indicate our SCH/FTE ratio at .94 while all AACSB accredited schools is 1.52 and master's universities is 1.33. All AACSB schools average 325.0 SCH/FTE, master's universities 302.5, and Texas State 419.1 (Texas State weighted average-621). With our self-study report due in 2005 and campus visit in 2006 it is imperative that the process to hire additional faculty be undertaken immediately.

In addition evaluation is now being done on new categories of faculty termed by AACSB as participating and supporting. Participating faculty must teach 75% of SCHs and at least 60% in any given program. Overall Texas State is at 72% and three areas are significantly below the standard (Finance-45%; Economics-56%; and RRHEC programs-35%).

Eleven positions are being requested to reach a minimum maintenance of accreditation standard. These positions include 2 Accounting (@ \$90,000); 1 Business Law (@\$70,000); 2 Economics (@\$65,000); 1 Finance (@\$95,000); 1 Latin American Business (@\$80,000); 3 Management (@\$78,000); and 1 Marketing (@\$85,000). The total cost is estimated to be \$874,000.

2. 2 Staff Lines **\$84,000**

The comparison statistic for the Texas State staff and administrators/FTE category (.21) is also appreciably below AACSB public accredited (.46) and master's universities (.29). Additional assistance is needed to provide support not only to serve students but also to support faculty given the increased research expectations in the CBA.

Two full-time administrative assistant positions are requested to be shared by the following departments: Accounting, Computer Information Systems and Quantitative Methods, Management, and Marketing. The total cost is estimated to be \$84,000.

3. Summer School Funds **\$125,000**

Based on last year's shortage, this year's salary adjustments, and hiring more full-time tenure-track faculty to allow less reliance on per-course faculty, an additional \$125,000 is necessary to maintain basic summer school offerings.

4. Information Technology Network Specialist **\$50,000 plus benefits**

A dedicated information technology staff support person is critical to manage the Computer Information Systems labs and the investment/trading lab that will be available in the new building. This person would maintain hardware and software and provide assistance to faculty and students using these labs. The cost is estimated to be \$50,000 plus benefits

5. Salary Adjustments **\$14,000**

One-quarter time advisor salary to allow continuation of advising for graduate students. The cost is \$10,500.

Administrative assistant in Dean's office salary to fully fund position. The cost is \$3,500.

6. Graduate Instructional Assistants **\$59,500 plus benefits**

The CBA has a total of 15 graduate assistant positions. With large classes, high SCH/FTE ratios, and an increased emphasis on research, additional support is important. Seven graduate assistant positions are requested and will be distributed as follows: 2 Accounting, 1 CIS, 2 Finance/Economics, 1 Management, and 1 Marketing at an estimated cost of \$59,500 plus benefits.

7. Faculty Development **\$48,600**

With the addition of five new positions in the last two years and the potential for 11 new positions, the M&O support per faculty becomes even further diluted. Also inflation over the years has affected the purchasing power of the dollars in departmental M&O accounts. For example, a 1984 dollar now purchases \$.58 in goods. Consequently two levels of M&O support

are requested. First, for CBA's five new positions during the last two years and the requested 11 additional lines and, second, an adjustment for the remainder of current FTE (82). The new positions are requested at \$1,500 for a total of \$24,000 and the current FTEs at \$300 each (\$24,600) for a total request of \$48,600.

8. Master's Degree in Accounting & Information Technology \$175,000
\$ 3,000
\$ 30,000

In response to industry needs and market demand, the proposed master's degree in Accounting and Information Technology blends accounting and systems analysis skills. This area is developing as accounting systems are increasingly electronic based and should continue to grow well into the future. Requested are one new faculty line in Accounting (\$90,000 plus \$1,500 M&O) and one new line in CIS (\$85,000 plus \$1,500 M&O). Additional support for hardware and software is estimated to be \$30,000.

9. Forecasted Retirements \$250,000

An estimated 19 faculty across all departments and disciplines will retire in the next five years. Because of supply and demand imbalances, business faculty salaries continue to escalate and both salary compression and inversion have resulted. It is estimated that to replace retiring faculty an additional \$250,000 will be needed. Although needs will not be consistent over the years, it is anticipated that \$25,000-\$50,000 each year could be needed.

10. CIS BBA Degree Offered at RRHEC \$85,000
\$ 1,500

To meet the market demands of the high tech community of Williamson County, an undergraduate degree in Computer Information Systems would be offered at the RRHEC. One CIS faculty line (\$85,000 plus \$1,500 M&O) is requested.

11. CIS Network/Internet Security Position \$85,000
\$ 1,500

As the world becomes increasingly electronically dependent, security of electronic files and information becomes imperative. New federal regulations over privacy of information, particularly in health areas, are adding to the demand. One CIS faculty line (\$85,000 plus \$1,500 M&O) to support both graduate and undergraduate network/Internet security courses is requested.

12. On-line Course Development Release Time \$21,000

The demand for on-line courses continues to grow especially with many of our working business students. Course development release time is requested to develop on-line courses in accounting (3), business law (1), finance (1), and quantitative methods (1). The total cost of release time at \$3,500/course is \$21,000.

13. RRHEC Stipends

\$45,000

Additional incentives at \$1,500/course for faculty teaching at the RRHEC are requested. For the approximately 30 sections a year for which an incentive would apply, the total cost is \$45,000.

D. New Positions Requested

For Academic Year 2004-2005	11 positions (maintenance requests)
For Academic Years 2005-2009	7 positions (new program requests)

E. New Funding Excluding Faculty Lines

For Academic Year 2004-2005	\$312,000 (\$84,000 staff; \$14,000 salary adjustments; \$29,500 GAs; \$24,000 faculty development; \$25,000 retirements; \$125,000 summer school; \$10,500 course development)
For Academic Years 2005-2009	\$415,100 (\$50,000 IT specialist; \$30,000 GAs; \$24,600 faculty development; \$30,000 master's ACC/IT degree; \$225,000 retirements; \$10,500 on-line course development; \$45,000 RRHEC stipends; \$6000 M&O)

II. Process

After receiving the preliminary planning questions last spring, each department met and discussed departmental needs and priorities. Those responses were collected and distributed to the CBA Council (CBAC). In late May, CBAC spent a full day discussing strategic planning for the CBA. At that time, decision criteria were developed as well as a list of eight general strategic priorities for the CBA (see Section I-B).

During the fall faculty meeting, the eight general strategic categories were discussed and a summary memo distributed to all faculty. Subsequently each department met at least once to refine the preliminary plans. Several departments also solicited feedback electronically prior to meetings. Departmental plans were submitted to the Dean by October 6th.

On October 10th, a college faculty meeting was held to discuss priorities from the departments and to solicit feedback. Each chair presented their respective department's priorities by category with an open discussion following. Approximately 45 CBA faculty were in attendance. Departments modified departmental plans based on the discussion. Those plans were posted on the CBA web site. Feedback received and the modified plans were discussed at the following CBAC meeting. Discussion was also held regarding maintenance needs across the CBA.

The subsequent CBAC meeting was focused on prioritizing CBA requests. The draft was reviewed and finalized by CBAC at its November 12th meeting. The plan was then posted to the CBA web site.

Part III: Planning Maintenance Categories

Unit: College of Business Administration

PLANNING CATEGORIES	INITIATIVE/GOAL	12 Months	2-5 years	NEW RESOURCES	COST	SOURCES OF RESOURCES	ASSESSMENT
A. MAINTENANCE OF ACCREDITATION							
1. Faculty Lines							
	Achieve AACSB FTE/SCH guidelines	X		Eleven faculty lines	ACC \$90K (2) BLAW \$70K (1) ECO \$65K (2) FIN \$95K (1) LAB \$80K (1) MGT \$78K (3) MKT \$85K (1) TOTAL \$874K	University funds	Achieve minimum AACSB Maintenance of Accreditation
2. Staff Lines							
	Increase staff support in the College	X		Two staff lines serving accounting, CIS, management, and marketing	\$84K	University funds	Move closer to average for AACSB peer institutions
3. Graduate Assistant Lines							
	Increase teaching and research support for faculty	X	X	Seven graduate assistant lines plus benefits (ACC two lines, CIS one line, FIN/ECO two lines, MGT one line, MKT one line)	\$59.5K plus benefits	University funds	Move closer to average for AACSB peer institutions
B. FACULTY DEVELOPMENT AND SCHOLARSHIP							
	Increase M&O for five recent hires, 11 new positions and 82 remaining FTE	X	X	\$1.5K for recent hires (\$7.5K) and new hires (\$16.5K), \$300 increase for all other faculty (\$24.6K)	\$48.6K	University funds	Assess ability to support faculty development
D. FACULTY RETIREMENTS							
	Estimated salary differential for 19 retirements over next five years	X	X		\$250K	University funds	Assess ability to hire in the future
E. SUMMER SCHOOL							
	Faculty salaries to assure coverage for minimum course offerings	X		Resources required among five departments	\$125K	University funds	Balance of summer school offerings with demand
F. SALARY ADJUSTMENTS							
	1/4 advisor line for graduate student advising	X		Salary to replace funding from undergraduate advising fees	\$10.5K	University funds	Salaries are fully funded
	Administrative assistant in Dean's office	X		Salary to fully fund the position	\$3.5K	University funds	
G. PROGRAM MAINTENANCE							
	Maintain CIS instructional labs and oversee trading classroom		X	New network specialist line	\$50K plus benefits	University funds	Labs are operational, student and faculty needs met
I. RRHEC STIPENDS							
	College create incentives for faculty to travel to RRHEC		X	\$1,500 incentive per course (30 sections per year average)	\$45K	University funds	Benchmark AACSB requirements, monitor number of participating faculty teaching at RRHEC

Part IV: Planning Categories

Unit: College of Business Administration

PLANNING CATEGORIES	INITIATIVE/GOAL	Timeline		NEW RESOURCES	COST	SOURCES OF RESOURCES	ASSESSMENT
		12 Months	2-5 years				
A. Academic Programs							
1. New Programs							
a. Undergraduate	No new programs proposed						
b. Graduate	MS in Accounting & Information Technology (ACC/CIS)		X	One ACC faculty line, one CIS faculty line	\$90K ACC line, \$85K CIS line	University funds and course fees	Needs assessment, monitor enrollment/degrees awarded/ placement
				Hardware and software to support curriculum	\$30K		
2. Changes to Existing Programs							
a. Undergraduate	ACC review and modify current curriculum, expand student internship opportunities	X		Faculty release time for internships	\$10.5K for three per-course instructors	University funds	Input from internship sponsors and advisory council
	CIS review and modify current curriculum, include concentrations in network/Internet security and wireless/pervasive computing, develop a replacement business core course in IT to incorporate data retrieval, analysis, and team decision-making (this course will replace CIS 3370)	X		Hardware and software to support new curriculum, monetary support for faculty development and training, appropriate software (e.g., Data Mining or Enterprise Resource Planning) to support new core course.	\$20K hardware and software, \$5K faculty training, \$10K software license	University funds, course fees, and corporate support	Input from constituents including advisory council
	FIN/ECO curriculum review of all degree programs	X					Input from constituents including advisory council
	MGT curriculum review of degree program, develop track in entrepreneurship and conduct needs assessment for human resources track	X		Faculty line in entrepreneurship	\$78K faculty line	University funds	Input from constituents including advisory council, needs assessment for new programs
	MKT expand emphasis on external competitions	X		Travel funds	\$2K student travel funds	University funds, corporate support	Input from constituents including advisory council, count and variety of competition results
	CIS create internship program		X	Release time to secure and coordinate student internships, funds to travel to visit with intern supervisors and observe interns at work	\$10.5K for three per-course instructors, \$1K for travel	University funds, corporate support	Input from constituents including advisory council
	FIN/ECO incorporate trading lab into appropriate courses and add courses in urban and regional economic development and resource economics		X				Input from constituents including advisory council
	MGT develop human resources track		X	One faculty line	\$78K faculty line	University funds	Input from constituents including advisory council, needs assessment for new programs
	MKT curriculum review of degree program		X	New or replacement faculty to teach updated courses, possible one per-course instructor; and support for faculty development	One faculty line at \$85K, \$3.5K per course, funds for faculty development	University funds	Input from constituents including advisory council

	b. Graduate	ACC develop MBA emphasis in Accounting, MAcy program review, develop MAcy electives, expand student internship	X	Faculty release time	\$10.5K for three per-course instructors	University funds	Needs assessment, monitor enrollment/degrees awarded/ placement
		CIS develop MBA emphasis in Network/Internet Security	X	CIS faculty line	\$85K faculty line	University funds	Needs assessment, monitor enrollment/degrees awarded/ placement
		MGT develop MBA emphasis in human resources	X	See 2a above			Needs assessment, monitor enrollment/degrees awarded/ placement
		College total review of MBA curriculum and program requirements	X				Input from constituents including advisory councils, feedback from stakeholders
3. New Distance Programs							
	a. Undergraduate	CIS BBA with a major in CIS at RRHEC	X	CIS dedicated 40-station teaching classroom at RRHEC	\$40K	University funds	Needs assessment, monitor enrollment/degrees awarded/ placement
				CIS dedicated 50-station computer lab with network server at RRHEC and one faculty line, faculty development	\$80K for lab and \$85K for faculty line	Course fees, department discretionary funds for development	
	b. Graduate	ACC develop ACC 5361 for online delivery	X	ACC funds to develop online course and faculty release time	\$3.5K per-course release	University funds, Technology Services technical support	Monitor enrollment/student satisfaction/learning assessment
		CIS develop MBA emphasis in Network/Internet Security to be offered at RRHEC	X	see 2b above			Needs assessment, monitor enrollment/degrees awarded/ placement
4. Changes to Existing Distance Programs							
	a. Undergraduate	ACC create ACC 3363 and ACC 3301 as online courses	X	ACC funds to develop online courses and faculty release time to develop on-line course	\$7K (3.5 x 2) per-course release	University funds, Technology Services technical support	Monitor enrollment/student satisfaction/learning assessment
		College review of RRHEC management degree	X				Input from constituents including advisory council
		MKT explore alternative teaching schedules for faculty teaching at the RRHEC, support initiatives for international experiences	X				Benchmark AACSB requirements, monitor number of participating faculty teaching at RRHEC
	b. Graduate	CIS develop QMST 5309 for online delivery	X	Faculty release time to develop on-line course	\$3.5K per-course release	University funds	Monitor enrollment/student satisfaction/learning assessment
				24x7 technical support from the University for all online courses		University IT Services	
		FIN/ECO develop FIN 5307 for online delivery	X	Faculty release time to develop on-line course	\$3.5K per-course release	University funds, IT Services support	Monitor enrollment/student satisfaction/learning assessment
		FIN/ECO develop BLAW 5308 as online course	X	Faculty release time to develop on-line courses	\$3.5K per-course release	University funds, IT Services support	Monitor enrollment/student satisfaction/learning assessment
5. San Antonio MITC							
	a. Undergraduate	N/A		Need to stabilize RRHEC and consider accreditation issues first			
	b. Graduate	N/A					

B. STUDENT SUCCESS

1. Retention/completion rates								
		CIS up-to-date curriculum, supplemental instruction, increased participation in student organizations, implement majors purchasing notebook computer, increase number of scholarships, student recognition awards, showcase outstanding upper-level projects to lower-level majors, formalize career advising program, manage enrollment to facilitate student/faculty interaction, application development courses require lab experience, Brown Bags for faculty and majors, create internship program	X	X	Funds to support initiatives, four graduate instructional assistants, and lab assistants	\$500 curriculum, \$2K/yr wages for supplemental instruction, \$8K/yr student travel, \$25K furniture to support notebooks, \$5K/yr scholarships, \$200 recognition, \$34K four GA salaries, \$1K/yr Brown Bag	University funds, corporate donations, student organization dues for student travel, department discretionary for Brown Bag program	Student and other constituent assessment of curriculum, student assessment of supplemental instruction, student and alumni survey of quality of advising received
		FIN/ECO explore alternative ways to deliver supplemental instruction, recruit faculty to reduce number of per-course lecturers, encourage faculty participation in teaching effectiveness workshops, incorporate technology into the learning process, begin national honorary society in economics, evaluate use of scholarship dollars, faculty volunteer services to support student recruitment	X		One finance faculty line	\$95K finance line	University funds	Student assessment of supplemental instruction, graduating senior, alumni, and employer surveys, monitor participation in student organizations, count of number and amount of scholarships, evaluate faculty participation in recruitment
		MGT curriculum review, professional development opportunities for faculty participating in Latin American Business, Brown Bags on teaching effectiveness, faculty teaching award		X	Faculty release and travel funds for Latin American Business development, funding for teaching award	\$10.5K for three per-course instructors, \$500 for award	University funds, department discretionary funds	Input from constituents including advisory councils, monitor number of faculty participating in Latin American Business, monitor teaching evaluations of faculty
		MKT Support Business Leadership Program, career advising, monthly newsletter, sponsor honor society, stronger emphasis on external competitions		X	Permanent funding for leadership program	\$5K/yr for leadership program	University funds, corporate support	Student/peer assessment of Business Leadership Program, graduating senior and alumni surveys, monitor participation in honor society, count of participation and competition results
2. Student learning outcomes								
		ACC assessment program for MAcy	X		Funds to collect data and other assessment measures	TBD	University funds	Input from constituents including advisory council
		CIS implement standardized assessment exam, on-going technical training for faculty, refine peer-evaluation of faculty, sponsor teaching tips workshops, establish teaching effectiveness award, refine learning outcomes and assessment of majors, design/revise courses to incorporate project management, teamwork, critical analysis, and leadership, develop competency-based measures for assessment of IT skills, create faculty development opportunities through one faculty internship per year		X	Funds to support students completing assessment exam, support for faculty travel, release time for internships	\$5K assessment exam, \$2K x 2/yr faculty development, \$10K teaching award fund, \$10K/yr competency-based software, \$40K/yr faculty internships	University funds, corporate support, alumni support, course fees	Monitor results of student assessment, graduating senior, alumni, and employer surveys, assessment of faculty training
		FIN/ECO Identify student learning outcomes for each degree program, achieve consistency among syllabi for CBA core and required courses in each major	X	X				Monitor student skills assessment, graduating senior, alumni, and employer surveys, review course syllabi for consistency

		MGT implement Business Leadership program, increase scholarship assistance for majors, expand emphasis on external student competitions, develop advising program for majors	X	X	Funding for scholarships, student travel funds	\$5K scholarships, \$5K for student travel	University funds, corporate support	Student /peer assessment of Business Leadership Program, count number of scholarships, count participation in competitions and variety of competition results, graduating senior and alumni surveys
		MKT review teaching expectations and standards for annual faculty evaluation, develop criteria for and introduce teaching award, continue curriculum review, conduct workshops to share teaching ideas and receive feedback with teaching problems and opportunities, encourage College to use ETS Major Field Test in Business as an assessment tool, expand external student competitions	X	X	LCD/computer for faculty use, funds for teaching award, modest funds for workshops	\$5K LCD/computer, \$200 teaching workshops, \$500/yr teaching award	University funds, corporate support	Graduating senior and alumni surveys of teaching effectiveness, curriculum input from constituents including advisory council, count of competition participation and results

C. Scholarly/Creative/Grants

1. New efforts - promote scholarly/creative activity								
		ACC support CBA in developing research forums, provide monetary awards for scholarly work and release time for scholarly activities, conduct research-related workshops, invite journal editors to speak, conduct SPSS/SAS and CompuStat workshops.	X	X	Funds for speakers, faculty release time, one graduate research assistant	\$3.5K per-course release, \$8.5 GA salary	University funds	Count publications by journal category
		CIS evaluate faculty research expectations, emphasize quality research output for tier-one and tier-two journals, encourage presentations at national conferences, initiate research colloquium, increase the research award from one to two	X	X	Three graduate research assistants, funds for travel, funds for awards	\$25.5 GA salaries, \$20K/yr travel funds, \$1K/yr for research awards	University funds, corporate/alumni support	Count publications by journal category, monitor participation in national conferences
		FIN/ECO establish research goals, obtain two research-related grants annually from internal/external sources, faculty take leadership roles in state and national associations annually		X				Count publications by journal category, monitor grant opportunities, submission rates, and awards, monitor faculty participation in professional organizations
		MGT promote high quality research efforts, establish faculty research award, revamp reward/allocation system to encourage research endeavors, expand Latin American Business research focus, explore collaborative research opportunities with Small Business Development Center	X	X	Faculty release time, funds for award and travel, databases, library support, two graduate research assistantships	\$3.5K per-course release, \$500/yr for award, \$17K GA salaries	University funds	Count publications by journal category, monitor faculty participation with Latin American Business and Small Business Development Center
		MKT review research and scholarship expectations and standards for annual evaluation, develop and introduce research award, travel policy to focus on peer-reviewed conferences, training and development opportunities for faculty	X	X	One graduate research assistant, funds for research award,	\$8.5K GA salary, \$500/yr funding for research award	University funds, corporate support	Count publications by journal category, monitor participation in peer-reviewed conferences

2. New efforts for procuring external funding								
		ACC develop grant to select/recruit McNair Scholars		X			Grant funding	Monitor grant opportunities, submissions, and awards
		CIS emphasize grant writing skills when recruiting faculty, educate faculty about grant opportunities, secure grants to improve IT curriculum		X	Incentives to work on grants	\$3.5K per-course release	University funds, grants funding	Monitor grant opportunities, submissions, and awards
		FIN/ECO make grant writing experience priority when recruiting, educate current faculty in grantsmanship		X	Workshops on grant writing opportunities for business faculty		University funds, grants funding	Monitor grant opportunities, submissions, and awards
		MGT identify and obtain externally funded grants in the discipline		X	Release time for faculty writing grants, funding for grant initiatives	\$3.5K per-course release	University funds	Monitor grant opportunities, submissions, and awards
		MKT grants to fund undergraduate student organizations and student competitions, grants to fund research, emphasize grant writings skills when recruiting		X	Grant writing support, reduced teaching loads, and graduate assistant support	\$3.5K per-course release, \$8.5K GA salary		Monitor grant opportunities, submissions, and awards

D. Development

1. New efforts									
		ACC obtain accounting board assistance to develop endowed scholarships, fund faculty scholarship award		X	Funding for mail, clerical assistance, \$500/yr award	\$5K development cost, \$500/yr award funding	Corporate support, department discretionary funds	Percent increase in development funds	
		CIS use advisory board to assist in fundraising, create relationships with IT vendors to fund training centers, develop relationships with corporate partners to endow scholarships, faculty internships, and professorship		X	Travel funds, assistant chair position	\$2.5K/yr travel funds, \$25K asst chair salary	University funds	Percent increase in development funds	
		FIN/ECO use trading center in new building to develop fundraising synergy, change focus of advisory board to assist with fundraising		X				Percent increase in development funds	
		MGT Increase student scholarships, establish professorship		X	Funds solicited from employers, corporate sponsors, alumni, and faculty, faculty release time, continue assistant chair position			Percent increase in development funds	
		MKT strengthen advisory board and their development efforts		X	Workshops on development efforts and management of boards		University training workshops	Percent increase in development funds	
		College launch endowment campaign to name college, building, Center for Entrepreneurship, Center for Latin American Studies, classrooms and other areas related to new building		X	X	Travel funds, printing costs, mailing	\$20K	University funds, college funds	Amount of endowment funds raised
		College fund one endowed chair per department		X				Number of endowed chairs funded	
		College strengthen advisory boards at college, departmental and program levels		X	X			Frequency of meetings and activity levels	

E. Diversity							
1. New efforts - faculty							
		ACC support College and University to recruit McNair Scholars	X	X			Monitor changes in diverse populations
		CIS relationships with Ph.D. granting institutions, expand faculty recruiting efforts		X			Monitor changes in diverse populations
		FIN/ECO committed to achieving diverse faculty	X	X			Monitor changes in diverse populations
		MGT broaden applicant pools by advertising to colleges with minority enrollments		X	Funding for increased advertising efforts	\$200-\$300/search Department discretionary funds	Monitor changes in diverse populations
		MKT track Ph.D. Project and other programs that develop minority students for Ph.D. Programs		X			Monitor changes in diverse populations
2. New efforts - students							
		ACC use accounting students for outreach to business programs in magnet schools, increase scholarship assistance	X		Funds to cover recruitment materials and for student travel to schools, support CBA efforts	\$800 for materials and student travel, \$2K scholarship funding Department discretionary funds, corporate support	Monitor number of functions to increase diversity, monitor changes in diverse populations
		CIS provide scholarship assistance, provide student-to-student and faculty-to-student mentoring, modify curriculum for culturally diverse global economy		X	Scholarship dollars, funding for mentoring program	\$2.5K per scholarship Corporate support	Monitor number of functions to increase diversity, monitor changes in diverse populations, graduating senior and alumni surveys
		FIN/ECO provide service support for student recruitment activities	X	X			Monitor number of functions to increase diversity, monitor changes in diverse populations
		MGT support Latin American Business, encourage exchange programs in Latin America, support Hispanic Business Student Association	X	X			Monitor number of functions to increase diversity, monitor changes in diverse populations
		MKT link freshman/sophomore majors with upperclassmen for mentoring, use newsletter to highlight diversity, partner with Small Business Development Center to develop class projects for minority-owned businesses	X	X			Monitor number of functions to increase diversity, monitor changes in diverse populations, monitor interactions with Small Business Development Center
F. Other							
		College address salary inversion and compression	X		Funding for adjustments	To be determined University funds	Comparisons with annual AACSB Salary Survey
		MGT establish service award	X		Funding for service award	\$500/yr award funding Corporate support	Monitor faculty participation in and quality of service
		MKT Develop criteria and introduce service award	X		Funding for service award	\$500/yr funding for award Corporate support	Monitor faculty participation in and quality of service