



J. Whitney Bunting College of Business - Strategic Plan, 2016-2021
Ratified by Faculty, March 11, 2016
RECORD OF EXECUTING THE PLAN (as of June 10, 2021)

Vision Statement: The J. Whitney Bunting College of Business aspires to be the preeminent business school among public liberal arts colleges and universities by delivering programs of excellence.

Mission Statement: The mission of the J. Whitney Bunting College of Business is to develop business professionals who embrace intellectual inquiry through critical and analytical thinking, quantitative reasoning, and effective communication, while building upon the attributes of a liberal arts education.

Implications of the Mission

The faculty of the J. Whitney Bunting College of Business defines a liberal arts education as an ethos that develops capable intellectual processes beyond vocational skills. Our student-faculty interactions foster attributes such as openness to inquiry and discovery, considering difficult questions, and re-assessing one's position based on fact. These attributes are embedded across the curriculum. Our goal is to prepare students to compete by developing their intellectual processes. We teach our students to effectively think, communicate, and analyze within a global context.

Guiding Values: We value the following hallmarks of a Georgia College liberal arts education: respect for others, open and transparent communication, ethical behavior, diversity and inclusiveness, social responsibility.

Profile: The J. Whitney Bunting College of Business serves numerous stakeholders including undergraduate and graduate students, faculty, staff, advisory board members, alumni, the university, and the community. Our undergraduate programs serve primarily residential, full-time students who are considered among the best students in the state. Our graduate programs serve primarily part-time, working professionals. Content is delivered in both a face-to-face and online format. Consistently our fully-online graduate programs have been nationally ranked.

J. Whitney Bunting College of Business Strategic Plan, 2016-2021

To support the mission of the University and the College, the faculty and staff of the J. Whitney Bunting College of Business, in partnership with our various constituencies, have adopted this 2016-2021 Strategic Plan. We focus on five objectives as the basis for continuous improvement in order to position the J. Whitney Bunting College of Business as the preeminent business school within public liberal arts colleges and universities in the country.

The strategic plan serves as a working document in which the objectives and corresponding strategies are implemented on an annual basis. At the beginning of the academic year, through consultation with the Strategic Management Committee, the specific objectives and strategies to be accomplished during the upcoming academic year will be determined with an assessment of the work completed for the prior year to inform the next year's work plan.

Financial support for the strategic plan will be provided through the College's annual budget process and from revenues generated by summer school, premium tuition programming, grants and contracts, and fund raising.

Strategic Objective 1 Action Steps:

1. Develop students' analytical and communication skills, understanding of diversity, global and cross-cultural awareness, and ethical behavior
2. Review the graduate curriculum
3. Complete the College of Business' diversity action plan for submission to the Office of Diversity and Inclusiveness
4. Review the business core, undergraduate majors, and graduate programs based on assessment outcomes and changing market forces
5. Implement curriculum changes with annual report on necessary curriculum adjustments
6. Enhance student engagement in professional development, career preparation, and leadership
7. Enhance student involvement with college and university-wide professional development and leadership opportunities
8. Establish baseline of student participation in student organizations and honor societies to track each year
9. Inventory student experiential learning experiences
10. Enhance feedback on performance of academic programs through alumni, employer, and student placement surveys
11. Evaluate employer and recent graduates survey instruments and response rates
12. Integrate survey responses in terms of refining academic programs and student professional development opportunities

Strategic Objective 5 Action Steps:

1. Monitor faculty recruitment, retention, development, and support
2. Expand topic coverage and participation for COBRA
3. Support faculty professional conference travel
4. Develop a personnel plan
5. Review the annual evaluation and promotion and tenure processes
6. Analyze faculty salaries to identify compression/inversion issues
7. Establish a process for a visiting scholars program and expectations of visiting scholar engagement
8. Establish international collaborative partnerships and increase the number of faculty in international exchange programs and participation in study abroad programs
- 9a. Be purposeful regarding staff professional development
- 9b. Establish monthly staff meetings to discuss issues and formulate solutions
- 9c. Analyze staff salaries in relation to equivalent staff positions within the university
10. Create faculty and staff recognition activities
11. Update Atkinson Hall public recognition of faculty, staff, students, and alumni accomplishments



Strategic Objective 4 Action Steps:

1. Enhance engagement and outreach activities throughout the College
2. Establish an inventory of engagement and impact
3. Assess industry projects and impact
4. Revamp the Executive Forum Series and Women's Leadership Series
5. Enhance relations with alumni, donors, and friends of the College
6. Develop on-going alumni follow-up on graduates one and five years from graduation
7. Develop outreach and cultivation strategy for graduates of fully-online academic programs
8. Develop the Dean's Parents Advisory Council
9. Improve visibility of outreach from the Centers in the College of Business
10. Establish an inventory of the Center of Design and e-Commerce (CODEC) activities and their impact

Strategic Objective 2 Action Steps:

1. Develop and Implement a CoB Communication Plan
2. Elevate CoB Graduate Program Rankings
3. Leverage Online Platforms
4. Spotlight faculty, staff, student, and program achievements on the website on a semester basis
5. Expand and monitor social media to disseminate College-wide events/stories
6. Assess continually external marketing firm strategies in promotion of online graduate programs
7. Use of Georgia College print and electronic publications
8. Coordinate with University Communications and the Office of Alumni Relations to disseminate stories
9. Use the university's daily internal newsletter to share timely information and to catalog stories regarding the College

Strategic Objective 3 Action Steps:

1. Develop a culture of philanthropy and resource generation
2. Cultivate and engage donors
3. Develop legacy sponsorship funding for College-wide events
4. Leverage faculty summer research grants for external grant submissions to government agencies and foundations
5. Recognize faculty grant submissions and awards in the annual evaluation and promotion and tenure processes
6. Fiscal stewardship in the alignment of resources to fulfill the College's mission
7. Set annual budget priorities in consultation with the department chairs and the Strategic Management Committee
8. Review and determine premium tuition levels for online graduate programs relative to competitors
9. Prioritize the use of summer school profits and differential tuition revenues from fully-online premium-priced graduate programs to meet College-wide initiatives and programmatic support

Strategic Objective 1: Enhance the quality of the College’s academic programs and the learning experience of our students
Action Step 1: <i>Leverage the University’s liberal arts foundation, as measured by assurance of learning, in developing students’ analytical and communication skills, understanding of diversity, global and cross-cultural awareness, and ethical behavior</i>
Action Step 2: <i>The Graduate Admissions, Curriculum & Standards Committee (GCC) will review the graduate curriculum</i>
Action Step 3: <i>The College of Business Diversity Leadership Team will complete the College of Business’ diversity action plan for submission to the Office of Diversity and Inclusiveness</i>
Action Step 4: <i>Review the business core, undergraduate majors, and graduate programs based on assessment outcomes and changing market forces</i>
Action Step 5: <i>Implement curriculum changes with annual report on necessary curriculum adjustments</i>
Action Step 6: <i>Enhance student engagement in professional development, career preparation, and leadership</i>
Action Step 7: <i>Enhance student involvement with college and university-wide professional development and leadership opportunities, by more effective communication, coordination, and evaluation of such opportunities</i>
Action Step 8: <i>Establish baseline of student participation in student organizations and honor societies to track each year</i>
Action Step 9: <i>Inventory student experiential learning experiences outside the classroom through research projects, business-related and community-based projects (CBEL), study abroad, professional conferences, and internships</i>
Action Step 10: <i>Enhance feedback on performance of academic programs through alumni, employer, and student placement surveys</i>
Action Step 11: <i>Evaluate employer and recent graduates survey instruments and response rates</i>
Action Step 12: <i>Integrate, where appropriate, survey responses in terms of refining academic programs and student professional development opportunities</i>

Strategic Objective 2: Enhance the local, state, national, and international visibility of the College’s quality programs, student successes, and faculty and staff achievements
Action Step 1: <i>Develop and Implement a CoB Communication Plan</i>
Action Step 2: <i>Elevate CoB Graduate Program Rankings</i>
Action Step 3: <i>Use of the College of Business website, social media, and “Make Your Next Move” online graduate programs platform</i>
Action Step 4: <i>Spotlight faculty, staff, student, and program achievements on the website on a semester basis</i>
Action Step 5: <i>Expand and monitor social media to disseminate College-wide events/stories</i>
Action Step 6: <i>Assess continually external marketing firm strategies in promotion of online graduate programs</i>
Action Step 7: <i>Use of Georgia College print and electronic publications</i>
Action Step 8: <i>Coordinate with University Communications and the Office of Alumni Relations to disseminate stories of accomplishments of the faculty, staff, and alumni of the College in Georgia College Connection, the alumni magazine</i>
Action Step 9: <i>Use the university’s daily FrontPage (an internal newsletter) to share timely information and to catalog stories regarding the College</i>

Strategic Objective 3: Enhance resource generation and operational efficiency to support programmatic needs
Action Step 1: <i>Develop a culture of philanthropy and resource generation to support programmatic needs and diversify revenue streams</i>
Action Step 2: <i>Cultivate and engage donors in fulfillment of the College’s capital campaign case statement with monitoring of progress toward the campaign goal</i>
Action Step 3: <i>Develop legacy sponsorship funding for College-wide events</i>
Action Step 4: <i>Leverage faculty summer research grants for external grant submissions to government agencies and foundations in monitoring the number and dollar amounts of external grant submissions and awards</i>
Action Step 5: <i>Recognize faculty grant submissions and awards in the annual evaluation and promotion and tenure processes</i>
Action Step 6: <i>Fiscal stewardship in the alignment of resources to fulfill the College’s mission</i>
Action Step 7: <i>Set annual budget priorities in consultation with the department chairs and the Strategic Management Committee to fulfill programmatic needs</i>
Action Step 8: <i>Review and determine premium tuition levels for online graduate programs relative to competitors</i>
Action Step 9: <i>Prioritize the use of summer school profits and differential tuition revenues from fully-online premium-priced graduate programs to meet College-wide initiatives and programmatic support</i>
Action Step 10: <i>Determine the appropriate University System of Georgia (USG) metrics to gauge program quality and productivity as well as student progression</i>

Strategic Objective 4: Enhance engagement with and impact of various stakeholders through alumni relations, advisory boards, community partnerships, and outreach efforts
Action Step 1: <i>Enhance engagement and outreach activities throughout the College</i>
Action Step 2: <i>Establish an inventory of guest speakers in classes; community partnerships with the College; industry/community-related projects and their impact; employers who regularly provide internship experiences; employer engagement and student recruitment activities; and on-going economic development efforts in the community</i>
Action Step 3: <i>Assess industry projects and impact</i>
Action Step 4: <i>Revamp the Executive Forum Series and Women’s Leadership Series and monitor attendance</i>
Action Step 5: <i>Enhance relations with alumni, donors, and friends of the College</i>
Action Step 6: <i>Develop on-going alumni follow-up on graduates one and five years from graduation to assess program effectiveness and enhance alumni engagement</i>
Action Step 7: <i>Develop outreach and cultivation strategy for graduates of the College’s fully-online academic programs</i>
Action Step 8: <i>Develop the Dean’s Parents Advisory Council for the purpose of expanding College of Business networks in the Atlanta metropolitan area</i>
Action Step 9: <i>Improve visibility of outreach from the Centers in the College of Business</i>
Action Step 10: <i>Establish an inventory of the Center of Design and e-Commerce (CODEC) activities and their impact along with the dissemination of such information and location of the Center on the website</i>

Strategic Objective 5: Enhance faculty and staff development and recognition
Action Step 1: <i>Monitor faculty (tenure-track, non-tenure track, and adjunct) recruitment, retention, development, and support to ensure high academic standards and rigorous instruction</i>
Action Step 2: <i>Expand topic coverage and participation for the “Faculty Professional Development & Mentoring Series.” That Series is now called “The College of Business Research Assembly (COBRA)”</i>
Action Step 3: <i>Support faculty professional conference travel for teaching, research, and service mission of the College of Business</i>
Action Step 4: <i>Develop a personnel plan, consistent with the College’s strategic priorities, that examines staffing needs across departments and programs to coordinate faculty recruitment, recognizing the importance of diversity and inclusiveness to address retirements, resignations, and enrollment demands along with additional staff to meet programmatic needs</i>
Action Step 5: <i>Review the annual evaluation and promotion and tenure processes to ensure recognition for the breadth and quality of faculty contributions to the teaching, research, and service mission of the College and provide constructive feedback on faculty performance and expectations</i>
Action Step 6: <i>Analyze faculty salaries in relation to AACSB peer institutions to identify compression/inversion issues and share with Office of Academic Affairs</i>
Action Step 7: <i>Establish a process for a visiting scholars program and expectations of visiting scholar engagement with faculty, staff, and students</i>
Action Step 8: <i>Establish international collaborative partnerships and increase the number of faculty in international exchange programs and participation in study abroad programs</i>
Action Step 9a: <i>Be purposeful regarding staff professional development</i>
Action Step 9b: <i>Establish monthly staff meetings to discuss issues and formulate solutions</i>
Action Step 9c: <i>Analyze staff salaries in relation to equivalent staff positions within the university</i>
Action Step 10: <i>Create faculty and staff recognition activities in support of the teaching, research, and service mission of the College</i>
Action Step 11: <i>Update Atkinson Hall public recognition of faculty, staff, students, and alumni accomplishments</i>

COB 2016-2021 STRATEGIC PLAN – RECORD OF EXECUTING THE PLAN

Strategic Objective 1: Enhance the quality of the College’s academic programs and the learning experience of our students

Action Step 1: Leverage the University’s liberal arts foundation, as measured by assurance of learning, in developing students’ analytical and communication skills, understanding of diversity, global and cross-cultural awareness, and ethical behavior.

The Undergraduate Admissions, Curriculum & Standards Committee will review the undergraduate curriculum with respect to (i) oral and written communication skills; (ii) analytical and critical thinking skills; (iii) quantitative skills and reasoning; and (iv) diversity, global and cross-cultural awareness, and ethical behavior, along with the degree of integration throughout the curriculum based on evaluation of peer institutions with recommendations for curriculum revisions to College of Business faculty.

Responsible party: undergraduate admissions, curriculum & standards committee

Evidence of Progress:

- CoB faculty members meet annually to review assessment reports from each major and each program. The CoB Assessment Coordinator publishes an annual report of assessment outcomes. The items listed in this initiative (e.g., analytical and communication skills) are measured through assessment across the BBA. In addition, all BBA students in the CoB take a CoB-specific course in written communications, an international business course (major-level requirement), a course to build analytical skills and quantitative reasoning (B-STAT), and a course in business ethics. Diversity is addressed within individual courses as well as in a separate CoB-wide diversity action plan.
- Oral communication skills are addressed in a number of BBA courses, including the introductory Marketing course where all students are required to participate in the college-wide elevator pitch competition, with the top 20 each semester competing a second time for cash awards from a sponsor. Annually, 900 business majors compete in the college-wide competition, which is sponsored by GEICO. Dr. Renee Fontenot heads up this effort. She recruits over 50 volunteers per semester, local business professionals and corporate recruiters, who judge the opening round of pitches in a face-to-face, panel format. One outcome is that over twenty students in a recent competition were asked by judges who were recruiters to contact them as a result of their pitch. Eight students were offered and accepted positions with those firms.
- During the spring 2019 several CoB departments reviewed an investment in Bloomberg terminals, through a USG program, as a means of improving students’ quantitative skills in areas such as equity markets, derivatives, and currency valuations. Some data, such as stock market movements and firm-level financials are online free. The conclusion was that the cost of the service was high relative to the anticipated amount of usage in CoB coursework.
- Regarding the CoB contribution to the university’s liberal arts foundation, several CoB departments offer GC1Y (critical thinking) and GC2Y (global perspectives) courses as part of Area B (Institutional Options) of the university-wide general education curriculum. Economics offers ECON 2100 in Area E, Social Sciences and also participates in the Honors program. Information Systems and Computer Science offers 12 or more sections per semester in Area D, Natural Sciences, Math, and Technology.
- As a result of benchmarking other business schools, the CoB faculty voted to require a grade of C or better in business core courses in order to advance to higher-level courses, fall 2017.

AY 2019-20

- In the summer 2019, twelve students completed a study abroad to the Netherlands, Germany and Belgium led by Business Law faculty member Jehan El-Jourbagy. Students completed two courses in global corporate leadership and international, environmental law.
- Business students participated in mentored undergraduate research (<https://www.gcsu.edu/murace>). In recent semesters several CoB students have received MURACE funding, including: 2 – MIS (fall 2018), 6 – Marketing (National Council of Undergraduate Research Conference, spring 2019), and 7 – Economics students (travel to the Academy of Economics and Finance annual conference in Houston, plus other Economics majors participated in the GC Student Research Conference, spring 2019).
- The CoB Marketing Major requires an engaged learning project from all its seniors in the marketing capstone course. In the most recent calendar year, across 22 clients, 12 of which were not-for-profit organizations, 93 students gave 5,595 hours of service, creating year-long marketing strategies, with an approximate value of \$144,000.

Spring/Summer 2020

- 8 students from the Department of Economics and Finance presented their undergraduate research at the Academy of Economics and Finance Annual Meetings in Atlanta. This is a full academic conference with international participation. This is a link to the conference website: <https://www.economics-finance.org/conference.php> Unfortunately, the link to the program no longer works. However, I do have a draft copy, if needed.
- As study abroad experiences were canceled for summer 2020, Dr. Joy Godin took her students virtual where students from GC, West Georgia, and the University of Muenster in Germany worked together in virtual teams to create and present a project to a German company. All the students also participated in virtual Design Thinking training conducted by SAP.
- The GC Nudge Unit did a project with Sodexo as their client. This is an inter-disciplinary endeavor between Economics and Psychology. The advisors/instructors are Chris Clark and Diana Young.

Fall 2020

- Two of Professor Copelan's former students started the GCSU Political Society in the Fall of 2020, and he serves as the faculty advisor. <https://frontpage.gcsu.edu/node/6132>
- Hosted Allan Ward - Diversity and Inclusion in Business, Leadership, and Recruiting: Engagement with external stakeholders (UPS recruitment); spoke with students about the importance of diversity and inclusion in recruiting new college graduates at UPS.
- Hosted two WebEX meetings for the Council on Undergraduate Research Social Sciences Division
- Assessment Participation Cards are posted outside of faculty offices in recognition of their contribution to the COB assessment.

Spring 2021

- Finance Practicum - The purpose of the practicum course is to give students an opportunity to apply materials learned in class to the real-world issues. Students in the course participate in a research challenge conducted by CFA Institute, a well-known investment professional organization. In the finance practicum course (first taught in FY21), five students work on a valuation of a public firm assigned by the CFA Institute. The students collect relevant data about the assigned firm via a database offered by the CFA Institute, Refinitiv. Also, they use public databases such as Yahoo Finance and government websites (e.g., BEA, FRED, etc.). The students use Excel to forecast financial statements, and then write an in dept report advising whether an investor should buy/sell/hold the stock. The students present weekly progress reports to an academic advisor. This is an integrated process as students apply the knowledge learned from business classes by including information on economics, marketing, etc. on the assigned company. During the completion of the project, CFA Institute also assigned an industry mentor for the team. The purpose is to merge the contents learned from the classes with the real-world practice. On the first year that we participated, we moved on to the second round of the written report. The research challenge is highly competitive as top universities both in the US and outside the US participate.
- Bunting College of Business student Maxwell Harley was selected as Omicron Delta Kappa's Emerging Leader of the Year for 2021.

Action Step 2: *The Graduate Admissions, Curriculum & Standards Committee (GCC) will review the graduate curriculum.*

This includes: (i) oral and written communication skills; (ii) analytical and critical thinking skills; (iii) quantitative skills and reasoning; and (iv) diversity, global and cross-cultural awareness, and ethical behavior along with the degree of integration throughout the curriculum based on evaluation of peer institutions with recommendations for curriculum revisions to College of Business faculty.

Responsible party: graduate admissions, curriculum & standards committee

Evidence of Progress:

- The part-time, off-campus MBA teach-out was completed spring 2019. That MBA program was the only cross-department graduate offering in the CoB. The intent of this initiative was to review that program; with the shut-down of the MBA there is no longer a need for this initiative. The remaining CoB graduate programs (MAcc, MLSCM, and MMIS) are specialty master's offerings that are assessed and reported on through the CoB annual assessment cycle.
- During AY 2018 and 2019 the GCC, in partnership with the CoB Strategic Management Committee, completed an extensive review of all graduate programs in the CoB. The outcome was a multi-year enrollment projection for each program and a

review of any possible new program offerings. A report was submitted to the Associate Provost. From the Executive Summary of that report: “After review by the CoB Graduate Curriculum Committee and graduate program directors, combined with discussion among CoB faculty members, we do not see an opportunity for new graduate program offerings from the CoB in the next two years that meet the criteria of Goal 3 of the GC Strategic Plan. Additionally, the CoB lacks faculty resources in specialty areas such as finance or real estate to consider new programs that are outside our current faculty skill set or faculty resource base. Our immediate responses are to modify the college’s graduate Web presence (now in progress), reallocate promotional spending, teach-out the PT MBA to eliminate its subsidy, and cut a cash-flow negative cohort of the MSLCM program (effective spring 2019).”

AY 18-19

- During calendar year 2018 the CoB Graduate Curriculum Committee (GCC) completed a detailed review of all CoB graduate programs. Working with the program coordinators the GCC reviewed potential new programs and produced a five-year projection for enrollment in each CoB graduate program. The report was reviewed by the CoB Strategic Management Committee, CoB faculty members, and the strategy committee of the college’s Advisory Board. One outcome of this graduate program enrollment projection was a review by an external consultant, during fall 2018, of website traffic, leading to an update of CoB graduate program Web pages, the addition of video content during CY 2019, and a thorough analysis of college-wide promotional activities. See the following URL for a list of CoB graduate program rankings: <http://www.gcsu.edu/business/gradbusiness>.
- By working closely with GC graduate school staff, the CoB graduate programs director and program coordinators carry forward a well-planned recruitment agenda, with activities, such as: banner ads, search engine optimization, social media (e.g., LinkedIn, Twitter, and Facebook), a website for online graduate programs (www.makeyournextmove.org), webinars, booths at trade shows (e.g., GA Logistics Summit, CSCMP, and Grace Hopper), and graduate school fairs. Growth in the consortium-delivered Georgia WebMBA has stabilized. Similarly, the CoB faces increased competition for graduate students in the logistics program; at a recent logistics conference where we set up a recruiting table ten other schools were recruiting – all except GC were large, nationally-branded research schools.
- Enrollment in both the Master of Accounting and Master of MIS are up for fall 2018 compared to fall 2017, but MBA enrollments remain pressured. The CoB requested and Academic Affairs approved discontinuing the spring cohort of the graduate logistics program, which is now a fall-only start.

Spring/Summer 2020

- Four new courses, previously taught as special topics, were approved for the MMIS degree (Strategic MIS, Leadership in IT, Agile Project Management, and Global E-commerce).
- The Graduate Curriculum Committee approved the following curriculum changes:
- To remain in compliance with SACSCOC requirements, the following changes will be made by the Accounting Department, to become effective Fall 2020:
 1. Renumber ACCT 6310 as ACCT 5125 – Taxation of Business Entities
 2. Remove ACCT 6310 and ACCT 6360 as options for the MAcc
- Adjust the program of study for the MAcc:
 1. Replace ACCT 6310 with ACCT 5125 on list of accounting electives
 2. Remove ACCT 6360 from list of accounting electives
 3. Motion: Delete MMIS 6196 and MMIS 6920.
 - a. Rationale: These two courses have not been taught in a number of years and the department has no plans to schedule them again.

Fall 2020

- Department of IS/CS submitted a proposal to offer new MMIS graduate certificates in IT Auditing, IS Analytics, and Web Developer. This proposal was approved by the COB Graduate Curriculum Committee and the COB Faculty and moved forward to the University Graduate Council for a spring vote.

Action Step 3: *The College of Business Diversity Leadership Team will complete the College of Business' diversity action plan for submission to the Office of Diversity and Inclusiveness.*

Responsible parties: college diversity leadership team

Evidence of Progress:

- The CoB Diversity Leadership Team publishes an annual summary of diversity activities.
- During FY 2019 the CoB received a gift to support diversity activities for students and faculty members. Spending from the fund included support for a luncheon presentation by a CoB faculty member (fall 2018), a panel of speakers to discuss Diversity in STEM (spring 2019), and a visit from the head of Diversity and Inclusion at NC State's Poole College of Business to give a presentation on opportunities to improve diversity and inclusion in the students' freshman seminar experience (spring 2019).
- The CoB helped fund a faculty member's travel and presentation at an AACSB diversity conference, fall 2018.
- The CoB is represented on the university-wide diversity mentoring initiative. Those faculty peer educators and mentors work to increase diversity opportunities on campus.
- The Information Technology Advisory Board continues to provide scholarships and travel expense support for female information systems and computer science majors to attend the Annual Grace Hopper Conference <https://ghc.anitab.org/calendar/2019-grace-hopper-celebration/> . Students participate with 20,000 or more other females who are in various technology fields. In addition, our students interview with, and receive job offers from, many of the largest technology firms in the world at that conference.
- The CoB raised support to send minority male students to the Richard Tapia Conference <http://tapiaconference.org/> .
- Minority Youth and Business: MY&B is one of the longest-running diversity efforts at GC, operating for over 30 years. The program invites high school students to spend a week in residence at GC, during the summer. The program aims to increase minority participation in post-secondary education and in business ownership. MY&B is supported by an endowment, by annual gifts from the Georgia Council for Economic Education, and with operating support from the CoB. For more information, see: <https://www.gcsu.edu/admissions/visitation-events/minority-youth-business>

Summer 2016

- The 30th Annual Minority Youth and Business (MYB) Program took place. Thirty high school students immersed themselves in campus life by living in residence halls, attending classes taught by faculty, staff and student volunteers and eating at the university dining hall, all while learning about business and entrepreneurship. For the first time, 11th-12th graders from outside the state of Georgia attended the program. The week long MYB Program at Georgia College has been promoting entrepreneurship for local high school juniors and seniors since 1985. The program is funded by grants from the Charles Koch Foundation and the Small Business Development Center. Dr. John Swinton, Professor of Economics, has been involved in the program for more than a decade. Swinton now serves as a faculty volunteer and works to raise funds to maintain program quality.

AY 2017-18

- The CoB Diversity Action Plan (DAP) – Annual Work Plan was created by the CoB DAP team. The work plan identifies specific initiatives to improve diversity awareness among CoB faculty and students and support under-represented junior faculty. The CoB is a supporting member of the PhD Project (<https://www.phdproject.org/>). We use that resource as a way to publicize CoB faculty and administrative searches among diverse audiences.
- In summer 2017 the CoB hosted the 32nd annual Minority Youth & Business program, a week-long, residential experience (<http://www.gcsu.edu/admissions/visitation-events/minority-youth-business>). This year 45 high school students learned various aspects of business, such as dressing professionally, etiquette, and developing a business plan during their week here on campus. Most years two or three participants apply to GC.
- Support the Grace Hopper conference (<https://ghc.anitab.org/>) is an additional aspect of diversity in the CoB as that experience enables females in computer science and information systems to meet other female role models.

AY 2018-19

- The CoB Diversity Action Plan (DAP), under the guidance of Dr. Brooke Conaway, Dr. Gita Phelps, and Dr. Joanna Schwartz guides our initiatives to improve diversity awareness among CoB faculty and students. These efforts are donor supported during 2018 and 2019. The CoB supports the PhD Project (<https://www.phdproject.org/>) to publicize CoB faculty searches among diverse audiences. Each summer the CoB hosts the Minority Youth & Business program, a week-long, residential experience where high school students learn about business. Marketing professor Dr. Joanna Schwartz was an invited speaker at the fall 2018 AACSB diversity summit. The Grace Hopper conference and Women in Technology are other CoB diversity initiatives.

AY 2019-20

- Minority Youth and Business: MYB is one of the longest-running diversity efforts at GC, operating for over 30 years. The program invites high school students to spend a week in residence at GC, in the summer.
- The CoB offers an LGBTQ+ Marketing course that's co-listed with women's and gender studies. It aligns with our goal of course-embedded diversity

Spring/Summer 2020

- Here are our 2015-2020 graduates that have attended or are currently attending grad school (in order of graduation date oldest to most recent):
 - 9 out of 20 are female. Women are rare in economics. Here's a recent article discussing the scarcity of women in economics: <https://qz.com/1888566/women-author-only-17-percent-of-the-articles-in-top-economics-journals/>
 - Kelly Lee - currently in PhD in Econ program at Colorado State
 - Alaina Totten - has MS Econ from GA Tech
 - Cullen Wallace - has PhD in Econ from FSU (WE JUST HIRED CULLEN AS A NEW ASSISTANT PROFESSOR IN ECON)
 - Jacob Duncan - has MS in Climate Science and Policy from Bard University
 - Logan Creekmur - has MA in Teaching from GC, currently enrolled in PhD in Education program at UGA
 - Austin McTier - has MS in Econ from GA Tech
 - Blake Smallwood - has Doctor of Physical Therapy degree from Mercer University
 - Tim Smith - currently in PhD in Econ program at UGA
 - Fritz Young – attended the GA Tech PhD program in Econ
 - Kevin Morris - currently in MSc in History of International Relations at London School of Economics (Marshall Scholar)
 - Justin Suda - MA in Economics from UGA
 - Ragnheidur Bjarnadottir - currently in PhD in Econ program at American University
 - Isabelle Evans - currently in MA in Econ program at Georgia State University
 - Sungmee Kim - currently in PhD program in Econ at Georgia State University
 - Victoria Shoemaker - currently in Masters in Finance at Colorado State University
 - Kendyl Campbell - accepted to law school, but delayed due to health issues
 - Hanna Kagele - currently in PhD in Econ program at Emory University
 - Braden Little - currently in MA in Econ program at Georgia State University
 - Emerson Kleider - accepted to law school at Arizona State for this fall.
 - Noah MacDonald – currently in PhD in Econ program at Emory University

Fall 2020

- Marketing Research course focused on Social Justice topics
- Developed a curriculum proposal for a Diversity and Inclusion in Business certificate
- Developed 2 new courses (1 GC1Y: The Pride Movement, Freshman) and 1 GC2Y: Global Pride, Sophomore) focusing on specialized diversity group topics.
- Dr. Schwartz became the campus faculty lead for the Diversity Peer Educators.
- Dr. Schwartz was a panelist on the WGS panel on Gender and the 2020 Election.
- Dr. Schwartz presented at the Making Excellence Inclusive Day.
- Dr. Schwartz worked specifically with the COB Diversity Working Group and the WGS Leadership committee and met with OIE over inclusivity initiatives.
- Dr. Schwartz presented to Biology TAs to inform them about inclusive practices around their work with students.

- 30 CS/MIS students attended the virtual GHC of Women in Computing Conference. 8 minority students attended the virtual Richard Tapia Diversity in Computing Conference.

Spring 2021

- Work with the campus Faculty Diversity Peer Educators (DPEs) in having D&I training sessions for our TAs and/or our adjunct faculty.
- Summer Reading project - book could provide insight into aspects of discrimination, bias, or microaggressions that would hopefully benefit our faculty. It would then culminate in a faculty roundtable discussion once we're back on campus that will hopefully illuminate ways that we can do what we do more inclusively.

Action Step 4: *Review the business core, undergraduate majors, and graduate programs based on assessment outcomes and changing market forces.*

Review annual assessment outcomes to inform departments and curriculum committees on needed adjustments to the College's curriculum.

Responsible parties: assessment coordinators, department chairs, undergraduate admissions, curriculum & standards committee, graduate admissions, curriculum & standards committee

Evidence of Progress:

- Fall 2016 – MMIS offered fully online
- Assessment in the CoB occurs at the course level and is reported through department-level assessment coordinators.
- CoB faculty members meet annually to review assessment reports from each major and each program. The CoB Assessment Coordinator publishes an annual report of assessment outcomes.
 - CoB Assessment Reports are available here: <https://www.gcsu.edu/business/information-faculty>
- The CoB participates in the GC supplemental instruction (SI) program to provide students out-of-classroom assistance with specific courses. CoB SI courses are CSCI 1301 and 1302 (computer science) and Economics 2100, 2105, and 2106. ECON 2105 and 2106 are the macro- and micro-economics courses taken by all CoB-BBA majors.
 - SI Leaders are undergraduates assigned to a section to increase students' successful completion of difficult classes. SIs attend class, and take notes. SIs lead study sessions outside of class time, discuss course concepts, review course material, and strengthen study skills. SIs are not responsible for grading, preparing exams, teaching new material, or assigning grades.
 - Across all SI sections, the average DFWI (final grade of D or F, Withdraw, or Incomplete) rate of SI-attending students is typically 35-45% lower than the average DFWI rate of non – SI attending students.
- The USG Momentum Year, which is being implemented at GC as GC Journeys, includes a "skills-infused curriculum" that will impact learning outcomes and thus assessment activities. That infusion process is on-going; it will extend into the time frame of the next CoB strategic plan. However, the fundamental GC Journey skills of critical thinking, ethical behavior, effective oral and written communications, and a service orientation are already important components of the CoB curriculum. For more details, see the GC Journeys Web page: <https://www.gcsu.edu/gcjournneys>.

Spring/Summer 2020 (Additional information available in the AOL Reports)

- The department began an initial evaluation of undergraduate/graduate required curriculum given the new skill set that Dr. Stephenson brings to the department
- Each academic program improved courses or curriculum based on the assessment results of the previous year. For example, the coverage of regression was increased in MGMT3165. Additional homework assignments related to hypothesis testing were provided in MGMT3101. Time spent on the macro review was increased in ECON4990. The importance of completing all assignments related to business ethics was emphasized in BUAD2172. The college of business written communication rubric was used in ACCT3106. New pedagogical techniques of transformative learning were used in CBIS3210.

Fall 2020

- A task force was charged with evaluating curriculum and degree requirements for the undergraduate accounting major and the MACC.

Action Step 5: Implement curriculum changes with annual report on necessary curriculum adjustments.

Responsible parties: department chairs, undergraduate admissions, curriculum & standards committee, graduate admissions, curriculum & standards committee

Evidence of Progress:

- As part of a cross-college review of graduate programs the CoB faculty reviewed enrollment declines in the off-campus, part-time MBA and voted to teach out that program during the spring 2017. The teach out was completed spring 2019. The vote to shut down the program came after a fall 2015 decision to reduce the PT MBA to a single, off-campus location and to cut the course rotation to a single course offering per academic year for each course, in order to better utilize resources.
- Economics removed ECON 3220, International Trade as a required course from the BA and BS/ECON to improve program flexibility and to align the program better with other economics majors at other universities, fall 2018
- Discipline-specific curriculum changes occur regularly, especially for computer science (CS) and MIS. Due to rapid growth in the major MIS reduced the number of required courses and increased elective option, which allows students to have a focus area in the major of either analytics, application development, or networking, fall 2017
- The CS program is ABET accredited; a number of CS curriculum changes reflect ABET expectations, for example:
 - Add Computer Security as a required course for all CS majors; change the Math course for CS majors as ABET's new guidelines require mathematical rigor at least equivalent to introductory calculus, spring 2018
- Accounting updates its curriculum as needed to meet changing expectations for the CPA exam as well as for students who are not on a CPA track. For example:
 - Increase credit hours for the ACCT professionalism course to include skills in software essential to the accounting profession. This addition was in response to feedback from interns and their supervisors, spring 2018
 - Add two Logistics courses to the list of electives for BBA – ACCT majors, spring 2018
 - Reconstitute Legal Environment of Business as a prerequisite for Business Law, spring 2018
- Examples of other curriculum revisions during the time period of this CoB Strategic Plan include:
 - Require C or better in CoB core courses that are a prerequisite for other core courses, approved fall 2017, following Undergraduate Curriculum Committee discussions about course rigor in the spring 2017
 - Require C or better in Math 2600, which is a prerequisite for MGMT 3101 Business Stat, fall 2018
 - During spring 2019 Economics reviewed the BA-ECON for possible shut-down due to low productivity. Effective fall 2019, faculty approved deactivation of the BA in Economics due to low enrollment
 - In 2019 IS/CS added a Data Analytics concentration to the MIS major, addressing market demand for those skills

AY 2019-20

- Effective fall 2019, faculty approved deactivation of the BA in Economics due to low enrollment.
- The part-time MBA program was taught out in spring 2019. Faculty voted to close the MBA due to low enrollment in that face-to-face program. Demand for graduate programs has shifted to online delivery.
- IS/CS added a Data Analytics concentration to the MIS major, addressing market demand for those skills.

Spring/Summer 2020

- Three concentration areas were approved within the MIS major (data analytics, information technology, and web development). Two concentrations were approved in the CS area (data science and information technology). The reduction in the number of science courses required, in alignment with the newest ABET standards, was also approved for the BS in CS.
- The dept of accounting finalized hiring with two SA qualified faculty during this time (Dr. Stephenson and Dr. Creel) (perhaps should go under objective 5)

Fall 2020

- Two new concentrations started: HRM and Sales, with growing popularity, between 30 and 60 students in each.

Action Step 6: Enhance student engagement in professional development, career preparation, and leadership.

Enhance coordination of departmental and college-wide student engagement activities to effectively increase student attendance and participation in professional development activities through events by holding a planning session prior to each semester.

Responsible parties: department chairs and outreach coordinator

Evidence of Progress:

- The CoB Outreach Coordinator and department chairs meet regularly with GC Career Center personnel to coordinate scheduling and annual activities, such as major specific career fairs (in Accounting and MIS/CS), the Elevator Pitch Competition, and off-site networking events for alumni and current students. The Career Center provides logistical support for events, including check-in of student attendees.
 - Career Center information is available here: <https://www.gcsu.edu/career>
- CoB students are active users of the GC Career Center and GC university-wide career fair. For example, during 2019 approximately 85% of CoB students had some contact with the GC Career Center. Typical services from the Career Center included resume reviews, mock interviews, career planning, and assistance with LinkedIn networking. For the 2019 graduating class, over 77% of CoB seniors completed one or more of the Career Planning Milestones (<https://www.gcsu.edu/career/milestones>).

AY 2016-17

- Georgia College students finished fifth in the world SAP ERPsim world competition, and first in the Southeast and in the state of Georgia at the Association for Information Systems (AIS) Student Chapter Leadership Conference at Indiana University. Not only did the students compete well, but they held their own against much larger schools with more resources alongside programs that have been using SAP for years. Team members were Aubree Doernberg (AIS Vice President, senior), Jack Fraser (junior), Hayden Helms (AIS President, junior), and Mark Yancey (AIS Treasurer, senior). Dr. Kevin Elder (AIS faculty advisor) and Tyler Chini served as coaches for the Georgia College team. In this competition, teams of undergraduates from around the world used the SAP software to run a business in a simulated marketplace against other businesses run by other teams. The students from Georgia College were introduced to the SAP system in their Introduction to ERP class in the fall of 2015, the first year that SAP has been taught as a formal part of the management information systems degree. The funding for the trip was made possible through grants and support from the IT Advisory Board, the Department of Information Systems and Computer Science, and the Student Government Association. The team thanks all these groups for making this wonderful experience possible.
- The J. Whitney Bunting College of Business was thrilled to host Grace Hwang, Executive Director of Business Intelligence at Verizon. She spoke to the Women's Leadership Forum and Georgia College students about data analytics, marketing, the importance of learning multiple skills, and staying relevant.
- The J. Whitney Bunting College of Business partnered with GEICO to host the bi-annual Elevator Pitch Competition for Georgia College students. The competition required students to complete a resume review, attend an elevator pitch demonstration and preparation for success workshop, and complete an online mock interview before they could be videotaped giving their one minute elevator pitch. Preliminary rounds of contestants' videos were evaluated by twenty-four business professionals. The top contestants were then given the chance to give their elevator pitch to a guest executive in front of a live audience. The elevator pitches were judged by representatives from GEICO and the top five finishers were awarded cash prizes ranging from \$100 to \$500. Contestants were also able to sign up for interviews with GEICO regarding their internship program and paths to a career with the company.
- As the J. Whitney Bunting College of Business and the Georgia College Career Center continue to collaborate, participation in professional development continues to rise. The College of Business saw an increase in student participation in career development programs by 67% within the past academic year. With the support of university administration, the Career Center began piloting a program entitled Career Milestones. This program aims to ensure all students at Georgia College reach certain career development milestones each year of their academic career. Of the events listed above, the College of Business had 1,245 students participate and a total of 4,326 student interactions with the Career Center. The combined efforts have led to an increase of student participation by 67% over last year. The College of Business and the Career

Center anticipate continued growth in student participation for these programs as the Career Milestones becomes fully implemented and the collaborative relationship continues to grow.

- Business Week - Sponsored by SunTrust, the College of Business and Georgia College Career Center held a series of workshops during Business Week that included lunch and learns and evening workshops with networking receptions that covered various topics with business professionals. Examples of workshops and companies that participated in Business Week included:
 - David Roberts with Ascend Technologies, Inc.: “How IT is Influencing Business Today”
 - Suntrust: “Basics of Budgeting”
 - Marketing Advisory Board: “Social Media for Networking and Personal Brand Building”
 - Andy Watson and Associates: “I Have to Pay for What?! - A Guide to Personal Finance”
 - Mock Interviews with Employers
 - Georgia College Etiquette Dinner

- Students had over 4,326 interactions with the Career Center for the AY 2016
- As part of the Accounting Professionalism course, students are able to learn what firms are looking for in potential new hires, in the accounting industry. After the presentations, students are able to network with the partners and other representatives from the firms.
- The J. Whitney Bunting College of Business provides students multiple opportunities to build their networks by engaging with alumni, board members, and executives. A mixture of over 70 alumni, students, and faculty gathered at The Ivy Buckhead in Atlanta. The alumni were able to reconnect with each other and with faculty members, while current Georgia College students were able to hone their networking skills and hear from alumni about their career fields. The IT Advisory Board held its fourth annual networking event in April. Students majoring or minoring in management information systems and computer science were invited to network one-on-one with the members of the advisory board and alumni. The board also conducted a panel session to provide job search tips and other advice to the students.
- Over 1,200 College of Business students participated in the sixteen regularly scheduled employer networking and career fair opportunities offered by the Career Center. These events included on campus career fairs, the senior picnic, alumni and employer networking activities, employer mock interviews, professional development workshops and statewide career fairs in the Atlanta area.
- In addition to campus career fairs, the Accounting and IT departments host their own major specific fairs. In 2015, over 100 Accounting majors and over 90 Computer Science and Management Information Systems majors participated in the career fairs, with top companies recruiting Georgia College students.
- College of Business students received a unique opportunity to go behind the scenes at an international company during their site visit to YKK Corporation of America. During their visit, students toured the new product room, learned about the corporate philosophy at YKK, learned of the company’s diversification strategy to effectively compete, and discovered how far individuals will go to counterfeit products. Alex Gregory, took time to mentor the students on leadership, life balance, and corporate cultures. Key members of YKK’s leadership team spoke to the students and discussed how the company operates in an international environment. Students were then able to ask one-on-one questions of the leadership team members. Topics ranged from international trade, how to choose the company that is right for you, and work life balance.
- The J. Whitney Bunting College of Business celebrated Constitution Week with a variety of programs involving students, faculty and staff. During the Constitution Week, schools nationwide are encouraged to study the U.S. Constitution and its role in modern society. Programs included a screening and discussion of the documentary “A Class Apart,” which addressed discrimination against Mexican-Americans and their struggle for civil rights; and a Times Talk “Gay Rights and Religious Freedom.” The week included a Coverdell Constitution Week Panel on “The Constitution and the Court.” The cross-disciplinary panel of attorneys discussed and answered questions about recent Supreme Court decisions on same-sex marriage, the Affordable Care Act, employment law, and the Bill of Rights.
- Marketing majors Jonathan Brantley, Meghan Brieck, Caroline Dumas, and Mary Claire Nay made it to the semi-final round of the Ball State University Social Media Competition. This was the first time Georgia College students have competed in the social media competition. The students worked under the direction of Mrs. Kimberly Roush, Lecturer of Marketing, to prepare for the competition. The team was also assisted by Dr. Doreen Sams, Professor of Marketing. To prepare for the competition, the students were given a case study focusing on the brand new Courtyard by Marriott Hotel in Muncie, Indiana. The hotel has partnered with the Erskine Green Institute to develop a career training program at the hotel for individuals with disabilities. The students developed a complete social media campaign for the hotel to promote awareness

in Indiana for the new hotel and the training institute. During the final rounds of competition, the students presented their plan to Marriott officials, representatives from the Erskine Green Institute, and other business executives. Georgia College was one of twelve teams that advanced in this national competition. In addition to the competition, the students were able to attend a career fair with national employers interested in social media marketing specialists.

AY 2017-18

- In August the CoB hosted visitors from the Georgia Film Academy and the local community in support of the Central State Hospital Local Redevelopment Authority (CSHLRA) outreach related to area economic development. We continue to explore sustainable and appropriate ways for the CoB to engage with the CSHLRA.
- During AY 2017, as part of coursework for professional development, CoB students traveled to Chick-fil-A corporate offices, Thiele Kaolin Company, Accenture, Southern Company, Terrapin Brewing Company, Central Garden and Pet, The Georgia Ports Authority, and distribution centers for Ikea and Home Depot. Other student accomplishments included:
 - Kevin Morris, one of our 2017 CoB Economics graduates, is in Macedonia on a Fulbright Scholarship.
 - An all-female team representing the GC chapter of AIS placed second globally in data analytics at the AmerisourceBergen Analytics challenge during the 2017 AIS Student Chapter Leadership Conference.
 - Students in Business Ethics partnered with HomePortMaconGA to assist with housing for homeless veterans, and to raise awareness of needs among other GC students and the broader community.
 - This fall contestants in the initial round of the elevator pitch competition made their pitches face-to-face before a panel of judges. The top twenty pitched to GEICO managers at a company-sponsored luncheon.

AY 18-19

- In February, eight business majors presented their research at the Academy of Economics and Finance Conference. Two of the students are international, from Iceland and Korea; they are now in graduate school with scholarship funding in excess of \$25,000 a year. Dr. Brooke Conaway and Dr. Brent Evans, both assistant professors of Economics and both GC alumni, attended the competition and assisted the students. For details see <https://frontpage.gcsu.edu/announcement/economics-student-takes-home-national-research-award>.
- In addition to the GC Career Fair, both Accounting and MIS run a dedicated career fair. Marketing majors are accepting positions in sales, marketing communications, and customer relations. Management majors were placed at firms including UPS, DHL, VALIC, J.B. Hunt, and C.H. Robinson. MIS and Computer Science majors last year had a 94% placement rate 90 days after graduation, accepting offers from firms such as Bank of America, Allstate, Deloitte, Ernst & Young, IBM, Lockheed Martin, NCR, Siemens, and UPS. Robins Air Force Base actively recruits undergrads and graduate business majors.
- CoB attendees at the fall 2018 Grace Hopper Conference, a STEM event for females in technology fields, enjoyed significant success with offers for internships and full-time job placements; the average starting salary for our students who attended the conference was more than \$73,000.
- GEICO continues to sponsor the fall and spring elevator pitch competition, which is directed by Dr. Renee Fontenot. All the corporate-donated funds are awarded to student participants. In the fall 2018 400+ students participated in the event that builds communication skills, encourages students to reflect on their strengths, and is an outlet for some to receive offers for job interviews.
- This year GC females who participate in the GC Leadership LLC can attend the Women's Forum lunch series. Accounting, Information Systems, and Computer Science have moved student professional development into coursework for their majors. Marketing uses out-of-classroom projects to serve clients in the community. In AY 2018 Marketing majors contributed over 4,000 hours to client-based projects, with a market value exceeding \$100,000.

Spring/Summer 2020

- Dr. Brent Evans also worked with Will Achi, another economics undergraduate student, on a research paper this summer. They received a Mentored Undergraduate Research and Creative Endeavors (MURACE) summer research grant from Georgia College for this work. <https://www.gcsu.edu/murace/summer-research-grants>
- Dr. Brent Evans coauthored a research paper entitled "A Theoretical Examination of Cash-Back Credit Cards and Their Effect on Consumer Spending" with Noah MacDonald, an undergraduate economics major, that was recently accepted for publication in the SSRN Electronic Journal. DOI: 10.2139/ssrn.3549383 This research as also completed as part of a Mentored Undergraduate Research and Creative Endeavors (MURACE) summer research grant.

- Students in the CBIS/CSCI 2810 Professional Development class participated in virtual networking sessions with members of the IT Advisory Board in April. Students in this class participate in a job shadowing experience every spring. As some of the student groups had not completed their experience when Covid-19 forced the shutdown, these experiences were taken virtual so the students did not miss out on this opportunity.
- 8 students from the Department of Economics and Finance presented their undergraduate research at the Academy of Economics and Finance Annual Meetings in Atlanta. This is a full academic conference with international participation. This is a link to the conference website: <https://www.economics-finance.org/conference.php> Unfortunately, the link to the program no longer works. However, I do have a draft copy, if needed.
- The GC Nudge Unit did a project with Sodexo as their client. This is an inter-disciplinary endeavor between Economics and Psychology. The advisors/instructors are Chris Clark and Diana Young. (Action steps 1, 6 and 9)
- Spring 2020 Georgia College Elevator Pitch Competition – There are seven Winners of the Spring 2020 J. Whitney Bunting College of Business & GEICO Elevator Pitch Competition. These students had average scores across their judges that exceeded 99.30/100. In total 463 students participated in the competition in Spring 2020.

AY 2019-20

- Fifty GC Marketing Research students visited Rinnai America corporate headquarters (<https://www.rinnai.us/>). This event was supported by the Marketing Advisory Board.
- Twenty Computer Science and Management Information Systems females participated in the fall 2019 Grace Hopper Conference. While there, the attendees interview for jobs. On their return, they made presentations to our Advisory Boards.
- Business majors heard from a number of corporate visitors, and participated in round-table discussions and mock interviews with those executives while they were on campus.
- The GC Entrepreneur Club visited the Macon Beer Company where 16 potential entrepreneurs heard owner Yash Patel describe the evolution of his firm from the warehouse district to his new restaurant.
- The GC Entrepreneur Club also hosted a panel of women to celebrate the 2019 Women Entrepreneurship Week where 40 students heard the startup stories of women business owners.
- Large group, special-event speakers included Walt Davis, judge for the Georgia Business Court, and Ira Blumenthal who presented Brand You! where he discussed personal branding.
- Students in Dr. Ginder's merchandising class visited the Atlanta Apparel Mart during its October show to speak with buyers and sales representatives in their showrooms.
- Computer Science majors Zhyere Ducksworth and Blake Fraley attended the Richard Tapia Celebration of Diversity in Computing Conference in San Diego, fall 2019.
- IS/CS continues to offer a SCRUM Master certification class each semester so that our majors may become a certified Scrum Masters for a reduced price over commercial rates.
- This year's Constitution Week included a lunch discussion, "The Heartbeat Bill, Roe v. Wade & Georgia's Booming Film Industry" and a keynote, "The Supreme Court and Your Life" from Corey Ciocchetti of the University of Denver.
- In November, our AIS chapter sponsored a visit by 25 business students and faculty to Chick-Fil-A (CFA) headquarters. They heard a GC alumni panel and toured CFA. Jeffrey Deason, GC alumnus and Principal Innovation Lead from the CFA IT Infrastructure Division, discussed information technology and IT careers at CFA. That same day, the group also visited Delta Tech Ops at Hartsfield International.
- Our Advisory Boards provide financial support for students in the form of annual scholarships and support for student travel to conferences and competitions. For example, annual scholarship gifts from our accounting firms exceed \$10,000. The IT Board provides a similar level of support for sending students to Grace Hopper.
- Each semester, the CoB runs the largest elevator pitch competition in the country in terms of participants. Annually, 900 business majors compete in the college-wide competition, which is sponsored by GEICO. Dr. Renee Fontenot heads up this effort. She recruits over 50 volunteers per semester, local business professionals and corporate recruiters, who judge the opening round of pitches in a face-to-face, panel format. One outcome is that over 20 students in a recent competition were asked by judges who were recruiters to contact them as a result of their pitch. Eight students were offered and accepted positions with those firms.

Fall 2020

- Dr. Renée J. Fontenot and her Strategic Marketing students partner with not-for-profit community organizations such as the Old Capital Racing Youth Cycling League, with a goal of increasing membership and fundraising and the Uncle Remus Library System. The system was so impressed that a total of four out of the five libraries in the system have worked with the students. Hancock Co., Eatonton-Putnam Co., Madison, and Monroe have all taken advantage of the talent of seniors in the Strategic Marketing course. <https://lnkd.in/dDf8DP3>
- Annual Economics and Finance “Getting Into Grad School” Seminars. AND Nicholas Creel is advising students for law school admission success.
- Constitution Week (Sept. 17-23) Participating faculty: Nicholas Creel, Jehan El-Jourbagy and Dean Copelan. Committee members put together one to eight interactive sessions to assist students and community members in understanding how the United States constitution applies to current conflicts and cases. <https://libguides.gcsu.edu/constitutionweek>
- El-Jourbagy hosted three guest speakers in her business ethics class: former CEO of YKK, sustainability officer of Interface Carpet, and CEO of Helpfully (design consultant).
- There were two practicums in the fall. The Nudge Unit uses concepts from behavioral economics to help local clients solve a problem. The finance practicum participates in a national case study competition. One of our May graduates (Noah MacDonald) published a peer-reviewed journal article that was co-authored with one of our faculty members (Brent Evans).
- Elevator Pitch Competition - fifteen classes participated, 362 students competed, and five winners
- Professors Kendra Evans and Whitney Ginder’s students made videos to participate in the #Bobcatsstaystrong video competition on campus.
- Professor Evans had two guest speakers: one in Principles to talk about the career fair and the logistics industry and one in Advertising to discuss the job market, event marketing, and internships.
- Professor Ginder had several guest speakers in Fashion: Creative Director of Alternative Apparel, owner of French Vill’Edge, and owner of Smith Agency.
- IS/CS Students attended virtual Grace Hopper Celebration of Women In Computing
- Three of our graduating seniors in economics entered high-quality PhD program in economics: two at Emory and one at Georgia State. Four articles authored by faculty were accepted and five published in peer-reviewed journals, one of which was co-authored by a student.
- Accounting Professions Class sponsored presentations by: Career Fair Prep: Kate Dean of Nichols Cauley, and Nikelle Klareich of Smith Howard, kick off every semester with helpful, direct, advice and encouragement.
 - Becoming a Certified Fraud Examiner - First time presenter and GCSU alumnus, Christopher Wade, from TJS Deemer Dana. Low key and very interesting. Geoff Fulton of Fulton Kozak also talked about a large and interesting fraud examination engagement.
 - Work-Life Balance; discussed and emphasized by Warren Averett reps.
 - Individual career journeys - Hank Vanjaria, CFO of ParkMobile and first-time presenter
 - Identifying and developing a new client niche; Pat Tuley talked about his firm, Wipfli, becoming the foremost accounting firm for craft beer brewers in the southeast US. - A marketing primer.
- Leadership Board member Mike McCabe met with Dean Stratton to discuss revitalizing the mentorship program within the College of Business. Mike McCabe will chair a task force on mentorship to include another Leadership Board member, a CoB faculty member, a CoB student and the CoB DEO and Business Outreach Coordinator. The task force will begin meeting in the spring to determine goals, learning outcomes and pilot group. They will report out on progress in the spring board meeting.
- The sales team is preparing for the NSSC in Maryland. I judged the ICSC sales competition in Orlando.

Spring 2021

- There were multiple engagements with professionals inside and outside the classroom in CBIS/CSCI 2810 and CBIS 4140.
- Annual Economics and Finance “Getting Into Grad School” Seminar April 2021.
- Brought in speakers (Alex Gregory, YKK, Joey Shea, Interface, and Zach Pousman, Helpfully) to Business Ethics
- Elevator Pitch Competition – over 360 students competed, and five winners

Action Step 7: Enhance student involvement with college and university-wide professional development and leadership opportunities, by more effective communication, coordination, and evaluation of such opportunities.

Responsible parties: department chairs and outreach coordinator

Evidence of Progress:

- In Summer 2016, Brian Minter attended the Apple Worldwide Developer’s Conference in San Francisco, California, and it’s all due to an app he created last summer. Minter created the app CourseKeeper after being frustrated with not knowing where he stood in various classes he was taking. The app keeps track of course grades, GPAs and includes a calculator that can be used to estimate the grade an individual would need to make on a final to obtain a certain letter grade in the course. Minter launched the app in fall of 2015 and watched the downloads come in. Since launching, he’s garnered 500 downloads from all over the world. Recently, Minter was chosen as one of only 350 students worldwide to attend the 2016 Apple Worldwide Developer’s Conference for his creation of CourseKeeper. The conference includes the opportunity to meet Apple engineers, attend workshops, and get a first glimpse at new operating systems and updates.
- During AY 2018 GC initiated GC Journeys. That program requires all incoming freshmen to complete the Career Planning Milestones (<https://www.gcsu.edu/career/milestones>) during their time at GC. Milestone activities include: registration at the Career Center, a career assessment, resume review, LinkedIn profile, completion of a career plan, participate in at least one mock interview, and include their resume in the GC Career Center database for employers. This CoB initiative has been significantly assisted by a university-wide program.
- One component of GC Journeys is the students’ selection of two transformative experiences, from these options: study abroad, community-based engaged learning, leadership, undergraduate research, or an internship. Thus, leadership is now an optional component of each students’ course of study at GC. Some examples of these activities follow.
 - In the summer 2019, twelve students completed a study abroad to the Netherlands, Germany and Belgium, led by Business Law faculty member Jehan El-Jourbagy. Students completed two courses in global corporate leadership and international, environmental law.
 - The CoB Marketing Major requires an engaged learning project from all its seniors in the Marketing Capstone course. In the most recent calendar year, across 22 clients, twelve of which were not-for-profit organizations, 93 students gave 5,595 hours of service, creating year-long marketing strategies, with an approximate value of \$144,000.
 - During the fall 2018 and spring 2019, 128 business majors participated in a leadership experience that was either program based, such as Emerging Leaders and Leadership Certificate, or was course based.
 - Business students participated in mentored undergraduate research (<https://www.gcsu.edu/murace>). In recent semesters several CoB students have received MURACE funding, including: 2 – MIS (fall 2018), 6 – Marketing (National Council of Undergraduate Research Conference, spring 2019), and 7 – Economics students (GC Student Research Conference, spring 2019).
 - Most CoB internships are completed during the summer. During calendar year 2019 for instance, 135 business majors completed paid internships for which they received course credit
- MIS Internships now count as one of the MIS required courses, effective fall 2018.
- The BBA majors have made career preparation and professional development part of coursework. For example, Accounting and MIS/CS have separate professional development courses required of their majors. Economics majors must take a year-long sequence to build research and professionalism skills. Marketing students complete a capstone project that requires a client presentation.
- Regarding communication to students, the GC Career Center publishes a list each semester of professional development and job search activities that are available campus-wide. The CoB installed a video monitor on the second floor to enhance outreach to business majors, fall 2018. CoB student organizations continue to use flyers posted in classrooms to advertise speakers and other activities.
- Effective spring 2019 the CoB has partnered with GC Leadership programs to promote speakers for the joint Inspire/Usery Speaker Series. The Usery Speaker Series is sponsored by a donor. GC Leadership Programs communicate to students through various media, including the university’s OrgSync event notification and registration system.

AY 2018-19

- During the fall 2018 and spring 2019, 128 business majors participated in a leadership experience that was either program-based, such as Emerging Leaders and Leadership Certificate, or was course-based.

AY 2019-20

- For the 2019 graduating class, over 77% of CoB seniors completed one or more of the Career Planning Milestones. See the accompanying diagram, as well as (<https://www.gcsu.edu/career/milestones>).

Action Step 8: *Establish baseline of student participation in student organizations and honor societies to track each year.*

Responsible parties: department chairs and outreach coordinator

CoB students regularly receive honors and recognition, both on and off campus. For example, Economics major Cameron Watts was selected as the 2019-2020 GC Academic Recognition Day student representative, a state-wide honor and the highest honor that GC can bestow upon a student. Nominees are an undergraduate, have a GPA of, or near 4.0, and are a Georgia resident. At a February 2020 Board of Regents meeting, he received a commendatory letter from the chancellor of the University System of Georgia, a resolution from the Georgia Senate and House of Representatives, and a letter from the GC president.

Evidence of Progress:

- During execution of this CoB Strategic Plan the Strategic Management Committee decided that simple counts, such as the number of participants in a specific activity, was not an assessable measure of the impact of that activity on student professional development and learning, and only an indirect measure of student engagement.
- The CoB partners with the Career Center to register the number of participants at individual events, such as career fairs, but the CoB is not tracking an overall count across events.
- During AY 2017 the CoB moved to corporate sponsorship of the annual Atkinson Honors awards ceremony as a way to improve student participation and reduce the cost to students for attending the event.
- The CoB secured donor support for the Entrepreneurship Club during AY 2019 as a way to improve member engagement. Activities include hosting a panel of women to celebrate the 2019 Women Entrepreneurship Week where 40 students heard the startup stories of women business owners.
- Honor society participation varies annually based on student performance, thus the number eligible. Currently, students' willingness to pay the entrance fees to honorary societies such as Beta Gamma Sigma may present a limitation to participation.
- Our observations suggest that student organization special activities and events show improvements in attendance when the clubs sponsor joint events and actively promote the events through posters and electronic digital displays in Atkinson Hall and by direct solicitation of their members and by professors in associated disciplines.
- The Accounting Department relaunched Beta Alpha Psi and hopes to schedule a service project during the Spring of 2021

Action Step 9: *Inventory student experiential learning experiences outside the classroom through research projects, business-related and community-based projects (CBEL), study abroad, professional conferences, and internships.*

Responsible parties: department chairs and outreach coordinator

Evidence of Progress:

- The inventory of experiential learning experiences is primarily driven by course offerings in the CoB. The GC Journeys program (<https://www.gcsu.edu/gcjourneys>) has three components – transformative experiences, career planning (including internships), and a senior capstone, which push all students to accomplish this initiative. Thus, this experiential learning initiative in the CoB Strategic Plan is now being addressed directly by a GC-wide curriculum process.
- CoB students are competing for and winning national scholarships, such as the Boren Scholarship and Fulbright Scholarship. Kevin Morris, BS – ECON 2017, is a 2019 Marshall Scholar. Jonathan Mangrum, Economics, was GC's first David L. Boren Scholar; he spent fall 2018 studying in India. See <https://www.gcsu.edu/national-scholarships/recipients> for examples.
- CoB faculty regularly accompany business majors to professional conferences. For example, Marketing majors compete in a state-wide sales competition and attend student sessions at American Marketing Association meetings. Females in MIS and CS attend the Grace Hopper Conference. Logistics students attend national conferences when held in State and regularly travel for tours of the Port of Savannah. Economics majors make paper presentations at the Academy of Economics and Finance. Accounting majors participate in summer professional development workshops offered by hiring firms.

- CoB student participation in study abroad improves when CoB faculty members specifically lead study abroad activities. During summer 2018 one faculty member led a study tour to Spain and one to Australia. During summer 2019 one faculty member led a tour through Germany and the Netherlands.
- All Economics majors are required to complete a directed study with a faculty member as part of a year-long, two-course sequence in Econometrics and research.
- Marketing majors are required to complete multiple community-based engaged learning projects as part of that major.
- Each major in the CoB, as well as the GC Career Center, strongly encourages completion of an internship, but an internship is not a required component of any major in the CoB.

Summer 2016

- Professor Cynthia Orms took twenty students on a unique study abroad trip to Australia. The 2016 Australia Business Experience was a one-month study abroad that took place in Sydney, Canberra, and Cairns, with all the students completing an internship with a local firm while abroad. Georgia College student Megan Elise Ribovich shared her experience, “I am taking both Environmental Law and International Commercial Law. Each of these classes have challenged me to think outside of my typical domestic business comfort zone. After visiting all the businesses last week in Sydney it puts a lot of the work they do in perspective. From developing contracts to making sure they abide by each country’s laws and regulations, international commerce is no small task. Although it is a lot of work to develop international trade it is definitely something that is extremely valuable to the company.” In addition to the classes and internships, students also traveled to the capital, the American Chamber of Commerce, the Sydney Opera House, the Australian War Memorial, and the Featherdale Wildlife Center, among many other excursions. “I never realized how relevant Australia has been in well-known world conflicts until we visited the National War Museum. They have always stood side by side with the US in matters such as World War I & II, both suffering the losses and celebrating victories. This wall contains the names of the fallen soldiers throughout the years that have served in various important matters, and a poppy can be bought and placed on their name in order to honor them. During this educational day in the capital of Canberra we also visited the National Australian Art Museum and the Parliament House. All in all it was an eye opening day in terms of the history of Australia, it’s government, and it’s relationship with the United States,” said Kelsey Crouch.

Fall 2016

- Management Information Systems students toured Lockheed Martin in Marietta where the C130 aircraft is assembled. The students and faculty met with IT professionals who described how SAP and other systems are used to manufacture aircrafts.

AY 18-19

- Business majors are active in researching with CoB faculty members; at a conference this year Sarah Penoyer and Breana Reynolds, GC undergrad MIS majors (pictured right), won the best paper award, based on research from a directed study with Dr. Bryan Marshall, Professor of MIS. The CoB-sponsored Constitution Week, directed by CoB business law faculty member Jehan El-Jourbagy, attracts several hundred student participants.

Spring/Summer 2020

- The Georgia College Nudge Unit engages with the community in a variety of ways. The Nudge Unit completed a Behavioral Economics intervention/research project partnered with Soxdeo and attempted to implement another intervention with the Office of Sustainability that was interrupted by the Covid crisis. The Nudge Unit is made up of primarily economics undergraduate students (with a few Psychology students) and is led by Dr. Diana Young (from Psychology) and Dr. Chris Clark (from Economics).
 - <https://frontpage2.gcsu.edu/announcement/table-milledgeville-gc-nudge-unit>
 - <http://catalog.gcsu.edu/en/2019-2020/Undergraduate-Catalog/Course-Descriptions/PSYC-Psychology/3000/PSYC-3940>
 - <http://catalog.gcsu.edu/2019-2020/Undergraduate-Catalog/Course-Descriptions/ECON-Economics/3000/ECON-3940>
- Despite many internships being canceled due to Covid-19, 17 CS students and 9 MIS students still participated in a for credit summer 20 internship.

Fall 2020

- The IS& CS department sponsored 8 students and a faculty member to attend the virtual ACM Richard Tapia Celebration of Diversity in Computing, September 16 -18. This conference promotes diversity and connects traditionally underrepresented students, faculty, researchers, and professionals in computing from all backgrounds and abilities. <https://frontpage.gcsu.edu/node/5681>
- Each fall, students in Dr. Jehan El-Jourbagy's business ethics class participate in a service-learning project.

Spring 2021

- In January 2021 Georgia College was chosen as a recipient of the 2020 Award for Undergraduate Research Accomplishments (AURA) Council on Undergraduate Research (CUR)
- The GC Nudge Unit completed projects for the University Retention Committee and the Office of Sustainability. This is an interdisciplinary endeavor between Economics and Psychology. The advisors/instructors are Chris Clark and Diana Young.
- Dr. Doreen Sams and Dr. Mary Rickard, along with Aruna Sadasivan, who recently graduated from the WebMBA program, and Samuel Mullis, currently a Master of Accountancy student won the best paper award at the spring Marketing Management Association conference. More information can be found here: <https://frontpage.gcsu.edu/node/7128>
- Kendyl Lewis's paper "Do changes in SNAP eligibility affect food insecurity?" received 1st place Academy of Economics and Finance best undergraduate research paper 2021
- Kendyl Lewis was named a Truman Scholarship Finalist 2021 and Georgia College's Academic Day Representative More information can be found here: <https://frontpage.gcsu.edu/node/7153>
- The Accounting Department recorded 35 internships for Spring 2021 - 35

Action Step 10: *Enhance feedback on performance of academic programs through alumni, employer, and student placement surveys.*

Collaborate with University Alumni Relations to evaluate alumni survey instrument and response rates.

Responsible parties: dean and outreach coordinator

Evidence of Progress:

- During the execution of this strategic plan the GC alumni office assumed responsibility for surveying GC graduates university-wide and reporting the results back to the colleges. The CoB provides updates to the alumni database, but does not conduct a CoB-wide survey of graduates as that would duplicate university-level efforts.

AY 18-19

- Nearly 70% of BBA accounting program grads enter graduate school immediately after graduation. In AY 2018 GC had 100% placement from the Master of Accounting - prior to graduation! The CPA exam pass rate for GC accounting majors is higher than the AACSB, state, and national averages for all testing events as well as for first-time test takers. In fact, the GC CPA exam pass rate on the first-time attempt in 2017 was higher than both Emory and Georgia Tech.

Spring/Summer 2020

- Accounting and MACC student placement surveys. They are part of Accounting and MACC program assessments. I will receive the assessment reports about it in September.

Action Step 11: *Evaluate employer and recent graduates survey instruments and response rates.*

Responsible parties: dean and outreach coordinator

Evidence of Progress:

- GC's Alumni Office has assumed responsibility for the survey instrument and execution of the survey of graduates.
- The GC Alumni Office also uses social media searches to identify GC alumni and their employers.

Spring/Summer 2020

- The department tracked placement rates at graduation using the senior exit survey

- Please see below for the results of the AY2019 job placement survey of Accounting and MACC programs, which could fit into the highlighted item under Strategic Goal 1 Action Step 11. According to the AY2019 assessment report, Accounting and MACC programs planned to do the survey again. Since they have conducted senior exit surveys in the last several years in a row, I expect they also provide the survey data for AY2020. I haven't received the AY2020 assessment reports from the Accounting and MACC program assessment coordinators yet. I will let you know once I get the AY2020 survey data from them.
 - In AY2019, Accounting majors completed a survey upon graduation which allows for the tracking of interviews, graduate school acceptance, and employment offers. 68% (26/38) of graduates reported acceptance to a graduate school program. 5 (19%) of these students also reported accepting job offers for employment after graduation from the graduate program.
 - Job placements of graduating MACC students were tracked using a survey instrument/structured interview. MACC program graduated 40 students. All students had received and accepted offers of employment prior to their degree completion.

Action Step 12: *Integrate, where appropriate, survey responses in terms of refining academic programs and student professional development opportunities.*

Responsible parties: dean, department chairs, and associate dean

Evidence of Progress:

- Professional development is now integrated into coursework in several CoB majors, based in part on employer feedback.
- The BBA – Accounting and BBA – Marketing programs both survey their senior majors just prior to graduation.
- The Dean's Student Advisory Board created and distributed a survey to CoB students in Spring 2021 to understand learning successes and challenges, particularly in the COVID 19 pandemic and online learning. The student responses will be reviewed to help assess areas for improvement within the CoB

Strategic Objective 2: Enhance the local, state, national, and international visibility of the College's quality programs, student successes, and faculty and staff achievements

Action Step 1: *Develop and Implement a CoB Communication Plan*

Responsible parties: dean, outreach coordinator, donor engagement officer

Evidence of Progress:

- In 2017 the CoB dean created a Communications Plan for the CoB. Prior to implementation, that plan was reviewed by GC University Communications, the CoB external advertising agency, the CoB Advisory Board, and the CoB Strategic Management Committee.
 - Elements of the CoB Communication Plan include: digital advertising (SEO/retargeting, banner ads); radio; video production (externally purchased and in-house created); an electronic newsletter – the *Atkinson Insider*, that is sent to CoB friends, faculty, and board members; social media – college wide and department specific (Facebook, LinkedIn, Twitter); the dedicated online graduate program recruitment Web site Makeyournextmove.org; and department-specific outreach to discipline-based boards in Accounting and MIS. We have made some limited use of geo-targeting. The plan content includes target audience, the purpose of each publication/outlet, publication frequency, and typical content.
- The CoB is the presenting sponsor for Lenz on Business (<https://lenzonbusiness.com/>), a long-form radio interview with Atlanta business leaders that airs on 95.5 WSB. It features alumni of CoB online graduate programs.
- With the assistance of GC University Communications, the CoB filmed a series of promotional videos for graduate programs during Fall 2019 to use on our website and in recruitment efforts. Targeted launch for the videos is spring 2020.
- CoB advertising focuses almost exclusively on our three, online graduate programs – the Georgia WebMBA, the Masters of Logistics and Supply Chain Management, and the Masters of Management Information Systems. The target audience is typically 25-40 year old professionals who are looking to advance within their current firm, thus are generally not career changers.
- The CoB Communication Plan is the coordinating mechanism for each of the Strategic Plan Objective Two initiatives that follow. For several years the CoB has used a portion of premium tuition from online graduate programs to fund the Web and social media advertising described in these initiatives to enhance CoB visibility.

- With very limited exceptions, communications from the CoB are electronic. The CoB no longer deploys print media such as direct mail and billboards (electronic and static); the CoB does not print an annual report; distribution is electronic. A casual observation: the dean's office is receiving dramatically less printed materials from other business schools than in past years.
- GC has individuals from the College of Business participating in the information, brainstorming, and report out sessions of the Middle Georgia Innovation Project.

Action Step 2: Elevate CoB Graduate Program Rankings

Responsible parties: dean, outreach coordinator, donor engagement officer, graduate program director

Evidence of Progress:

Program rankings are one way to show evidence of success in promotional activities. The U.S. News Ranking for *Best Online Programs*, released January 14, 2020, ranks two, GC College of Business online graduate programs.

- The *Georgia WebMBA at Georgia College* is a Top-50 program nationally (#40). More specifically, it is **the top ranked online MBA among universities in Georgia**. We are ranked just ahead of online MBA programs such as Mississippi State, Oklahoma State, and Baylor.
- The *Masters of Logistics and Supply Chain Management* program is a **Top-20 program nationally (#17) among other, non-MBA, Best Online Master's Business Programs**. That ranking includes programs in various disciplines, such as accounting, finance, and logistics. For that group of master's programs, GC is second in the State of Georgia, behind UGA.

In January 2020, MBA Central (<https://www.mbacentral.org/>) published a ranking of **The 15 Best Georgia Online MBA Degree Programs** (<https://www.mbacentral.org/top/best-georgia-online-mba/>). All of the distance-based MBA programs in Georgia were ranked based on affordability, quality of classes, and support services (weighted 33% each). Topping the ranking was Georgia College's Georgia WebMBA at Georgia College.

AY 2017-18

- The CoB graduate programs team has been very intentional with recruiting across all CoB graduate programs. Our recruitment plan includes careful monitoring of graduate enrollment trends and deliberate student recruitment activities, such as:
 - Banner ads, SEO, social media (LinkedIn, Facebook), and radio advertising for graduate programs
 - A dedicated Web site for online graduate programs (www.makeyournextmove.org)
 - Webinars hosted by the CoB graduate program director
 - Booths at industry trade shows (e.g., GA Logistics conference – Atlanta, and WERC - Texas)
 - Advertising the logistics program in industry trade publications
 - Graduate school fairs, at GC and across the state of Georgia
 - Online program recruitment at a national technology conference – the Grace Hopper Conference

Spring/Summer 2020

- <https://frontpage.gcsu.edu/node/5044> and <https://frontpage.gcsu.edu/node/4791>
- Jehan Eljournbagy - finalist in this year's Charles M. Hewitt Master Teacher Competition: <https://alsbhewitt.weebly.com/news==1> believe this appeared in various media outlets (Action steps 2 and step 7)
- The department ranked 3rd in the state among accounting programs; <https://www.collegefactual.com/majors/business-management-marketing-sales/accounting/rankings/top-ranked/southeast/georgia/> ---I believe this appeared in various media outlets (action steps 2 and step 7)

Spring 2021

- Best Online MBA Programs for 2021 <https://www.usnews.com/education/online-education/mba/rankings> The Georgia WebMBA® at Georgia College & State University is ranked #62. We have consistently been recognized by U.S. News as a best online MBA program in the country since they began the online MBA rankings in 2012. We are the second highest ranked online MBA in the state of Georgia.

- Best Online Master's Business Programs (non-MBA) for 2021 <https://www.usnews.com/education/online-education/business/rankings> The Master of Logistics and Supply Chain Management (MLSCM) and the Master of Management Information Systems (MMIS) are ranked #38 among other, non-MBA, graduate business programs. That ranking includes programs in various disciplines, such as accounting, finance, and logistics. For that group of master's programs, GC is second in the State of Georgia, behind UGA. This is the first year that the MMIS program was included in the data collection. The MLSCM has consistently been recognized as a best online master's business program since 2016 (this is the first year we were able to submit data).

Action Step 3: *Use of the College of Business website, social media, and "Make Your Next Move" online graduate programs platform.*

Analyze website hits and Google analytics on an annual basis.

Responsible parties: dean, associate dean, and outreach coordinator

Evidence of Progress:

- The CoB external advertising agency provides monthly reports and quarterly summaries of traffic comparisons from social media and Web advertising. The analysis is used by the agency for optimizing search results and driving qualified traffic to the GC and [makeyournextmove.org](https://www.makeyournextmove.org) (MYNM) Web sites.
- The CoB dean's office staff has worked with GC University Communications staff to review traffic to the CoB graduate Web pages. Native search is an important source of traffic that goes directly to internal pages. During the time period of this strategic plan graduate Web site content underwent significant changes to reduce the amount of text content and increase video usage since much of the inbound traffic comes from mobile devices.
- Prior to the time period of this five-year review, the CoB used Petersons for electronic outreach to prospective international students; efforts were unsuccessful. The CoB also used a commercial Web service in the UK to attract international students to online programs; the effort was not successful.
- <https://www.facebook.com/GCCollegeofBusiness/>

AY 2019-20

- The Georgia WebMBA® at Georgia College remains the CoB's greatest opportunity for graduate program enrollment growth. Fall 2019 enrollment was up, as was the spring 2020 entering cohort. For all WebMBA schools combined, the January 2020 entering cohort was the largest on record for spring.
- Online graduate programs are supported by a dedicated website, <https://makeyournextmove.org>.
- LinkedIn Posts:
 - "Happy Holidays from the CoB" e-card – 4,595 views and 103 likes (mid-December 2019 to mid-January 2020)
 - Elevator Pitch competition winner – over 1,600 views
 - Diversity panel at a Georgia Chamber of Commerce event by Dr. Joanna Schwartz – 1,875 views
 - Faculty diversity in Computer Science about faculty member Gita Phelps – over 2,400 views
 - Women-owned business panel session for Entrepreneurship Week – over 1,900 views
 - Class visit to the Atlanta headquarters of Rinnai – 1,375 views in the first 24 hours after posting

Fall 2020

- Continued graduate program marketing with Lenz Marketing through October 2020. After assessment of inquiries generated compared to the dollars invested, the decision was made against renewing this contract and to move to centralized university marketing.

Action Step 4: *Spotlight faculty, staff, student, and program achievements on the website on a semester basis.*

Responsible parties: dean, department chairs, outreach coordinator, and program directors

Evidence of Progress:

- The CoB e-newsletter *Atkinson Insider*, Web site, and MYNM site, and social media are all used to post stories and videos about student and alumni accomplishments, advisory board activities, on-campus events such as career fairs, classroom visits by alumni and friends, student participation in conferences such as Grace Hopper, and graduate program rankings.

- The dean uses LinkedIn to post two to four items per month related to activities in the CoB and GC. As expected, alumni and student-related news items on LinkedIn garner the most views and likes.
- Examples of LinkedIn traffic follow:
 - A post on GC alumni serving on the newly elected governor’s staff picked up 1,688 views and 31 likes.
 - “MMIS as a Top 25 Online Program” received 895 views and 18 likes.
 - “Happy Holidays from the CoB” e-card (December 2019) – over 4,500 views and 100+ likes
 - Elevator Pitch competition winner (fall 2019) – over 1,600 views
 - Diversity panel at a Georgia Chamber of Commerce event by Dr. Joanna Schwartz – 1,875 views
 - Faculty diversity in Computer Science about faculty member Gita Phelps – over 2,400 views
 - Women-owned business panel session for Entrepreneurship Week (fall 2019) – over 1,900 views
 - Class visit to the Atlanta headquarters of a multinational (fall 2019) – 1,375 views in the first 24 hours after posting
 - Announcement of new dean (January 2020) – over 3,400 views and 62 likes
- Content from stories on the GC Web site is used in the CoB email newsletter that is mailed externally to donors, board members, and other friends of the CoB.

Fall 2020

- Several department faculty produced videos on topics of expertise for the Chamber of Commerce

Action Step 5: *Expand and monitor social media to disseminate College-wide events/stories.*

Responsible party: outreach coordinator

Evidence of Progress:

- Both the CoB outreach coordinator and University Communications monitor social media.
- The CoB Web site and social media – Twitter, Facebook, and LinkedIn, are used to regularly share CoB stories. For example, social media in the classroom includes a CoB marketing faculty member who has her class use Twitter during the Super Bowl (2018 and 2019) to share observations about the commercials that are televised during the game.
- The CoB outreach coordinator:
 - Serves on the GC Social Media Council, discussing best practices to increase traffic across social media platforms.
 - Monitors social media trends and publishes CoB-related items such as student success stories, alumni news, events and shares events and activities of student groups.
 - Works with University Communications to develop content for use on the Web and disseminate via social media.

Fall 2020

- Multiple faculty LinkedIn pages get numerous hits nationally, including industry specialists and academics; Constitution Week events covered in local and regional media (attendees from across the state)

Spring 2021

- Alumni spotlights have been conducted and shared on multiple social media platforms featuring alumni from various areas across the country, highlighting their outstanding achievements and how their time at GC impacted their ability to think critically and lead change in their industries. One example can be found here: <https://frontpage.gcsu.edu/node/7101>
- LinkedIn was used to post features regarding speakers (Alex Gregory, YKK, Joey Shea, Interface, and Zach Pousman, Helpfully) <https://www.linkedin.com/in/jehan-el-jourbagy-3382631/detail/recent-activity/shares/>
- Online Constitution Week (major events included the keynote, Fred Smith of Emory Law, and the Supreme Court Review panel with two Supreme Court litigants, including Harvard Law Professor Larry Lessig) was featured on various social media and web platforms examples include:
 - <https://libguides.gcsu.edu/constitutionweek>
 - https://www.youtube.com/watch?v=Dm6kruxHVcE&t=2497s&ab_channel=JehanEl-Jourbagy

Action Step 6: Assess continually external marketing firm strategies in promotion of online graduate programs.

Responsible parties: dean, associate dean, and graduate program director

Evidence of Progress:

- The advertising agency used by the CoB creates a calendar-year plan for CoB advertising funds. The mix of media for that budget changes from year to year depending on factors such as traffic patterns to the Web sites and the level of demand for each CoB online graduate program.
- Premium tuition from the WebMBA is the primary source of advertising funds used to promote online graduate programs
- During fall 2018 the CoB contracted with an external agency to review Web site content and page loading speed for graduate program Web pages. The consultant produced a detailed set of recommendations. The CoB worked with University Communications and the external advertising agency to implement the findings from the consultant's study. For example, one of the first changes implemented was a modification of the Web form for gathering information from prospects. The form was shortened to improve page loading speed.
- During spring 2019, waiver applications increased because we added the GMAT waiver form to the graduate Web pages.
- In the fall 2019, we initiated a new process of mailing a personal, hand-written notecard and small GC gift to accepted students in our MLSCM and WebMBA programs in an effort to increase yield of accepted students and to enhance the acceptance experience. We are strengthening the connection to GC by sending an item with the GC brand. Early response to this initiative has been very positive.

Fall 2020

- Reviewed analytics of graduate program inquiries to determine target audience and geographic location for centralized university digital marketing campaign.

Action Step 7: Use of Georgia College print and electronic publications.

Collaborate with University Communications and the Office of Alumni Relations to disseminate stories of accomplishments of the faculty, staff, and alumni of the College to local, regional, and national news services and other media.

Responsible parties: dean and outreach coordinator

Evidence of Progress:

- Use of printed materials by the CoB is extremely limited; almost all CoB communications are electronic.
- Local media have picked up stories with CoB connections, including the Super Bowl Twitter activities of Marketing students.
- GC maintains a Vimeo page for dissemination of video content, including CoB-related stories. Examples include:
 - Our first female MBA, Priscilla Ruckno <https://vimeo.com/305095565>
 - Kim Ryan, hospital CEO and MBA '93 <https://vimeo.com/250811291>
 - The Elevator Pitch Competition <https://vimeo.com/263014719>
 - MIS Major and Women in Technology participant Chancelynn Ridley <https://vimeo.com/262058632>
 - Computer Science major, GEM participant, and research scholar Kali Kimball <https://vimeo.com/261305453>
 - Fulbright and Marshall Scholar, and Economics major Kevin Morris <https://vimeo.com/315684678>
- During the time period of this CoB strategic plan we have begun adding more video content to the CoB graduate program Web sites that is specific to our online graduate programs.
- During CY 2019 the CoB sponsored a weekly, Atlanta-based radio broadcast *LENZ on Business* featuring guests who were graduates of CoB online graduate programs.

AY 2019-20

- In the fall 2019, we initiated a new process of mailing a personal, hand-written notecard and small GC gift to accepted students in our MLSCM and WebMBA programs in an effort to increase yield of accepted students and to enhance the acceptance experience. We are strengthening the connection to GC by sending an item with the GC brand. Early response to this initiative has been very positive.
- The CoB uses webinars, blog posts, retargeting, and social media (e.g., LinkedIn, Facebook) to promote graduate programs.

Action Step 8: Coordinate with University Communications and the Office of Alumni Relations to disseminate stories of accomplishments of the faculty, staff, and alumni of the College in Georgia College Connection, the alumni magazine.

Responsible parties: dean and outreach coordinator

Evidence of Progress:

- *Connection* is a university-wide publication, thus stories must be aimed at a wide audience for alumni and friends of GC.
- Story ideas come to University Communications from various sources, including the CoB outreach coordinator.
- CoB-connected stories have been featured in a number of issues of *Connection* during the period of this strategic plan. It is not uncommon for multiple CoB-related stories to appear in a given issue of the magazine.
- Examples of stories *Fall 2016* https://issuu.com/georgiacollege/docs/2016_fallweb
 - Marketing major and athlete who co-authored research with a faculty member, page 4
 - Community impact from the CoB's Center of Design and e-Commerce, page 6
 - Computer Science major attends Apple Web developer's conference, page 7
 - CoB Marketing Advisory Board member quoted on GC impact, page 19
- Examples of stories *Winter 2016* <https://issuu.com/georgiacollege/docs/2016winterweb>
 - Former CoB advisory board member honored by GC, page 4
 - Scholarship support for business students, page 6
- Examples of stories *Summer 2017*
 - ECON major Emma Brodzik involved with sustainable campus initiative, pages 10-15; Emma is donating an annual scholarship for students who are interested in sustainability studies
- Examples of stories *Fall 2017*
 - BBA Accounting '12 Thomas Archer is a country music songwriter in Nashville, pages 20-21
 - ECON major and GC soccer player, page 30
- Examples of stories *Winter 2018* https://issuu.com/georgiacollege/docs/2018_winter_issuu
 - Business students are raising money for homeless veterans, page 8
 - Business professor challenges students to find purpose through service, pages 20-23
 - Former CoB faculty member receives GC Honor Alumnus Award, page 31

Action Step 9: Use the university's daily FrontPage (an internal newsletter) to share timely information and to catalog stories regarding the College.

Responsible parties: dean, outreach coordinator, department chairs, and program directors

Evidence of Progress:

- FrontPage stories are referenced in the CoB electronic newsletter that is sent to CoB board members and friends.
- The CoB outreach coordinator:
 - Partners with University Communications to post stories to FrontPage and the GC Web site
 - Utilizes content on FrontPage for inclusion in the CoB social media presence
 - Works with the GC Alumni Office and FrontPage developing articles for the monthly *e-Connection* newsletter

Spring/Summer 2020

- Promoted Outstanding Graduate Student award winners for 2020 on FrontPage and COB FB. Also promoted all undergraduate Atkinson Honors award recipients.

Spring 2021

- Faculty and student awards were shared on the Georgia College Frontpage platform <https://frontpage.gcsu.edu/node/7798> and 2 CoB awards (Sam Rauschenberg is a GCSU Econ Alum) <https://frontpage.gcsu.edu/node/7797>

Strategic Objective 3: Enhance resource generation and operational efficiency to support programmatic needs

Action Step 1: *Develop a culture of philanthropy and resource generation to support programmatic needs and diversify revenue streams.*

Create a development plan with clear objectives for each academic department.

Responsible parties: department chairs, development officer, and dean

Evidence of Progress:

- CoB development activities (e.g., prospect identification, cultivation, and direct asks) involve the dean and development officer (DO) working together, in coordination with the vice president for advancement. This cultivation is driven by a prospect's membership in the college-wide advisory board or their standing as an alumnus of the CoB, regardless of major.
- The college-wide advisory board has funded an endowment that supports student events, a scholarship for a business major, as well as annual, unrestricted gifts. Several board members are in the process of endowing scholarships.
- Logistical support for donor-centric or prospect-specific events often involves the CoB's Coordinator of Business Outreach.
- Department-level development planning is centered on discipline-specific advisory boards.
- The CoB has been successful in engaging practitioners where there is a natural linkage between a program's students and the interests of those practitioners. Departments are most directly involved with fund raising through their discipline-specific advisory boards, where there is the prospect for hiring CoB students or where board members are motivated to assist with the professional development of students. For example, approximately 25 accounting firms recruit on campus and actively support annual scholarships for CoB accounting majors; the MIS/CS board funds student attendance at the annual Grace Hopper Conference to assist with both student professional development and job searches.
- CoB faculty regularly make annual donations to support department-level initiatives (approximately \$12,000 in CY 2019).
- In the absence of a discipline-specific advisory board, prospect development may also involve an employer who makes repetitive hires from a specific major. For example, the DO can work with a department chair to solicit scholarship support in a firm where we have a critical mass of CoB graduates.
- Sponsorships extend across departments and disciplines, for example a sponsorship for the Entrepreneurship Club or for CoB diversity initiatives. The CoB dean has created a sponsorship template that has been used with multiple prospects.

Spring/Summer 2020

- Former ECON-FIN chair, Ken Farr has continued to contribute to Foundation accounts for two scholarships in his name. One for student athletes and the other for economics majors.

Fall 2020

- Ashley and Steve Hazel discuss the importance of their COB classes to their careers and have started a new scholarship for future GC students <https://frontpage.gcsu.edu/index.php/node/6001>
- Accounting firms which regularly recruit at GC and fund scholarships are regularly contacted by the department.
- Used specific projects in the CoB to raise funding on the Giving Challenge Days

Spring 2021

- Implemented quarterly donation reporting to the Leadership Board.
- Implemented a \$1K annual gift requirement for active Leadership Board members and a \$3K annual gift requirement for affiliate members.
- Participated in the 2nd annual GC Giving Challenge and raised \$14K+ for Grace Hopper program.
- Hosted an online project to raise \$4K+ for the Elevator Pitch Competition.
- Reviewed all existing CoB scholarship and endowment funds to identify those needing new fund reps and updated stewardship actions.
- Created a master fund report with critical data gathered in one place on endowments, value, donor contact info, activity dates, and student/faculty awardees as appropriate.
- Streamlined monthly reporting into one master fund report.

Action Step 2: *Cultivate and engage donors in fulfillment of the College's capital campaign case statement with monitoring of progress toward the campaign goal.*

Responsible parties: dean and development officer

The quiet phase of the current GC capital campaign (<https://campaign.gcsu.edu/>) began July 2014. The public phase kicked off with the Gala on October 14, 2017. The Capital Campaign has had a positive impact on donor generosity to the CoB.

The CoB has been led by two deans during the Campaign. As of December 2019, the CoB had 41 endowed funds that provide student scholarships. Among those scholarships, 15 were given between May 2016 and December 2019, during the term of the current dean. Another 12 scholarships were given in the previous three years, during the term of the prior dean, which started just after the kickoff of the Campaign. Thus, support for permanently-funded scholarships has remained steady throughout the campaign. In short, 27 of 41 (66%) of the endowed CoB student scholarships were funded between 2014 and 2019 for the capital campaign that ends in May 2020.

Additionally, between 2016 and 2019 donors have funded a speaker series (\$10,000), established a department-level operating fund, provided a \$57,000 estate gift to establish a CoB discretionary fund, and given annual support for Atkinson Honors, the Entrepreneur Club, and student travel. During the fall 2019 GC Giving Challenge, 36 CoB donors contributed \$4,150 to support business student travel.

Evidence of Progress:

- The dean and development officer (DO) meet regularly as part of the process of contacting prospects.
- The dean and DO meet monthly with the vice president for advancement to discuss solicitation activities and pending asks, with a short-list of targeted candidates.
- The DO creates a weekly report of CoB development activity including LinkedIn contacts, introductory letters, telephone calls/emails listing specific outcome, meetings, proposals, and fund agreements.
- The dean and DO separately and together regularly call on prospects across the state. Out-of-state donor contact occur when traveling for other purposes, say to conferences. Call reports are entered into Raiser's Edge for each meeting.
- The DO receives monthly statements of donor funds received by the CoB. The dean uses the daily and monthly donor reports to acknowledge gifts to the CoB with a hand-written note.

AY 2016-17

- Dr. Bobbye Jo Davidson established two scholarships for Trion High School students, who are majoring or minoring in business at Georgia College. Mr. Tony Tan has established an endowment to recognize College of Business faculty and staff and their professional development. Mr. Michael Couch and Ms. Sherri Malone have established a scholarship for students in the College of Business that have demonstrated an interest in entrepreneurship. Ms. Pamela Yvette Booker MPA '97 established an endowed scholarship for a full-time graduate or undergraduate student with financial need and who is enrolled in the College of Business or the College of Arts & Sciences.
- Fred Koeck, Master of Logistics and Supply Chain Management student, was presented with a \$1,000 scholarship at the Lehigh Valley Transportation Forum (LVTF) located in Allentown, Pennsylvania. Koeck is currently the sales manager for Derby Supply Chain Solutions in Louisville, Kentucky. The LVTF, a joint venture between the Lehigh Valley Chamber of Commerce, the Planning Commission and the Traffic Club of Lehigh Valley, brings together local, state and federal transportation representatives to focus on educating and engaging the business community on the issue of transportation and infrastructure.
- Dr. Karl Manrodt and Dr. Donnie Williams took students to the Transportation Club of Atlanta's annual banquet. After listening to presentations from Delta and Cox Communications, each of the Georgia College students were awarded scholarships of \$1,000.

AY 2017-18

- GC moved into the public phase of a capital campaign in fall 2017; the CoB has been active in supporting campaign goals. Between April and December 2017 the CoB DO and dean received new scholarship commitments from five individuals, President's Society-level annual commitments from several others that may lead to endowments, and sponsorships from a number of local businesses. The CoB now has a sponsorship proposal template that has been approved by the Foundation office and is being used.

AY 2018-19

- The CoB will collaborate with prospects on opportunities for endowments and identify candidates for President's Society gifts. We are working with several major gift prospects. Outcomes: Donors began endowing two new scholarships this year and a third provided an annual scholarship gift; the Advisory Board is close to completing a challenge gift from a former board member to establish a scholarship. A donor provided funds for CoB Diversity Plan activities, another is funding a speaker series, and a donor helped with student travel. The Information Technology Board provided significant financial support for students to attend Grace Hopper.

AY 2019-20

- Donor and CoB Support: An unrestricted donation has provided annual support for the diversity events organized by the CoB Diversity Action Team. In addition, the IT Advisory Board contributes approximately \$10,000 annually to support Grace Hopper Conference attendance. The CoB has provided financial support for faculty members to attend leadership development conferences such as HERS and to make presentations at state-wide and national events such as Georgia Chamber and AACSB diversity conferences.
- Minority Scholarship: A donor has provided an endowed scholarship for a minority student who is majoring in business.
- During Calendar Year 2019, donors provided six new scholarships for CoB students. Those scholarships include support for students in: technology (preference to females), accounting (in honor of faculty member Dr. Tom Moore), economics (provided by retiring department chair Ken Farr), and a scholarship in memory of long-time Business Advisory Board member Henry Pope.
- Beyond our endowed funds, the accounting firms that recruit our students regularly fund \$10,000 to \$12,000 in annual scholarships to GC accounting majors.
- Regarding sponsorships, corporate sponsors underwrite our Atkinson Honors banquet. For the past several years, GEICO has sponsored the twice-a-year elevator pitch competition. The entire \$5,000 annual sponsorship is paid to student competitors, thus that corporate gift directly benefits GC students.
- Support for permanently-funded scholarships has remained steady throughout the campaign. In short, 27 of 41 (66%) of the endowed CoB student scholarships were funded during the past 5.5 years of the capital campaign that ends in May 2020. Additionally, during the most recent three-year period, CoB donors have funded a speaker series (\$10,000), established a department-level operating fund, provided a \$57,000 estate gift to establish a CoB discretionary fund, and given annual support for Atkinson Honors, the Entrepreneur Club, and student travel. During the fall 2019 GC Giving Challenge, 36 CoB donors contributed \$4,150 to support business student travel.

Spring/Summer 2020

- Worked with the IT Advisory Board to encourage giving in order female students to the Grace Hopper Celebration of Women in Computing Conference

Action Step 3: *Develop legacy sponsorship funding for College-wide events.*

Responsible parties: dean and development officer

Evidence of Progress:

- Sponsorships are generally solicited by the dean and development officer, but faculty have also been successful in obtaining sponsorships for activities.
- During the time period of this strategic plan the CoB has been successful in raising sponsorships for our annual Atkinson Honors event from local businesses. The sponsorship enables the event to take place without having to ask students and parents to off-set the cost of the meal.

- For several years GEICO has been a recurring sponsor of the fall and spring elevator pitch competition. The dean made the decision to return all of the sponsor's donation to students in the form of prize money for the competition. This competition involves nearly 50 judges (the first round uses teams of judges who view live pitches) and over 450 students each semester.
- A CoB donor made a multi-year commitment to sponsor a speaker series on a business-related topic (employee relations) that has a university-wide reach. Management of that speaker series was transferred to GC Leadership Programs in 2019.
- The CoB has been successful in securing modest-donation sponsorships for specific activities such as diversity initiatives, the entrepreneurship club, student travel, and Constitution Week.

AY 2016-17

- Charles Koch Foundation assist in funding the Georgia College Minority Youth and Business Program (MYB), the program was able to accommodate the largest class to date. this past summer. The partnership will ensure continued financial support for the program and allow for expanded outreach in the future. The support of the Minority Youth and Business Program aligns with the recent \$25 million support by the Charles Koch Foundation to the United Negro College Fund to provide scholarships to underserved minority students. In addition, the College of Business, in partnership with Charles Koch Foundation, was able to establish the Innovation Club for Collegiate Entrepreneurs, a student club open to all students at Georgia College irrespective of majors who want put their education and passion into practice through entrepreneurial thinking.

AY 2018-19

- With the assistance of Tommy Weber (pictured left with Dean Young to his right and Jonathan Pope, Exchange Bank on the left), the CoB has endowed a Bankers Scholarship funded by community banks in the region.
- Bobbie Jo and Bill Davidson have endowed a scholarship for GC students, provide a second, annual scholarship, and fund a luncheon to honor business majors who are athletes and who are also exceptional scholars. Attendees at this year's luncheon are pictured right, representing baseball, softball, soccer, and tennis.

AY 2020-21

- The Bunting College of Business was able to secure sponsorships for the annual Atkinson Honors Awards Ceremony. \$4,000 was contributed from Century Bank. Exchange Bank, Georgia Power, and Zschwimer & Schwartz

Action Step 4: *Leverage faculty summer research grants for external grant submissions to government agencies and foundations in monitoring the number and dollar amounts of external grant submissions and awards.*

Responsible parties: dean, associate dean, and faculty

Evidence of Progress:

- Monitoring of school-level grant submissions is managed by the university's Office of Grants and Sponsored Projects. The CoB receives monthly reports on grant activity from across the university.
- CoB faculty have used grants from state and federal agencies as a way to support programs and to fund research.
- The CoB has had some success in grant funding. For example, the Center for Economic Education has received recurring grants to support its work, as well as the Minority Youth and Business summer program.
 - <https://www.gcsu.edu/admissions/visitation-events/minority-youth-business>
- CoB summer research grants are funded internally. The CoB has awarded the grants since 2007 as a way to encourage faculty scholarship. The deans and department chairs work with the Faculty Development Committee to create proposal guidelines and to administer the awards.
- CoB faculty are encouraged to seek external support for their research, but during the time of this strategic plan the CoB faculty have not moved to require an external grant submission as a condition for applying for a subsequent summer grant. Current wording on the Call for Proposals is as follows:
 - "The purpose of the summer research grants is to increase output of peer-reviewed journal publications, as defined by the College of Business promotion and tenure guidelines. Faculty members must show evidence of a peer-reviewed journal submission stemming directly from the grant before they are eligible to apply for a grant in subsequent years. ... Grant recipients must present research progress in a College of Business Research Assembly (COBRA) event prior to applying for a subsequent College of Business faculty summer grant."

Action Step 5: Recognize faculty grant submissions and awards in the annual evaluation and promotion and tenure processes.

Responsible parties: promotion & tenure committee

Evidence of Progress:

- During the time period of the strategic plan there was a university-wide project team that extensively reviewed P&T processes across the university and brought recommendations back for review and possible action by the individual colleges. The CoB P&T Committee acted on those recommendations, bring forward a number of changes to the CoB P&T document that were approved by CoB faculty members, spring 2018.
- CoB faculty members can include grant submissions and awards as an entry in their calendar year report of productivity. That report is reviewed by the department chair as part of the annual evaluation process.
- CoB faculty members can include grant submissions and awards in their package that is reviewed for promotion and tenure.
- Grants are recognized in the CoB as part of the P&T process but are not required for either promotion or tenure.
- In spring 2019 the CoB P&T Committee reviewed this Strategic Plan entry in light of prior discussions and faculty actions. The Committee agreed that grant awards can be recognized during the P&T process, but recommended against wording that suggested the CoB would require grant submissions as an element of P&T. The rationale is that article submissions are not explicitly recognized, only article acceptance and publication, so grants should be treated in the same manner. Grant submissions can still be included by candidates but should not be explicitly recognized.

Action Step 6: Fiscal stewardship in the alignment of resources to fulfill the College's mission.

Use responsibility-centered budget management principles for internal resource allocation decisions based on a strategic examination of College of Business priorities for programs as informed by enrollment data and cost structure.

Responsible parties: dean and associate dean

Evidence of Progress:

- For several years the university has been using a prioritization and redirection process to evaluate and redistribute existing state funds across departments and colleges. Deans are expected to defend faculty lines when they come open. Off cycle, the dean works with the provost on requests to fill when an existing CoB line comes empty.
- Prior to and during the time period of this strategic plan the CoB leadership team has used a consultative process in the creation of the annual budget request and in allocating operating funds across the CoB. Departments submit requests, deans, chairs, and the college-level strategic management committee discuss as a group, and the dean creates a request that then goes forward for discussion with the provost.
- The dean and associate dean, in consultation with the department chairs, create a budget request based on factors such as trends in enrollment across the undergraduate majors, changes in the relative number of undergraduates and graduate students, and expected resignations/retirements. Given the salary inversion common across CoB disciplines, the retirement of a senior faculty member may leave a line underfunded for opening a search, even when using AACSB US Master's Large peers as a comparison rather than all AACSB schools.
- The dean presents the annual budget request to the provost for discussion, then to all of the provost's direct reports, who suggest to the provost which items from the group presented should be highest priority. The dean eventually presents the CoB budget request in an open hearing to the president, vp of finance, and others from the university community.
- During the fall 2019, in response to multiple months of lower tax collections by the State, the University System office instituted a "critical hire" process that requires all faculty and staff hires (above \$40,000 annual salary) to be reviewed internally and then to be approved by the system office.

AY 2017-18

- The CoB faculty agreed to shut-down the RFB MBA program, with teach-out targeted for spring 2019. The reason for the shut-down was to eliminate an under-performing program, and move resources back to the main campus where we have experienced growth in undergraduate enrollment. Providing on-base support services is a challenge, hence a move off base is planned for fall 2018. The CoB has replaced some of the lost enrollment from the PT MBA with online graduate programs in logistics and information systems, but CoB graduate enrollment has essentially been level for the past several years.

- In summer 2017 we continued with modifications to the third-floor computer labs. We have made significant improvements to those labs over the past four years to accommodate the rapid growth in both the MIS and Computer Science majors and eliminate the 1980's furniture and room layouts. Upgrades to the ATK 202 conference room continue - new furniture in summer 2017, AV upgrade spring 2018; that space is regularly used by groups from across campus. Within the past five years all classrooms in Atkinson Hall have received new white boards, new instructor stations, new ceilings and lighting, and updated furniture, and have been repainted. During that same time period the building underwent a significant HVAC upgrade.
- Office space in Atkinson Hall is at a premium with the most recent new hires; there are no unused faculty or staff offices in the building. Over the past several years the CoB has recovered or created 16 new faculty office spaces in Atkinson Hall by means such as: converting a mail room and a store room, reducing the size of the fourth-floor break room, changing a staff office space to a faculty office, splitting our part-time office, recovering space from the radio station, swapping office space with GC broadcasting, and turning under-utilized storage space into a conference room and three faculty offices.

Fall 2020

- Reviewed money being spent on outside marketing agency Lenz Marketing for graduate program recruitment and made decision not to renew the contract based on lack of return on investment.

Action Step 7: *Set annual budget priorities in consultation with the department chairs and the Strategic Management Committee to fulfill programmatic needs.*

Responsible parties: strategic management committee, department chairs, associate dean, and dean

Evidence of Progress:

- Georgia College's budget process includes redirection of existing funds. The CoB has, when needed, redirected faculty lines across departments in response to enrollment shifts. The CoB dean must make a case for retaining existing faculty and staff lines when lines come open due to retirements or resignations. Academic Affairs has been supportive of CoB needs.
- The CoB continues to be intentional about the allocation and reallocation of faculty lines. In 2019, for example, the dean in consultation with the leadership team, moved a tenure-track line from Business Communications to MIS to address enrollment growth in the BBA-MIS major. At the same time, the CoB moved a non-tenure-track lecturer from Marketing to Business Communications. Similarly, in fall 2019 the CoB gained a new logistics line as part of a net-new resource allocation from Academic Affairs. That new line enabled the Management, Marketing, and Logistics Department to shift a newly available line in logistics (due to a resignation) to Human Resources, in response to a more pressing need there.
- From FY 2013 (two years prior to the current CoB Strategic Plan) through FY 2019, 71 new faculty and staff joined GC in the form of newly created or redirected positions, excluding existing lines that were refilled. These positions total \$3.5M in salaries (excluding benefits) and are supported by \$1.7M in new funds and \$1.8M in redirected funds. The CoB received 32% of the new tenure-track lines and 18% of the new lecturer lines as GC added
 - 19 new tenure-earning positions: 9 in CoAS, 4 in CoHS, and 6 in CoB, and
 - 28 new lecturer positions: 16 in CoAS, 7 in CoHS, and 5 in CoB.

Fall 2020

- Designated two program coordinators, one for Management and one for Marketing, to support and enhance those programs; Four new faculty started, including
 - 1 tenure track to teach Human Resource Management courses which had previously been taught by adjuncts
 - 1 tenure track to teach Business Statistics and Operations Management courses to replace retired faculty
 - 1 tenure track to teach Logistics courses which had previously been taught by part time faculty
 - 1 lecturer to teach Marketing courses to replaced retired faculty

Action Step 8: *Review and determine premium tuition levels for online graduate programs relative to competitors.*

Responsible parties: dean, associate dean, graduate program director, and program directors

Evidence of Progress:

- The CoB regularly reviews the tuition levels of its premium priced graduate programs relative to major competitors.

- If premium tuition for online graduate programs continues, there is very likely to be much stricter oversight at the state level and it will be increasingly difficult for programs like the WebMBA to raise tuition rates.
- During the time period of this strategic plan the University System of Georgia has become much less tolerant of premium tuition, hence tuition increases for competitive purposes must be supported by competitive data from other institutions nationwide. The WebMBA has applied for tuition increases but has been required to produce an annual pro-formal P&L to justify a tuition increase. Likewise, requests for reimbursement of the costs of orientation from incoming students for online programs must be based on the actual costs of that orientation.

Action Step 9: *Prioritize the use of summer school profits and differential tuition revenues from fully-online premium-priced graduate programs to meet College-wide initiatives and programmatic support.*

Responsible parties: dean, associate dean, and department chairs

Evidence of Progress:

- The CoB has two online graduate programs, Logistics and the WebMBA, that generate premium tuition. Funds from those programs are used to promote graduate programs. The Logistics program director budgets the premium tuition from that program; the dean manages the WebMBA funds, which cover items like CoB faculty summer research grants and advertising for CoB online programs.
- GC returns a portion of summer school revenue back to the colleges for use in faculty development. The colleges are responsible for covering salaries, benefits, and overhead. The balance comes back to the school as state funds that must be expended in the following academic year. Much of each year's summer profit is used by the CoB for faculty travel and for technology upgrades in classrooms.
- The department chairs, in consultation with their faculty members, determine an appropriate allocation of summer profits for travel and other faculty development activities.

Action Step 10: *Determine the appropriate University System of Georgia (USG) metrics to gauge program quality and productivity as well as student progression.*

Responsible parties: dean, associate dean, strategic management committee

Evidence of Progress:

- Quality measures include student placements. The CoB has been strategic about integrating professional development activities into its majors, holding discipline-specific career fairs, and participating in university-wide career events.
- An important productivity measure is the number of graduates from each major. The CoB tracks trends in number of majors and number of graduates as one way to allocate resources across disciplines.
- During the time period of this CoB strategic plan both the USG and Georgia College have become increasingly focused on student retention, progression, and graduation. The USG implemented several initiatives to assist with retention and progressions, including the Momentum Year. *GC Journeys* is the Georgia College implementation of Momentum Year.
- The institution provides each school with detailed data on graduation rates for each entering freshman class.
- GC uses a centralized advising model to assist student with registration issues. Advisors regularly communicate with CoB department chairs when there are progression and graduation issues.
- GC uses a wait-list system to monitor seat demand in each course. The CoB department chairs use early registration seat demand to allocate/reallocate sections and to adjust section sizes.

Strategic Objective 4: Enhance engagement with and impact of various stakeholders through alumni relations, advisory boards, community partnerships, and outreach efforts

Action Step 1: Enhance engagement and outreach activities throughout the College.

Schedule the dean to provide update at departmental advisory board meetings.

Responsible parties: department chairs

Evidence of Progress:

- The dean regularly provides updates to the discipline-specific advisory boards (accounting, marketing, MIS/CS) during their board meetings.

AY 2016-17 –

- A new student organization within the College of Business, the Women in Technology Club, hosted a film screening of Code: Debugging the Gender Gap. The screening was open to both GC students and members of the local community with over 75 people in attendance to view the film. As the synopsis of the film states, “Tech jobs are growing three times faster than our colleges are producing computer science graduates. By 2020, there will be one million unfilled software engineering jobs in the USA. Through compelling interviews, artistic animation and clever flashpoints in popular culture, the documentary examines the reasons why more girls and people of color are not seeking opportunities in computer science and explores how cultural mindsets, stereotypes, educational hurdles and sexism all play roles in this national crisis. Expert voices from the world of tech, psychology, science, and education are intercut with inspiring stories of women who are engaged in the fight to challenge complacency in the tech industry. The documentary aims to inspire change in mindsets, in the educational system, in startup culture and in the way women see themselves in the field of coding.”
- The Marketing faculty in the College of Business hosted Ira Blumenthal, founder and president of CO-OPPORTUNITIES, Inc., an Atlanta-based consulting company, for a presentation to Georgia College students on brand building for your future. Mr. Blumenthal has consulted for world-class clients such as Coca-Cola, Nestle, Kroger, McDonald’s, Harrah’s, American Airlines, Disney, Hallmark Cards, United Artists, Marriott, Exxon, Walmart and others. He is the author of “Ready, Blame, Fire! (Myths and Misses in Marketing),” which was followed by his nationally acclaimed book on branding entitled “Managing Brand You.”
- McKenzie Fisher knows what it takes to be a leader. Since coming to Georgia College, she has propelled her leadership skills in positive directions as Co-Founder of Bobcats Against Hunger, an Emerging Leader of the Year Award recipient, President of Omicron Delta Kappa, and a Georgia Association of Colleges & Employers (GACE) Jack Mangham Award recipient. Bobcats Against Hunger partnered with different campus organizations, local businesses and a church to raise funds. By the end of its second year, Bobcats Against Hunger raised \$25,000 and packaged 100,000 meals for the non-profit Feeding Children Everywhere, and the meals were received in Baldwin County.
- During the spring semester, about 120 students at Georgia College were enrolled in the Business Ethics course taught by Assistant Professor Cynthia Orms. The course is an introduction to ethical theory and philosophy emphasizing the development of analytical perspectives of ethical and social responsibility as it relates to business. “My face-to-face business ethics classes are all required to do service learning, and it is taught from the perspective of what corporate social responsibility would be like if the corporation was located in this community,” said Orms. “The students utilize the skills they have learned as business majors like marketing, sales, accounting, management and collaboration.” Georgia College students hosted a service event, Project Stand Down, for the at-risk working poor, precariously housed and homeless in the Milledgeville area. The event is in partnership with the American Legion and American Legion Auxiliary and was held at the Georgia National Guard Armory in Milledgeville.
- Dr. Kevin Elder (IS) talked about the SAP University Alliance and what types of education programs from graduate degrees to undergraduate certificates employees could enroll in or where they can find new employees and how companies can partner with the member schools from class projects (i.e., crowdsourcing) to endowing labs or professorships.

AY 2017-18

- The CoB is successfully using alumni contacts, professional development activities, and advisory boards to bring students into contact with practitioners. Accounting, Information Systems, and Computer Science have moved professional

development into coursework for their majors. Marketing uses external projects to promote client engagement. The GC Entrepreneurs Club brings in business owners to discuss enterprise formation. The Women in Technology Club hosts speakers throughout the year. Economics incorporates faculty-led student research into senior-level courses, leading to placements of their majors into graduate programs. The Womens Forum and Executives Forum allow the CoB to engage outside speakers with both the university and the community.

- Post-graduation placements remain strong, especially in Accounting, Information Systems, and Computer Science. The discipline-specific advisory boards continue to provide financial support to students for travel and for annual scholarships. For example, the IT Advisory Board funded student travel to the annual Grace Hopper Conference, a national meeting with 18,000 attendees this year. Employers from the accounting profession are active in the classroom and in providing annual scholarships. IS/CS and Accounting run separate, dedicated career fairs for their programs.

AY 2018-19

- CoB students have multiple opportunities for industry engagement. Alex Gregory (MBA '78, MSA '79), the GC Leader in Residence spoke in a number of CoB classes during the fall 2018. Advisory Board member Wilbur Strickland (MBA '15) is this year's Marketing Executive in Residence, speaking to both large groups of students and small-group luncheons, focusing on career preparation.
- The Women in Technology Club, GC WIT, features female executives as guest speakers. Economics incorporates faculty-led student research into its senior-level, two course sequence. The Women's Forum and Executives Forum allow the CoB to engage outside speakers with both the university and the community.
- Dr. Kevin Elder (IS) partnered with an SAP Evangelist (ie their top marketing expert) to run a two person interactive panel session with 20 CIOs from major companies. I talked about the ivory tower theories they should be using and my partner Timo Elliott talked about what experiences he has seen in the real world.

AY 2019-20

- CoB students were active users of the GC Career Center and GC university-wide career fair. During 2019 approximately 85% of CoB students had some contact with the GC Career Center. Typical services from the Career Center included resume reviews, mock interviews, career planning, and assistance with LinkedIn networking.
- Both MIS and Accounting continue to hold their own, discipline-specific job fairs. MIS and CS females who participate in the annual Grace Hopper Conference are receiving some of the largest offers among CoB undergraduates, in the low \$70,000 range. For the past two years, the Master of Accountancy students have had 100% job placements within field upon graduation.
- CoB students, especially students in Management, Marketing, Computer Science, Management Information Systems, have accepted positions with firms including: Allstate, ADP, Chick-fil-A, GEICO, NCR, EY, Price Waterhouse Coopers, State Farm Insurance, Georgia Pacific, IBM, Nolan Transportation, DHL, UPS, Paycom, Insight Global, Sogeti, CH Robinson, Accenture, GovStrive, and Robins AFB.
- The most active accounting firms hiring our fifth-year, Master of Accountancy students are: Frazier & Deeter, Aprio, Grant Thornton, LLP, Moore Colson CPAs & Advisors, Nichols, Cauley & Associates, and Wipfli, LLP (formerly Porter Keadle Moore).
- CoB Master of Logistics and Supply Chain Management graduates are typically employed at firms such as: Coca-Cola, Kimberly-Clark, Lockheed Martin, Lowes, and Race Trac Petroleum.
- During calendar year 2019, 135 business majors completed paid internships for which they received course credit. Of course, others had employment but did not choose to seek course credit.
- The IT Advisory Board sponsors the annual etiquette dinner required in the MIS professionalism class. At each table, students sit with professionals so the students can practice networking, as well as learn in a professional setting.
- CoB speaker series: Members of the CoB Diversity Team invite speakers to campus to discuss diversity and inclusion. These events are open to faculty, staff, and students. One event took place March 11, 2019, when Tayah Butler, Director of Diversity, North Carolina State College of Business, visited campus and spoke with students. The CoB also sponsored a Diversity in STEM panel discussion March 14, 2019.
- Community business outreach: Diverse members of the local business community meet with students to discuss community business issues. The goal is to help broaden perspectives and encourage mentorship. The first of these activities was fall 2019, in partnership with the Entrepreneurship Club, featuring a panel of female entrepreneurs.

- Women in STEM: The CoB has been active in supporting higher participation by females in STEM disciplines such as computer science and information systems.
- Grace Hopper Conference: Each year the Information Technology Advisory Board provides significant financial assistance to female students in IS and CS to attend a STEM conference and job fair. Students participate with 20,000 or more other females who are in various technology fields. In addition, our students interview with many of the largest technology firms in the world.
- A CoB faculty member, Dr. Renee Fontenot, served as a loaner executive to the Central State Hospital – Local Redevelopment Authority (CSHLRA) from January 2018 to June 2019. Two outcomes from this activity were the formation of a SCORE (<https://www.score.org/>) branch in Baldwin County and the creation of the Milledgeville Incubator Community. The Incubator Community will support entrepreneurial activities in Milledgeville and Baldwin County. To date, the SCORE chapter has mentored a number of startup businesses in the community, including student startups.
- Another outcome was assistance in the CSHLRA project to bring a food production business onto the campus of the former Central State Hospital. The firm’s CEO, Angelo Bizzarro, of Food Service Partners (FSP) (<http://www.fsp98.com/>), presented the business plan to area business leaders at the CoB Executives Forum on November 18, 2019. FSP is a privately held company founded in 1998. The firm designs, builds, and operates high-volume, central production kitchens for the healthcare industry. In addition to the new facility in Milledgeville, other locations include New York, Virginia, and California. FSP currently produces over 10 million meals a year. FSP is investing in the Parham kitchen on the old Central State Hospital campus to create the Georgia Agribusiness Development Center. The GADC will focus on the agribusiness industry throughout the state encompassing research, logistics, and business development. In addition, the Center, in partnership with FSP, will prepare and ship meals across the state to healthcare and educational systems. The investment by FSP will create new jobs in the Milledgeville community. The GADC will create jobs and promote economic growth within Central Georgia related to agribusiness, educational needs, and expansion of Georgia-grown products.

Spring/Summer 2020

- The Georgia College Nudge Unit engages with the community in a variety of ways. The Nudge Unit completed a Behavioral Economics intervention/research project partnered with Soxdeo and attempted to implement another intervention with the Office of Sustainability that was interrupted by the Covid crisis. The Nudge Unit is made up of primarily economics undergraduate students (with a few Psychology students) and is led by Dr. Diana Young (from Psychology) and Dr. Chris Clark (from Economics).
 - <https://frontpage2.gcsu.edu/announcement/table-milledgeville-gc-nudge-unit>
 - <http://catalog.gcsu.edu/en/2019-2020/Undergraduate-Catalog/Course-Descriptions/PSYC-Psychology/3000/PSYC-3940>
 - <http://catalog.gcsu.edu/2019-2020/Undergraduate-Catalog/Course-Descriptions/ECON-Economics/3000/ECON-3940>

Fall 2020

- Professors Wilhaus, Creel and El-Jourbagy participated in a Business in a Time of COVID webinar, providing information for local business owners on how to navigate the laws and human resource issues.
- The following video was also made available to Milledgeville-Baldwin County Resiliency & Recovery Task Force in August 2020. It is a webinar Dr. Karl Mandrot moderated, and included Dr. Steve Rutner.
<https://www.youtube.com/watch?v=Y5PLFyCSSuk&list=PLHx1li-8L9k6s11EpmRSjXLIPcChxdMwZ&index=2>
- Marketing faculty COVID Business Outreach Project
- Dr. Duesing developed two Covid outreach activities this Fall for the community. One was a 45-minute presentation I developed and recorded for Bobcats for Business, a Georgia College Alumni sub-group. It was titled “Strategy for a Covid-Constrained Environment: Back to Basics” and was uploaded to the Alumni Association’s YouTube channel in September.
- Dr. Duesing joined as a panel discussant with other Milledgeville community members sharing thoughts on new business trends and strategies during Covid-19. We discussed employee/employer relations, growing and maintaining your client base, and the business strategies to consider implementing during the pandemic. The hour-long panel was titled “Entrepreneurship During Covid-19” and was also uploaded to the Alumni Association’s YouTube channel in October.
- Dr. Aric Wilhau: GCUnited Legal/HR panel. It was several professors discussing business and covid and was recorded and posted somewhere (social media, presumably).
- Planning sessions were held with Central Georgia the Society for Human Resource Management with Chris Lowery as president of the organization
- Planning sessions were held with the Marketing Advisory Board

Spring 2021

- Enterprise Performance Management Taught by Professors for the Day at GCSU - An Update of Weeks 1-5
Doc Kevin Lee Elder | Apr 11, 2021
<https://www.linkedin.com/pulse/enterprise-performance-management-taught-professors-day-elder>

Action Step 2: *Establish an inventory of guest speakers in classes; community partnerships with the College; industry/community-related projects and their impact; employers who regularly provide internship experiences; employer engagement and student recruitment activities; and on-going economic development efforts in the community.*

Responsible parties: department chairs, outreach coordinator, and dean

Evidence of Progress:

- During execution of this CoB Strategic Plan the Strategic Management Committee decided that simple counts, such as the number of participants in a specific activity, were not an assessable measure of the impact of that activity on student professional development and learning, and only an indirect measure of student engagement.
- Individual majors within the CoB maintain relationships to secure discipline-specific internship opportunities, such as in accounting and information systems.
- Impact of internships is assessed and reported through a required end-of-internship report submitted by the student. Also, employers evaluate student performance during the internship.
- The CoB provides economic impact through course-embedded projects that are completed in local for-profit and not-for-profit organizations.

AY 2017-18

- The CoB enjoys corporate financial support to fund the annual Atkinson Honors awards banquet where we recognize the performance of outstanding CoB majors. This year's sponsors were Century Bank, Exchange Bank, Georgia Power, and Zschimmer & Schwarz. Eric Tillirson, President of Thiele Kaolin, was inducted into the CoB Hall of Fame during Atkinson Honors.
- The GC Entrepreneurs Club regularly hosts business owners; one owner – Bob Buzzell (BBA ECON '96), pictured left with our students, is sponsoring the club's activities this year.

Spring/Summer 2020

- Georgia College Executives Forum took place on Monday March 9, 2020 in the University Banquet Room. Our featured speaker is Mr. Michael Coles, co-founder of the Great American Cookie Company, and former Chairman, CEO and President of Caribou Coffee.
- Before the closure of campus, approximately 8 accounting firms sent representatives to present to the accounting Professionalism class
- Following COVID-19, contact was made with 10-15 accounting firms which had made offers to our current students. Virtually all firms indicated that they would honor their original offers.
- Additionally, the accounting advisory board (as well as the firm's) were contacted and made aware of the temporary changes in course delivery and recruiting that were now required.
- Furthermore, stakeholders (students, firms, etc...) were kept updated during the late Spring regarding our search for an accounting chair.

Fall 2020

- Record number of Accounting Internships: 35 students will complete Spring 2021 internships. 12 students (so far) are scheduled to complete Summer 2021 internships. 2 students completed Fall 2020 internships. The majors count at Fall 2020 was 203.
- Held Master of Accountancy information/recruitment session in ACCT 3000-Accounting Professionalism course
- Virtual graduate program recruitment booth at Grace Hopper Celebration of Women In Computing
- Virtual graduate program recruitment booth at Georgia College Career Center Graduate & Professional School Fair
- Held virtual information/recruitment sessions throughout fall semester for each graduate program

- Participated in two informational webinars held by The Graduate School
- Dr. Mary Rickard had several guest speakers from Dell, NCR, TTI, and RemX.

Spring 2021

- The Bunting College of Business continues to move forward with the creation of an Alumni Affinity group. The CoB Affinity Group is on the agenda to be voted for approval by the GC alumni council on June 14. The CoB Leadership Board is voting on the approval of new bylaws and principles of service which will take effect in July 2021.
- Students in business ethics engaged in service learning projects, working with local animal shelters, the Office of Sustainability, Cafe Central (a local soup kitchen), a local hospice and a local school.
- Spring 2021 Graduate Program Recruitment Events:
 - SMC3 Jump Start Logistics Industry Event - Virtual 1/25/21 - 1/27/21
 - Georgia College IT Career Fair - Virtual 9:30 - 12:30 p.m. 2/10/2021
 - GCSU Graduate Studies Info Webinar -all grad programs - 6 - 7 p.m. 2/18/2021
 - Berry College Career/Graduate Fair - Virtual 10:45 - 1:00 p.m. 2/23/2021
 - Fort Valley State University Career/Graduate Fair - Virtual 10 - 2 p.m. 3/11/2021
 - COB Macc Information Session - Virtual 3:30 - 4:30 pm 3/18/2021
 - GCSU Graduate Studies Info Webinar -all grad programs - 6 - 7 p.m. 3/18/2021
 - COB Macc Information Session in ACCT 3000 - Virtual 10:00 - 10:50 am 4/7/2021
 - COB MMIS Information Session - Virtual 4/15/2021
 - COB MLSCM Information Session - Virtual 4/27/2021
 - COB WebMBA Information Session - Virtual 4/28/2021

Action Step 3: Assess industry projects and impact

A CoB faculty member, Dr. Renee Fontenot, served as a loaner executive to the Central State Hospital – Local Redevelopment Authority (CSHLRA) from January 2018 to June 2019. Two outcomes from this activity were the formation of a SCORE (<https://www.score.org/>) branch in Baldwin County and the creation of the Milledgeville Incubator Community. The Incubator Community will support entrepreneurial activities in Milledgeville and Baldwin County. To date, the SCORE chapter has mentored a number of start-up businesses in the community, including student start-ups.

Another outcome was assistance in the CSHLRA project to bring a food production business onto the campus of the former Central State Hospital. The firm’s CEO, Angelo Bizzarro, of Food Service Partners (FSP) (<http://www.fsp98.com/>), presented the business plan to area business leaders at the CoB Executives Forum on November 18, 2019. FSP is a privately held company founded in 1998. The firm designs, builds, and operates high-volume, central production kitchens for the healthcare industry. In addition to the new facility in Milledgeville, other locations include New York, Virginia, and California. FSP produces over 10 million meals a year.

FSP is investing in the Parham kitchen on the old Central State Hospital campus to create the Georgia Agribusiness Development Center. The GADC will focus on the agribusiness industry throughout the state encompassing research, logistics, and business development. In addition, the Center, in partnership with FSP, will prepare and ship meals across the state to healthcare and educational systems. The investment by FSP will create new jobs in the Milledgeville community. The GADC will create jobs and promote economic growth within Central Georgia related to agribusiness, educational needs, and expansion of Georgia-grown products. Thus, the impact of this investment by the CoB will be far-reaching for the local community.

Responsible parties: faculty participants and dean

Evidence of Progress:

- AY 2016-17 – Georgia College may have been closed due to city water issues, but students in the strategic marketing course chose to present to their client anyway. Originally, the students were scheduled to present their year long marketing plan recommendation to members of the Jasper County Mentor Program on Monday. When classes were canceled for the second day the students asked if they could make the presentation to their client anyway and made the trip to Monticello - true dedication.

- During the execution of this strategic plan there was a change in CoB leadership, with a new dean and an interim assistant dean. The incoming dean decided to occasionally appoint a CoB-level executive in residence rather than establish a faculty-in-residence program.
- After initiation of this strategic plan the university received corporate funding for a university-wide leader in residence. The CoB has provided a number of the classroom speaking opportunities for that leader in residence. Both of the first two GC Leaders in Residence were members of the CoB Hall of Fame, which recognizes outstanding GC business leaders who have had an impact on the State of Georgia.
- From Fall 2005 through Spring 2020, students in client-based classes Dr. Fontenot taught at Georgia College have contributed roughly \$1.5 million in economic value. Students have worked with 317 unique clients. Roughly 90% have come from Milledgeville, Eatonton, Macon, Sandersville, Sparta, and Madison. As well as other communities in Georgia, clients have also come from Alabama, California, Montana, Ohio, Oklahoma, Oregon, Texas, West Virginia, Prince Edward Island, and Sweden. Of the 317 clients, 53% have been For-Profit companies, while the other 47% have been Not-For-Profit/governmental agencies. Across these companies, students have tracked and reported in excess of 66,000 hours. The average students documents 23 hours per client experience. Using the State of Georgia annual values for volunteer labor across each of these 15 years, those hours equate to \$1,501,238 of economic value.
 - Across the clients, 242 have been in the strategic marketing course and have benefited from competing agencies preparing year-long strategic plans. This semester, despite the rush to move classes online, students still had live client projects. Students and clients managed the transition well. There were technology issues, and a few (minor) miscommunications but our 2020 Georgia College graduating Marketing Majors, as a whole, performed very well. I would even say better than any group I have had in the past. We can be proud of the 78 graduating marketing majors this semester.
 - Two significant clients this semester were the City of Milledgeville and Baldwin County. Interim City Manager Hank Griffith and County Manager Carlos Tobar made time to work with the students using video, emails, and phone calls, despite their very busy schedules trying to manage the COVID-19 pandemic. As one student wrote of their experience, “I just wanted to say, being a part of a class where we have the ability to make a difference in the community has made me extremely proud to be a marketing student.”
 - These numbers do not account for the clients that have been served directly through other marketing classes or other marketing faculty. This is just some of what our Marketing Majors contribute to our community in the few short years they are at Georgia College. This is part of why GC Ranks No. 1 for Marketing by Study.com.

Fall 2020

- The Nudge Unit worked with a local client to solve a problem. (Two clients: The Office of Sustainability and the Retention Committee)

Spring 2021

- The Bunting College of Business has met with members of the Central State Hospital Local Re Development Authority regarding potential partnerships and enhancements of their clientele through Centers in the CoB like the Center for Design and ECommerce. Additionally, representatives from the CSHLRA have reached out to the CoB to establish a connection with Food Service Partners to potentially develop internship or class project learning opportunities.

Action Step 4: *Revamp the Executive Forum Series and Women’s Leadership Series and monitor attendance.*

Responsible parties: dean and outreach coordinator

The Executive’s Forum is an evening social and dinner event that includes an informative program. It enables community leaders to meet those who make a difference in our state and region. Members are executives from Milledgeville and the surrounding areas.

The Women’s Forum is a luncheon speaker series that allows women to network, improve their leadership skills, and hear from other women across the state and region. Successful women discuss a diverse range of topics including women in business, work life balance, leadership opportunities and skills, and breaking through the glass ceiling.

The Executives Forum has a typical audience of 30 and the Women’s Leadership Forum averages an attendance in the mid-40’s.

The CoB markets the two forums against competing events at the local, regional, and state level. Local events that draw from the same audiences include the Milledgeville/Baldwin Chamber *Eggs and Issues* series, the speaker series at Mercer University, and the Macon women's leadership roundtables.

Evidence of Progress:

- The outreach coordinator solicits new members and retains existing members for the forums by:
 - Sending out personalized invitations to select members of the community to attend one event as a guest of the outreach coordinator.
 - Partnering with the CoB development officer to meet with prospective members and inquire about issues and topics that are important to them and gauge their interest in the programs
 - Attending the Career Women's Network series in Macon to recruit new members and speakers and to develop a partnership between the two organizations.
- To recruit speakers, the outreach coordinator utilizes connections through university development officers and alumni relations to feature outstanding GC alumni.
- The outreach coordinator scans national and state events for new topics in industry and the nonprofit sector that could be beneficial to the members of both the Executives Forum and the Women's Leadership Forum.
- To best utilize the speakers' expertise, the outreach coordinator partners with other organizations and departments on campus to have speakers meet with students, speak to classes, or work with student organizations while on campus.

Action Step 5: Enhance relations with alumni, donors, and friends of the College.

Develop alumni database for each program to share with departments to facilitate alumni engagement by departments and in the development of donor prospects.

Responsible parties: dean, department chairs, outreach coordinator, development officer

Evidence of Progress:

- **Fall 2016** – The Georgia College Logistics Association held its first meeting in 2016. Over 55 students attended and heard Nolan Transportation, discussed the role of carriers in logistics and transportation. Two College of Business alumni, Michelle Rollins and Aiken Davis, were part of the team presenting to our students. Nolan Transportation has hired over a dozen students in the past year. The Georgia College Logistics Association held its first meeting in 2016. Over 55 students attended and heard Nolan Transportation, discussed the role of carriers in logistics and transportation. Two College of Business alumni, Michelle Rollins and Aiken Davis, were part of the team presenting to our students. Nolan Transportation has hired over a dozen students in the past year.
- Fall 2016 - College of Business alumnus, Pierre O. Clements, was a featured speaker at the university's Inspire! Student Leadership Forum. Clements serves as Senior Director, Global National Accounts Food and Beverage Sector for W.W. Grainger, North America's leading broad line supplier of maintenance, repair and operating products. Additionally, he is a Managing Partner with Inside Group International, Business Solutions Firm. He was formerly Vice-President of Sales for the Coca-Cola Company where he was instrumental in managing a P&L of over \$300 million, driving business development, sales and marketing strategies. Through his leadership and tenure, revenue goals were consistently met and exceeded. Prior to working with the Coca-Cola Company, Pierre held a variety of strategic leadership roles with Kraft Foods Inc. for 10 years.
- The GC Alumni Office, at about the mid-point of this strategic plan, began a program to very actively identify GC alumni through various social media channels, thus this initiative was executed centrally rather than at the business school level.
- Discipline-specific advisory boards in accounting, MIS/CS, and marketing are responsible for identifying member prospects and soliciting gifts from board members. The CoB development officer assists with those efforts.
- Some CoB Departments are maintaining LinkedIn pages for their graduates, but the bulk of alumni tracking is now centralized at the university level rather than have the departments create and maintain shadow databases.

Fall 2020

- Christina O'Brien named, President and CEO of Robins Financial Credit Union. She will be the first woman to serve as CEO in the company's 66-year history. <https://lnkd.in/dn2kAiS>

- Dr. Renée J. Fontenot and her Strategic Marketing students partner with not-for-profit community organizations such as the Old Capital Racing Youth Cycling League, with a goal of increasing membership and fundraising and the Uncle Remus Library System. The system was so impressed that a total of four out of the five libraries in the system have worked with the students. Hancock Co., Eatonton-Putnam Co., Madison, and Monroe have all taken advantage of the talent of seniors in the Strategic Marketing course. <https://lnkd.in/dDf8DP3>
- YouTube channel for GC Alumni Association produced #GCUnited videos, where several COB Professors, GC Marketing students, and GC alumni discuss the effects of COVID on things like entrepreneurship, consumer habits, leadership, banking regulations, the housing market, marketing your business, homeschooling, and HR and legal considerations for businesses during the pandemic. Full playlist here: <https://www.youtube.com/playlist?list=PLu6n4RkU8jE9Q0-BPEq8FbxuRHvmc3VnF>
- The College of Business participated in the Georgia College Virtual Alumni Week through several events and activities to engage with current students, alumni, donors and friends. An event was held to induct previous dean, Dr. Dale Young into the College of Business Hall of Fame, which was one of the most well attended events of the week. As a collaborative member of the Bobcats for Business effort, the College of Business held a networking luncheon for members. Bobcats for Business is a network that allows Georgia College alumni to post and promote their businesses. It allows GC alumni the choice to do business with fellow alumni. Leading up to Alumni Week and throughout a social media campaign was held similar to “Flat Stanley” called the “Flat Dean” began to introduce Dean Stratton to CoB stakeholders and friends. The campaign concluded with a Thirsty Thursday virtual networking social that allowed for alumni to meet the dean and ask questions.
- Planning sessions were held with the Marketing Advisory Board
- ITAB reviewed resumes (at least two reviews per resume) for 68 Career Preparation students. Virtual alumni panel was held for Career Preparation Class to cap off the semester.

Spring 2021

- Alumni survey and volunteer leadership meeting to formalize the process to apply to the Alumni Association for approval to form a CoB Alumni Affinity Group.
- Stakeholder survey to assess engagement, awareness, and support. (alumni, students, faculty/staff, donors and volunteers)
- Meetings with 50% of the active Leadership Board members to discuss satisfaction, goals, and ideas for future programs.
- Meetings with Leadership Board committee co-chairs for nominations and a recruitment process and pool for FY 22.
- Planning discussions and strategy to roll out a pilot CoB student mentorship program Fall 22. Will be aligned with Alumni Association and Leadership Programs model and best practice guidelines. Program has a faculty advisor assisted by a Leadership Board committee chair and other LB volunteers.

Action Step 6: *Develop on-going alumni follow-up on graduates one and five years from graduation to assess program effectiveness and enhance alumni engagement.*

Responsible parties: dean, department chairs, and outreach coordinator

Evidence of Progress:

- During the execution of this strategic plan the GC Alumni Office assumed responsibility for job tracking of all GC alumni, as well as surveying graduates on a recurring basis, thus, this action item was shifted away from the CoB.

Fall 2020

- Mailed personal hand-written congratulatory note and small gift to Fall graduates since the University was unable to have an in-person commencement ceremony due to the COVID-19 pandemic

Spring 2021

- The College of Business worked with the Career Center to support the bi-annual elevator pitch competition. The Career Center offers workshops and learning opportunities for students in areas such as LinkedIn workshops, resume reviews, and mock interviews.
- To help continue to guide the strategic initiatives, the College of Business conducted a survey of their stakeholders including students, faculty, staff, alumni, donors, and employers. Survey questions focused on areas such as engagement and

volunteer experience, faculty experience, learner success, communication, strategic planning, and diversity equity and inclusion.

Action Step 7: *Develop outreach and cultivation strategy for graduates of the College's fully-online academic programs.*

Responsible parties: dean, development officer, graduate program director, and program directors

Evidence of Progress:

- Graduates of online programs are encouraged to participate in the on-campus graduation ceremony and CoB reception prior to graduation for the students and their family members.
- Several graduates from our online programs have accepted appointments on the various CoB advisory boards.
- During CY 2019 the CoB sponsored an Atlanta-based radio program that focuses on various business topics. Some of the guests on the show were graduates of the CoB's online programs (i.e., MMIS, MLSCM, and WebMBA). Engaging alumni of online programs as radio show guests is an effective way to promote the CoB online programs.
- The CoB regularly invites graduates from online programs to participate as panelists and speakers during the face-to-face orientation sessions of the WebMBA and MLSCM programs. In addition, graduates assist the CoB in recruitment for those programs at various open-house events in the Atlanta area, as well as by participating in Webinars for prospects.
- Graduates of our online programs have appeared in promotional videos for the programs. Those videos are posted on the CoB graduate Web pages.

Spring/Summer 2020

- The Graduate Director filmed a video to congratulate all spring 2020 graduates since commencement was canceled due to pandemic. The video was emailed to all graduates and posted to the COB FB page.
- Featured six graduate business alumni and two current graduate students on Lenz on Business Radio Show during spring and summer 2020 to promote the Georgia WebMBA, the MLSCM and the MMIS.

Fall 2020

- Invited alumni of MLSCM, MMIS, and WebMBA programs to participate in virtual recruitment sessions.
- Invited MLSCM and WebMBA alumni to participate in alumni panel at new student orientation for MLSCM and WebMBA.
- Mailed personal hand-written note and small GC branded items to new graduate students in online programs prior to orientation.

Spring 2021

- Hosted commencement meet and greet sessions for 2020 graduates who came back in 2021 to participate in a commencement ceremony.
- Hosted commencement meet and greet sessions for 2021 graduate degree candidates; many of these students visited campus for the first time since they were enrolled in an online program.
- Invited alumni of online graduate programs to participate in prospective student webinars.
- Online MLSCM students Coby Dixon and Jeff Smith participated in a CoB stakeholder meeting.
- WebMBA alumni participated in Spring 2021 WebMBA orientation.
- Invited MLSCM alumni and students to attend virtual SMC3 Annual Jump Start Conference for logistics industry (complimentary registration)
- Invited online graduate program alumni Will Perry and Tom Swinson to serve on CoB Strategic Planning Task Force.

Action Step 8: *Develop the Dean's Parents Advisory Council for the purpose of expanding College of Business networks in the Atlanta metropolitan area.*

Responsible parties: dean and development officer

Action Taken:

- Fall 2016 - The College of Business created a Parents' Advisory Council with much success as members of the council will focus their efforts on student professional development.
- During AY 2018 it was determined that there was a significant amount of overlap between the activities of the CoB Parents Advisory Council and the university-level council with the same purpose. Dean Young discussed the issue with the Development Officers who were directly involved, as well as with the Associate VP for Development. The resulting decision was to roll the CoB Parents Council into the university-level council. Participants were notified and agreed with the combination. As of fall 2017 the CoB no longer has a Dean's Parents Advisory Council.

Action Step 9: *Improve visibility of outreach from the Centers in the College of Business.*

Establish an inventory of the Center for Economic Education (CEE) activities and their impact along with the dissemination of such information and location of the Center on the website.

Responsible parties: dean and center director

Evidence of Progress:

- During execution of this CoB Strategic Plan the Strategic Management Committee decided that simple counts, such as the number of participants in a specific activity, was not an assessable measure of the impact of that activity on student professional development and learning, and only an indirect measure of student engagement.
- The CEE publishes (separately) an annual report of activities, such as presentations at K-12 schools and conferences, and grants received.
 - Website for the Center: <https://www.gcsu.edu/business/economics/center-economic-education>
- Research published by CEE faculty demonstrates that CEE training improves student outcomes in high school economics courses.

Action Step 10: *Establish an inventory of the Center of Design and e-Commerce (CODEC) activities and their impact along with the dissemination of such information and location of the Center on the website.*

CODEC is founded on two pillars, community service and education, ultimately for providing services to clients. See the Center's Web sites: <https://www.gcsu.edu/business/iscs/codec> and <http://www.gccodec.com/>. CODEC services and prices are available at: <http://www.gccodec.com/services/>.

CODEC provides Web site development and consulting services to small businesses and non-profits at service fees that are significantly lower than what would be charged on the open market. These savings are available for investment in other areas of the client's organization, thus enabling firms to be more productive.

Responsible parties: dean and center director

Evidence of Progress:

- During execution of this CoB Strategic Plan the Strategic Management Committee decided that simple counts, such as the number of participants in a specific activity, was not an assessable measure of the impact of that activity on student professional development and learning, and only an indirect measure of student engagement.
- These project development activities build new skills for CODEC employees and volunteers. While working for CODEC, students apply classroom skills and build practical experience. Skills areas include Web development, graphic design, networking, marketing, and business communications. As a bonus, some customers who are trained by CODEC learn to use

new programs, which allows them to make basic edits to their Web sites.

AY 2016-17

- Georgia College recently received a \$63,000 grant from the U.S. Department of Agriculture (USDA). CODEC will educate rural businesses on how to develop e-commerce websites, create effective social media pages and improve search engine optimization (SEO) of their websites using simple tutorial videos. Students from the Department of Mass Communication will film and edit the tutorial videos. The project will also include students from a wide range of majors like management, information systems, computer science, mass communication, and marketing. The project will benefit students by giving them hands-on experience in their fields, while also benefiting small businesses in rural Georgia.

Spring/Summer 2020

- Finish the redesign of the Georgia Charitable Care Network: <http://charitablecarenetwork.com>
- Finish the redesign of the Eatonton - Putnam County Chamber of Commerce and Office of Tourism website: <http://eatonton.com/>
- Finish the redesign of the Antebellum Installation, Sales, & Service website: <http://dev.gc-codec.com/antebellum/> (development site)
- Finish the redesign of the All Southern Industrial Supply website: <http://dev.gc-codec.com/industrial/> (development site)
- Maintenance of <https://www.baldwinsheriff.com>
- Maintenance of <https://www.hancockcountyga.gov>
- Maintenance of <https://www.nearariver.com>
- Maintenance of <https://www.bobbiejae.com/home>
- Maintenance of <http://grhainfo.org>
- Maintenance of <http://www.predator-soccer.com>
- Maintenance of <http://gcsu.edu/business>

Strategic Objective 5: Enhance faculty and staff development and recognition

Action Step 1: *Monitor faculty (tenure-track, non-tenure track, and adjunct) recruitment, retention, development, and support to ensure high academic standards and rigorous instruction.*

Develop transition guide for new faculty (tenure-track, non-tenure-track, and adjunct) and department chair appointments regarding departmental procedures and integration with the university's technology platform for instruction and reporting.

Responsible parties: department chairs and faculty development committee

Evidence of Progress:

AY 2017-18

- The dean drafted a three-year hiring plan to anticipate retirements and to use as a basis for reviewing faculty resource allocation across the CoB.
- The CoB Faculty Development Committee created an information guide for CoB faculty. That guide was posted on the "Information for Faculty" section of the CoB Website.
- In the fall 2017 the CoB welcomed two new faculty members in Marketing, one in Accounting, and one in Business Law. Marketing is fully staffed for the first time in several years. We replaced a tenure-track business law and ethics faculty member, who left at the end of spring 2017, and hired a full-time lecturer in business law. The CoB was granted a new line for FY 2018 in Management/Logistics; during fall 2017 we hired into that line for a fall 2018 start. In the fall 2017 we filled a lecturer line in Marketing.

AY 2019-20

- Junior faculty P&T panel: Senior faculty will hold a promotion and tenure panel, targeted for spring 2020.

Spring/Summer 2020

- Joy Godin (MIS) participated in the summer faculty workshop on High Impact Practices. Multiple faculty viewed training videos/workshops/webinars to learn more about WebEx/Zoom/Microsoft Teams/Mural/Peardeck/etc.
- All faculty members went through annual reviews.
- Two highly qualified economists were recruited and hired as tenure-track, Assistant Professors. They are already contributing to curriculum improvement.
- Several faculty took advantage of the CTL training modules when teaching went online in March

Fall 2020

- Faculty Development Committee: started a Faculty Learning Community run by Dr. Joy Godin.
- Chancellor's Learning Scholar "porch group" provides opportunities for new professors to improve their teaching methods

Action Step 2: *Expand topic coverage and participation for the "Faculty Professional Development & Mentoring Series." That Series is now called "The College of Business Research Assembly (COBRA)."*

Responsible parties: faculty development committee and dean

Evidence of Progress:

- The College of Business Research Assembly (COBRA) meets regularly during the fall and spring terms. The group, headed by Dr. Bren Evans - Economics (previously by Dr. Justin Roush – Economics), is a forum for CoB faculty to present to peers their research proposals, in-process research, and early-stage manuscripts.
- Participants in COBRA include faculty members from Management, Economics, MIS, Accounting, Marketing, and Legal.
- In spring 2019 the CoB began publishing the COBRA Newsletter featuring publications of CoB faculty. The CoB partners with University Communications to distribute the newsletter electronically through several channels (e.g., advisory boards, alumni, and a press release) and in-print.
 - The newsletter provides links to each publication by faculty. In each issue one publication from each CoB discipline is highlighted with the picture of the faculty member and a short description of the research findings that is aimed at a general audience. Departments create the process to decide which article to highlight.
 - The Dean and faculty members involved with coordinating COBRA decided to pause the distribution; this was partially due to the departure of the faculty member responsible for leading COBRA.
- Since its inception, faculty have delivered 35 presentations on topics ranging from corporate social responsibility and virtual teams to gambling and sport economics. Each of the CoB disciplines has had faculty presentations during the five-year period.
- An average of 5 COBRA meetings are scheduled each year.

Spring/Summer 2020

- College of Business Research Assembly "COBRA" meeting was November 19, 2019 when the Nudge Unit presented their work to a mixture of faculty and students. The program was paused due to COVID-19 and restarted in Fall 2020.

Fall 2020

- The College of Business Research Assembly (COBRA) held two seminars in the fall of 2020. John Swinton presented The Economist Offers Proof Against Time Travel and Brent Evans along with student Will Achi presented Using Gambling Data to Estimate the Counterfactuals Effects of Election Outcomes on Financial Markets. Isarin Durongkadej presented "Data Breach Impact on Bank Operations and Performance" Scott Cox presented "Small Business and the Supply Chain: The Influence of Social Intelligence on Relationship Quality and Relationship Resilience"

Spring 2021

- COBRA presentations for the Spring of 2021 included:
 - Eddie Thomas: "Investor Attributions of a Firm's Ability to Improve Social Welfare"
 - Mehrnaz Khalajhedayati: Instructors and Student Perspectives on Hybrid/Hyflex Learning: A Post-Effect of COVID-19"

- Jehan El Jourbagy: "The legal landscape of intentional and negligent transmission laws in the United States in the wake of COVID-19 corporate liability shields"
- Josh Pitts (Kennesaw State) and Brent Evans: "Race and the Probability of becoming a Head Coach for NFL Coordinators since the Introduction of the Rooney Rule: Why isn't Eric Bieniemy a Head Coach yet?"
- Whitney Ginder: "The Effectiveness of Labor-Related Corporate Social Responsibility Communication Strategies used by Apparel Retailers"

Action Step 3: *Support faculty professional conference travel for teaching, research, and service mission of the College of Business.*

Responsible parties: department chairs, associate dean, and dean

Evidence of Progress:

- In addition to professional development in the form of internal and external conferences that is funded by the departments, the dean's office provides financial support for faculty development opportunities.
- The dean's office Operating and Travel budget is used to fund trips to AACSB meetings (e.g., assessment, associate dean's conference, new chair's seminar), economic development training (e.g., incubator certification), and to the HERS conference for females interested in moving into administration.
- Summer profits returned to the CoB from Academic Affairs each year are used to support student and faculty research, as well as attendance at teaching workshops.

Spring/Summer 2020

- Multiple faculty members from the Department of Economics and Finance (JJ Arias, Brooke Conaway, Chris Clark, and Brent Evans) accompanied 8 economics majors to the Academy of Economics and Finance Annual Meetings in Atlanta where they presented their research. As mentioned: This is a link to the conference website: <https://www.economics-finance.org/conference.php> Unfortunately, the link to the program no longer works. However, I do have a draft copy, if needed.
- Faculty Summer Research Grant – Two faculty members received the faculty summer research grant in Summer 2020
- There were many online workshop opportunities provided by GC or external organizations in Spring 2020. CoB faculty members were encouraged to attend the virtual workshops.
- Four faculty members attended the annual meetings of the Academy of Economics and Finance to present papers and support students presenting their research. The conference was in Atlanta on February 5-8. Other conference travel was cancelled due to Covid-19.
- Some faculty attended virtual conferences in the spring and summer

Fall 2020

- 12 faculty/staff members attended the virtual Grace Hopper Celebration of Computing Conference. One minority faculty member attended the virtual Richard Tapia Diversity in Computing Conference.
- Two new faculty were supported with new computers for research, new office furniture, attendance at a virtual research conference and submission fees.

Action Step 4: *Develop a personnel plan, consistent with the College's strategic priorities, that examines staffing needs across departments and programs to coordinate faculty recruitment, recognizing the importance of diversity and inclusiveness to address retirements, resignations, and enrollment demands along with additional staff to meet programmatic needs.*

Responsible parties: department chairs, associate dean, and dean

Evidence of Progress:

- The department chairs and deans discuss hiring needs during the annual budget cycle. The dean maintains a listing of pending retirements that augments the requests for new hires. The dean consults with the department chairs before establishing budget priorities that are moved forward to Academic Affairs.
- Criteria for evaluating requests for new hires across CoB departments include growth trends for the discipline, current staffing levels, average section sizes, credit hour production per FTE faculty member, program viability - number of majors

and service credit hours, and productivity – number of graduates, and the existing mix of tenure-track and lecturer lines in a discipline.

- The CoB is a supporter of the PhD Project, a national initiative to encourage diverse candidates to enter business PhD programs. Open positions in the CoB are posted on the PhD Project job board. Internally, CoB search committees work with GC diversity officers to improve the diversity of applicant pools.
- During Calendar Year 2019 GC completed a salary study for all faculty, by rank and by discipline. Several CoB faculty members received salary adjustments, effective January 2020.

AY 2018-19

- The CoB is operating with an interim assistant dean – Dr. Chris Lowery, and an interim chair for Management, Marketing, and Logistics – Dr. Bill Miller. After a successful run as Accounting Department chair Dr. Catherine Whelan assumes a deanship in Australia, leaving in May 2019. Also this summer Dr. Ken Farr, Chair - Economics and Finance, will retire. In anticipation of the retirement of Dean Young, transition planning is underway for a dean search with a targeted on-board date for the new dean of July 2020.
- In the fall 2018 the CoB welcomed a tenure-track faculty member in Accounting – Dr. Eddie Thomas, a lecturer in Computer Science – Frank Richardson, and a limited-term lecturer in Management – Dr. Francis Adams. Dr. Jan Flynn in Management returned half-time to help with section coverage during the search for a new Strategy faculty member; that search was successful. Dr. Lucky Narain, Professor of Finance, is retiring in 2019; the CoB was successful in hiring a replacement. Logistics faculty member Dr. Donnie Williams left for another academic position. Samantha Haisten is a new Management staff member; Paula Jefferson retired.
- In Academic Year 2018, after a two-year test, CoB faculty members approved the use of external reviewers to support candidates for promotion to the rank of professor. The CoB P&T Committee developed and faculty approved a number of changes in the CoB P&T document in response to the university-wide P&T Task Force recommendations.

AY 2020-21

- Continued member of the PhD Project
- Recruitment tactic for Chair searches were adapted to be more aggressive so the pool could expand to attract the most qualified and interested candidates. For instance, the staff within the College of Business compiled lists and contact information of qualified faculty from institutions across the United States. In addition to traditional recruitment methods, the College of Business was able to use this contact information for the search chairs to send individualized invitations to apply to the faculty members previously identified. We also leveraged MOBTS, COPLAC, and AACSB to announce our positions let along specific disciplinary organizations.
- The College of Business provided a new faculty spotlight of Dr. Sandria Stephenson. Assistant Professor of Accounting to *INSIGHT Into Diversity*, highlighting her passions and desire to aid students find their path in the field of accounting and encouraging them to pursue graduate degrees. According to their website, “*INSIGHT Into Diversity* is the oldest and largest diversity magazine and website in higher education today. For over 45 years, *INSIGHT Into Diversity* has connected potential employees with institutions and businesses choosing to embrace a workforce more reflective of our local and national communities.”
- The Societal Impact Task Force and the Technology Task Force both included evaluations of topics relevant to this action step and provided relevant suggestions for the future.

Action Step 5: *Review the annual evaluation and promotion and tenure processes to ensure recognition for the breadth and quality of faculty contributions to the teaching, research, and service mission of the College and provide constructive feedback on faculty performance and expectations.*

Responsible parties: promotion & tenure committee, department chairs, associate dean/dean

Evidence of Progress:

- Prior to implementation of this strategic plan CoB faculty conducted an extensive review and update to the annual faculty reporting document – the Individual Faculty Report (IFR). All CoB departments use the same IFR.

- Relative weights for faculty activities are embedded in the IFR through the shared values adopted by CoB faculty members: teaching (50%), research (35%), service (10%), and professional growth and development (5%). Ratings for these activities directly influence P&T decisions, and drive the calculation of merit raises during years when merit funds are available.
- During the time period of this strategic plan the faculty approved several changes to the CoB P&T document, as recommended by the college-level P&T committee. Changes included the adoption of external review letters as part of the process for promotion to full professor. All CoB departments use the same P&T document.
- During the time period of this strategic plan the CoB faculty members approved updates to the following: faculty qualifications, faculty workload document, and journal approval procedures.
- CoB annual reports, annual assessment reports, P&T document, by-laws, workload document, approved journals listing, and journal procedures are posted to the “Information for Faculty” section of the CoB Web site.
- Since the time of the last AACSB visit publishing expectations were updated to three-in-five to maintain SA status.
- Faculty adopted the Australian Business Deans Council Journal Quality List as well as created a process for reviewing and adding journals to the approved list for the CoB.

AY 2017-18

- AY 2017 was the second year the CoB tested use of external reviewers to support candidates for promotion to the rank of professor; during 2018 the college-level P&T committee will consider making the process a formal part of the CoB P&T document. The CoB P&T committee is also developing proposals for faculty review in response to the recommendations in the university-wide P&T Task Force report.

Spring/Summer 2020

- Comprehensive analysis of Faculty AACSB accreditation faculty qualification status was undertaken by Dean Young and the department chairs. Course schedule changes were made as a result of this study.

Spring 2021

- The Bunting College of Business is currently reviewing the By-laws, Faculty Qualifications, and Workload Policy documents.
- The Societal Impact Task Force and the Technology Task Force both included evaluations of topics relevant to this action step and provided relevant suggestions for the future.

Action Step 6: *Analyze faculty salaries in relation to AACSB peer institutions to identify compression/inversion issues and share with Office of Academic Affairs.*

Responsible parties: associate dean and dean

Evidence of Progress:

- During the time period of this CoB strategic plan the university initiated an institution-wide faculty salary study to examine issues such as inversion relative to GC peers. That study was based on CUPA data.
- The CoB regularly examines salary levels as a participant in the AACSB annual faculty, staff, and administrator salary survey.
- For comparison purposes the CoB uses AACSB Master’s Large data, targeting the discipline mid-point for new hires.
- Faculty members on the CoB Strategic Management Committee assist the deans and department chairs in reviewing the business schools on the CoB AACSB peer and aspirant list. That list informs the selection of suggested participants for the maintenance of accreditation visits.

Spring/Summer 2020

- The university completed a salary study last year and implemented a set of salary adjustments meant to move faculty across campus toward the national median for comparable schools. I believe the first set of adjustments aimed for the 40th percentile. [I’m not 100% certain the 40th percentile was the target.] (Dr. John Swinton from Economics and Finance was an integral part of that study.) <https://www.gcsu.edu/provost/faculty-salary-review-task-force>
- Several faculty received raises in January as the results from the faculty salary study were implemented.
- The university made salary adjustments as the result of a university-wide faculty study.

Action Step 7: *Establish a process for a visiting scholars program and expectations of visiting scholar engagement with faculty, staff, and students.*

Responsible parties: strategic management committee

Evidence of Progress:

- During the execution of this CoB strategic plan there was a change in CoB leadership, with a new dean and an interim assistant dean. The incoming dean, in 2017, decided to not pursue the visiting scholars program due to execution of other strategic plan priorities.

Action Step 8: *Establish international collaborative partnerships and increase the number of faculty in international exchange programs and participation in study abroad programs.*

Responsible parties: dean, department chairs, and faculty

Evidence of Progress:

- During the execution of this strategic plan there was a change in CoB leadership, with a new dean and an interim assistant dean. The incoming dean decided to not pursue CoB-only international collaborative partnerships.
- The GC International Office continues to establish collaborations between GC and selected institutions worldwide. Those collaborations are based on a revised strategic plan for the International Office, as guided by university-level initiatives, the CoB 2016-2021 Strategic Plan of which international programs are a component, and as a result in a change of leadership in that office, thus a change of emphasis in the locations being sought for partnerships.
- The CoB continues to offer faculty-led study abroad opportunities for business majors. CoB faculty generally offer one study abroad opportunity per year. In recent years CoB faculty have led studies to Spain, Australia, the Netherlands, Taiwan, and Germany.

Summer 2016

- A group of fourteen College of Business students and their professor, Dr. Doreen Sams, spent the summer in Spain studying marketing. During the month-long trip, the students had a range of experiences, including the packaging (labeling) on a product soon to be exported to the U.S. and student feedback on the process. As happened in previous study abroad trips, students were privileged to visit Hacienda Guzman, an olive oil exporter. Students toured the olive groves where 140 species of olives grow along with the olive oil processing plant. After that a tour of how olive oil is produced today, students were given a tour of the 15th century processing facility. These events were followed by an olive oil tasting. Thanks to arrangements made by ISA (International Study Abroad-Sevilla Spain), Georgia College students toured Ines Rosales. This international company has been in business for more than 100 years and even to this day every torta is rolled out by hand. However, modern technology (robotics and computer software) adds capacity for international expansion and maximizes food safety. The students were asked by Lucia Fouriner Torres, Director of Marketing, and Lucia Conejo-Mir, Assistant Manager, to assess the packaging and were given samples of the product for both the international and U.S. markets to evaluate. The tour took the students through the entire manufacturing process. Students were excited to see this modern facility; that still maintains its handcrafted tradition.

Spring/Summer 2020

- <https://frontpage.gcsu.edu/node/4990>

Action Step 9a: *Be purposeful regarding staff professional development.*

Expand topic coverage and participation in the Staff Professional Development Series.

Responsible parties: dean and staff

Evidence of Progress:

- The CoB uses in-house resources, such as Human Resources, to make presentations on an as-needed basis to staff. The CoB is purposeful about professional development for staff, providing opportunities for dean's office staff to participate in annual/recurring events, such as a national recruiting meeting for the graduate programs director and a regional women's leadership series for the outreach coordinator. These activities are funded through the dean's operating account, as well as through premium tuition revenue.

Spring/Summer 2020

- The Graduate Programs in Business staff participated in several staff development webinars during spring and summer 2020 to address concerns during the COVID-19 pandemic.
- The Graduate Director participated in the following:
 - The GMAC Fireside Chat for Business Schools in Georgia
 - GMAC "Announcing the GMAT Online Exam" Webinar
 - NAGAP Webinar: GEM in the Times of COVID-19 (Session 1)
 - NAGAP Webinar: International GEM in the Times of COVID-19 (Session 2)
- The Office Coordinator for Graduate Programs in Business participated in the following:
 - NAGAP Webinar: GEM in the Times of COVID-19 series (Session 1)
 - NAGAP Webinar: International GEM in the Times of COVID-19 (Session 2)

Fall 2020

- The Graduate Director participated in the following professional development:
 - GMAC Application Trends Webinar
 - GRE Search Service at ETS - It's a New Day in Graduate Recruitment: How Programs are Navigating the New Normal
 - Attended the Part-Time/Online MBA Conference
 - The Office Coordinator for Graduate Programs in Business participated in the following professional development:
 - SEAGAP Webinar: Alumni & Student Support in Recruitment
 - Georgia College sponsored webinar: Small Things Matter: Identifying & Dealing with Microaggressions

Spring 2021

- Graduate Director attended first annual Consortium for Online Graduate Business Education (COGBE) conference
- Graduate Director attended the Office of Institutional Research and Effectiveness (OIRE) virtual showcase of their website, data sources, and dashboards to learn about data resources and personalized data requests available to staff.
- The Office Coordinator for Graduate Programs in Business participated in the following professional development:
 - Attended the Office of Institutional Research and Effectiveness (OIRE) virtual showcase of their website, data sources, and dashboards to learn about data resources and personalized data requests available to staff.
 - Completed MBA courses in Human Resource Management and Quantitative Management

Action Step 9b: *Establish monthly staff meetings to discuss issues and formulate solutions.*

Responsible party: Dean

Evidence of Progress:

- The Dean meets every 4 to 6 weeks with associate/assistant dean and all dean's office staff members as a group. Approximately once a semester the department administrative assistants also participate in the meeting.

Action Step 9c: *Analyze staff salaries in relation to equivalent staff positions within the university.*

Responsible parties: associate dean/dean

Evidence of Progress:

- During the period of this strategic plan department administrator turnover has occurred through retirement and resignations. For each replacement hire there is a review of the position description and a review of the salary level relative to guidelines established by the university. Salary levels for other dean's office staff members are set by the university pay scale, and where applicable, by the annual AACSB Master's-Large salary comparison.

- During FY 2020 the university is conducting a staff salary study.

Spring/Summer 2020

- There is an ongoing university level staff salary study occurring. It is described here: <https://www.gcsu.edu/humanresources/compensation-and-benefits>

Action Step 10: Create faculty and staff recognition activities in support of the teaching, research, and service mission of the College.

Revise the selection process for College of Business Faculty and Staff Excellence Awards to ensure nominations for each category from each department.

Responsible party: honors & awards committee

Evidence of Progress:

- During the time period of this strategic plan the CoB has become very purposeful in nominating candidates for each category of the annual, university-wide awards. The dean works with the department chairs to identify candidates; the chairs then work with those candidates to prepare packages. The CoB Annual Report, published separately, lists the award winners from the CoB.

AY 2016-17

- Teaching Excellence Award for Department – The Department of Management Information Systems and Computer Science
- Excellence in Scholarship of Teaching and Learning - Dr. Brooke Conaway, Economics and Finance
- Excellence in University Service - Dr. John Swinton, Economics and Finance
- Laurie Hendrickson McMillan Faculty Award - Dr. Donnie Williams, Management

AY 2017-18

- Excellence in Teaching - Dr. Chris Clark, Economics and Finance
- Excellence in Scholarship and Creative Endeavors – Dr. Brent Evans, Economics and Finance
- Excellence in Online Teaching – Dr. Joy Godin, Information Systems and Computer Science
- Irene Rose Community Service Award – Cynthia Orms, Accounting
- Staff Individual Service Excellence Award – Lynn Hanson, Director of Graduate Programs in Business
- In addition to the university-level teaching award, Dr. Chris Clark Economics and Finance, is the recipient of this year’s University System of Georgia Regents Teaching Excellence Award - the Felton Jenkins Hall of Fame Faculty Award. Chris was the December 2018 Commencement ceremony speaker at GC.
- Dr. John Swinton Professor of Economics and Director of the Center for Economic Education, was awarded the 2018 Gold National Association of Economic Educators Curriculum Award for the game he created for Principles of Microeconomics that teaches how trade is beneficial and restraint of trade a hindrance.
- Dr. Brooke Conaway, Associate Professor of Economics spoke to incoming freshmen during the August 2018 Freshman Convocation ceremony. CoB faculty-led study abroad during the summer included Cynthia Orms, who led a group of undergraduates on a trip to Australia.

AY 2018-19

- Excellence in Scholarship of Teaching and Learning - Joy Godin, Ph.D., Information Systems
- Irene Rose Community Service Award – Renee Fontenot, Ph.D., Marketing
- Laurie Hendrickson McMillan Award – Justin Roush, Ph.D., Economics

AY 2019-20

- Excellence in Scholarship of Teaching and Learning – Bryan Marshall (IS)

Spring/Summer 2020

- There is a university level set of faculty and staff awards annually. The College of Business has won MANY awards over the last few years. By my count the Department of Economics and Finance alone has won at least 8 over the last 5 years.

- Professors Ling and Duesing (and others) were up for University Excellence Awards. As far as I know, the university has not announced any of the award winners. They are normally presented in April.

Fall 2020

- Dr. Mehrnaz Khalaj Hedayati DSI conference (November 2020), Engineering Lean and Six Sigma (ELSS), Distinguished Paper Award (Honorable Mention) - Engineering Lean & Six Sigma Conference + AI Symposium
- Dr. Dee Sams received the Outstanding Faculty of the Year, GA WebMBA

Spring 2021

- Dr. Joanna Schwartz has been selected as a 2021-2022 Governor's Teaching Fellow! Joanna now joins a select group of exemplary teacher-scholars; Georgia College has had 18 faculty participate since the program began in 1995. This appointment is largely due to her record of achievement in and commitment to innovative pedagogy, experiential learning, and community engagement in the areas of diversity, equity, and inclusion. Joanna will join others across the USG for a variety of programming and symposia throughout the academic year.
- Jessie Folk (ECON-FIN) – Excellence in Scholarship of Teaching and Learning
- Brooke Conaway (ECON-FIN) – Excellence in Teaching Award (winner)
- Leng Ling (ECON-FIN) – Excellence in Scholarship and Creative Endeavors Award (winner)
- Jehan Eljourbagy (Business Law - ACCT) – Laurie Hendrickson McMillan Faculty Award (winner)
- Dee Sams (MKT – MML) – Teaching Excellence Award for Online Teaching (winner)
- Dr. Gita Phelps (Computer Science) - Irene Rose Community Service Award (winner)
- Chris Lowery (MGMT – MML) – CoB Excellence in Service Award
- Mehrnaz Khalaj Hedayati – 2021 Office of the Provost Faculty Research Grant
- Brooke Conaway (Economics) and Dr. Mehrnaz Khalaj Hedayati (Management) - 2021 Georgia College SoTL Fellows
- Jehan Eljourbagy - Chancellor's Learning Scholar for FY21
- Joy Godin - Georgia College's HIPs Implementation Team
- Dr. Doreen Sams- 2020 Georgia WebMBA Outstanding Faculty of the Year Award

Action Step 11: *Update Atkinson Hall public recognition of faculty, staff, students, and alumni accomplishments.*

Responsible parties: honors & awards committee and dean

Evidence of Progress:

- During the time period of this strategic plan the dean's office staff has reviewed placements of all public recognition items in Atkinson Hall. A few items from past years have been retained, but the CoB has generally moved away from maintaining individual plaques for specific awards because of the large number of items that must be maintained and the resulting clutter in the building.
- The CoB will maintain public display of AACSB Maintenance of Accreditation materials.
- The CoB will maintain public display of a faculty directory and photos of all full-time faculty members.
- During CY 2016 there was a major HVAC and lighting update to every floor of Atkinson Hall. At that time all new directional signage was installed and the 1980's-era signage was replaced. Additionally, the university installed motion sensors in the hallways to control light usage.
- The dean's staff, in consultation with University Advancement, made the decision in AY 2019 to remove the annual donor posters from the second floor of Atkinson Hall. The CoB was advised that annual recognitions using a public display were not as prevalent as in the past.
- The CoB has installed a display case for our Hall of Fame awardees. That case is on the second floor, across from the founder's wall. Awardees are CoB alumni or friends who have made a major impact on the business community within the State of Georgia.