College of Business
2023-2027 Strategic Plan

Societal Impact Statement
The purpose of the APSU College of Business is to contribute to the economic and intellectual vitality of its region.

Mission
The APSU College of Business is a teaching-focused business school committed to student success while serving the Clarksville and Nashville metropolitan areas. We strive to push students beyond the textbook and help them explore their passions, in order to empower our graduates to compete in a global economy.

Guiding Principles
We believe in:
- The worth of teaching and the value of experiential and reflective learning.
- Creating a climate of inclusion that will facilitate access and foster student success.
- Professional and research activities that inform teaching, engage students, and improve the practice of business.
- The value of interaction among colleagues, students, and community.
- Ethical behavior, transparent management, and respect for colleagues and students.

Expected Outcomes
The College of Business at APSU expects:
- To develop, produce, and deliver high impact learning experiences.
- To graduate high quality Baccalaureate and Masters degreed students prepared to compete in the global economy.
- To provide a portfolio of intellectual contributions focusing on applied and pedagogical research.
- To develop and implement opportunities to form connections with the Clarksville and Nashville metropolitan areas which will provide learning and development experiences for faculty and students of the college.
- To enhance and increase our brand awareness.

Strategic Pillars of Progress
- Enhance Academic Quality
- Improve Student Outcomes
- Increase Scholarship Impact
- Strengthen Community Connections

The vision and mission statements were approved by the faculty on September 14, 2018. The Guiding Principles and Expected Outcomes were approved by the faculty on October 19, 2018. The current Pillars of Progress and 14 objectives were approved by the faculty on February 20, 2023. Ten additional objectives (shaded in gray below) were approved by the faculty on December 15, 2023.

Pillar of Progress 1: Enhance Academic Quality

Goals	Objectives	Tactics	Measures of Success	Resources Needed	Status
Improve program quality	*Objective 1:* Attain AACSB accreditation	Continue addressing gaps on standards 1, 3, 5, 8, and 9 by 2023-24; Support attendance at AACSB conferences and seminars	Attain AACSB initial accreditation by 2027	$30,000 annually for accreditation-related fees and travel (from unrestricted donations)	Preparing second progress report for submission
Expand portfolio of academic programs	*Objective 2:* Develop and launch an MBA program.	Secure program approvals; Review faculty staffing and hiring plans to ensure faculty sufficiency; Develop new courses	Launch new program in fall 2024	$5,000 for new promotional materials	Preparing for program launch in fall 2024.
	Objective 3: Develop and launch a Business Analytics concentration within the Management major.	Review structure of similar programs at peer institutions; Secure program change approvals; Add two more full-time Analytics faculty members by 2027; Develop new Analytics/MIS courses	Launch new concentration in fall 2024	$300,000 (salaries and benefits))	One new faculty line added for fall 2024-25. Concentration to launch
	Objective 4: Develop and launch a MIS concentration within the Management major.	Review curriculum of similar programs at peer institutions; Secure program change approvals; Add one more full-time MIS faculty member by 2027; Develop new Analytics/MIS courses	Launch new concentration in fall 2025	$150,000 salaries	Not started

Improve online course quality	Objective 5: 100% of BBA and MBA core courses become Quality Matters certified	Identify faculty responsible for preparing each core course for QM review; Develop implementation schedule; Seek approval for an internal instructional design position	Successful QM certification for all BBA core courses by 2025 and MBA core courses by 2027	Faculty time	All BBA core courses are completed or in progress.
	Objective 6: Incorporate best practices in online course design into every College of Business online course.	Convene faculty team to create a common template for use in all online courses in the college; Host faculty Lunch and Learns to share best practices with college faculty.	Adoption of a common course template for all college online courses by 2026	$2,000 annually for faculty lunches	Not started

Pillar of Progress 2: Improve Student Outcomes

Goals	Objectives	Tactics	Measures of Success	Resources Needed	Status
Improve student success metrics	*Objective 1:* Increase the first-time, full-time freshmen retention rate in the College of Business	Expand freshmen Explore program; Increase faculty/staff participation in APSU 1000 courses; Develop new programming to help freshmen connect with the college.	Increase college retention rate to 70% from 2025-27	$10,000 annually for freshmen Explore program	2022-23 retention rate was 65.14%
	Objective 2: Increase percentage of College of Business students who either persist to the next academic year or graduate	Increase annual scholarship distributions to $250,000 by 2027; Add a third undergraduate advisor to reduce advising caseloads; Create Business Govs Ambassador program to enhance outreach to students	Increase the college persistence rate to 70% from 2025-27	$70,000 (salary + benefits) for the extra advisor; $5,000 annually for BusinessGovs Ambassador program	$204,000 in scholarships awarded in 2023-24; Search underway for new advisor
Increase student engagement in high-impact learning experiences	*Objective 3:* Continue to develop the college's portfolio of high-impact and experiential learning opportunities to serve more students.	Explore creation of additional learning experiences; Review annual faculty evaluation criteria to encourage faculty to develop HIPs; Increase student travel funding from $40,000 to $50,000/annually.	Expanded portfolio of high-impact and experiential learning opportunities	$10,000 increase in student travel funding allocation	$55,000 spent in student travel funding in 2023.
	Objective 4: At least 50 College of Business students per year participate in internships.	Increase outreach to potential employers; Expand Corporate Partners program; Expand outreach to students promoting internship opportunities	Exceed 50 internships annually by 2027.	None	37 for-credit internships in 2022-23

	Objective 5: A minimum of 75 students will present research at academic conferences from 2023-27.	Increase student travel funding to $50,000 annually; Increase faculty travel funding to $3,000/faculty member	Exceed 75 students presenting research from 2023-27	$10,000 additional funding for student travel, $10,000 additional funding for faculty travel	19 presentations in 2022-23
	Objective 6: At least 50 students participate in a study-abroad experience between 2023 - 2027.	Increase study abroad scholarships; support development of new study abroad experiences to Europe and Asia	Exceed 50 students participating form 2023-27	$10,000 additional scholarship funding annually.	11 study-abroad participants in 2022-23
	Objective 7: Increase portfolio of service-learning courses within the college	Support faculty interested in developing new service-learning courses;	Increase in number of service-learning courses offered each year.	None	12 students enrolled in service-learning classes in 2022-23
	Objective 8: Increase number of student organizations within the college to foster greater sense of community amongst students.	Support development of student organizations for each major; support development of other affinity group organizations; provide funding to limit any membership fees.	Increase in number of active student organizations within the college	Unknown	Not started
	Objective 9: Increase student exposure to professional organizations.	Identify opportunities for students to engage with professional organizations across each discipline; Continue providing sufficient funding for participation and travel.	Documented increase in number of students participating in professional events.	$10,000 increase in student travel funding. $3,500 sponsorship of NBJ Mentoring Monday Unknown funding for virtual events	88 students traveled to attend professional events in 2022-23

Pillar of Progress 3: Increase Scholarship Impact

Goals	Objectives	Tactics	Measures of Success	Resources Needed	Status
Increase academic impact from research	*Objective 1:* College of Business faculty will produce at least 35 highly-ranked publications (A*, A, or B-ranked journals listed on the ABDC rankings) from 2023 – 2027.	Provide at least $3,000/faculty member annually for faculty travel and support; Create summer research grant program;	Exceed 35 highly-ranked publications by 2027	$10,000 additional funding for faculty travel	12 as of October 1, 2023
	Objective 2: College of Business faculty will have 4,500 citations by Dec. 31, 2027.	Continue support for producing high-quality research; Collect and report citation counts at least annually; Recognize faculty for reaching 100, 500, and 1000 lifetime citations	Exceed 4,500 collective citations by 2027	$75 for each citation award for faculty	4,115 as of October 1, 2023
	Objective 3: College of Business faculty will have at least 50 publications with at least 25 citations by Dec. 31, 2027.	Continue support for producing high-quality research; Track and report annually the number of publications with at least 25 citations.	Exceed 50 publications with at least 25 citations by 2027	None.	37 as of October 1, 2023
Increase community impact from research	*Objective 4:* Center for Applied Business Research will produce at least 10 community-focused intellectual contributions by 2027.	Create new Center for Applied Business Research; Appoint inaugural Director; Identify research fellows; Secure external funding for Center's operations and fellowships;	Exceed 10 community-focused intellectual contributions from 2023-2027.	$35,000 annually for Center for Applied Business Research from private donations	Search underway for inaugural Director

Pillar of Progress 4: Strengthen Community Connections

Goals	Objectives	Tactics	Measures of Success	Resources Needed	Status
Grow SBDC Impact	*Objective 1:* Increase SBDC's new capital formation into the region to exceed $3 million annually by 2028.	Hire full-time SBDC counselor; Launch SBDC internship program; Increase seminars to SBDC clients;	Exceed $3 million in annual impact.	$60,000 for SBDC Counselor (half from donations)	$2.6 million impact in 2022
Student Societal Impact	*Objective 2:* Increase the number of businesses and organizations hosting College of Business interns.	Increase outreach to potential employers; Expand Corporate Partners program; Expand outreach to students promoting internship opportunities	Increase in the number of internship employers each year	None	
	Objective 3: Student teams complete at least 10 projects with local businesses and organizations between 2023-2027	Launch SBDC internship program; Develop course collaborations with businesses and organizations in the region	Exceed 10 projects	$15,000 annually for SBDC internship program	Not started
Support Regional Business Community	*Objective 4:* Increase interactions with regional business and government organizations (e.g. Nashville and Clarksville Chambers of Commerce, BBB, Clarksville Young Professionals, etc.)	Develop partnerships with community organizations; Participate/sponsor Chamber events; Offer seminars for community partners	Expanded portfolio of interactions with regional business organizations	$15,000 annually for sponsorships and seminars	New partnership in 2023 with Nashville Chamber
	Objective 5: Increase interactions with Ft. Campbell.	Maintain presence at Ft. Campbell Center for graduate advisor; Sponsor Nashville Chamber Veterans Initiatives; Support Honor Foundation with education sessions	Increased participation by active duty soldiers and veterans in college programming	None	2023-24 sponsor of Nashville Chamber's Veterans Initiatives

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Strategic Plan Progress
May 2025

Objective	Current Status
Pillar 1: Enhance Academic Quality	
1. Attain AACSB Accreditation	Accepted for a PRT Visit
2. Develop and launch an MBA program	Completed
3. Develop and launch a Business Analytics concentration	Program approved for fall 2025 start
4. Develop and launch an MIS concentration	Program approved for fall 2025 start
5. 100% of BBA and MBA Core Courses become QM Certified	10 of 15 BBA core courses are QM certified
6. Incorporate best practices of online course design into every online course	Every faculty member completed APPQMR training
Pillar 2: Improve Student Outcomes	
1. Increase First-Time, Full-Time Freshman Retention Rate	2019-23: 65.54%, 2024: 69.1%, 2025: 69.9%(p)
2. Increase Percentage of Students who Persist YoY or Graduate	2019-23: 67.7%,
3. Develop portfolio of high-impact experiences	---
4. Minimum of 60 student internships/year	2022-23: 37, 2023-24: 54, 2024-25: 45(p)
5. Minimum of 75 students present research at conferences from 2023-27	2022-23: 19, 2023-24: 26, 2024-25: 35
6. Minimum of 50 students participating in study abroad form 2023-27	2022-23: 11, 2023-24: 16, 2024-25:
7. Increase portfolio of service-learning courses	2022-23: 2
8. Increase number of student organizations within the college	Added Business Govs SERVE, Real Estate Club, Hospitality and Tourism Society, Govs Women in Business
9. Increase student exposure to professional organizations	2024:25 72 students attended professional events

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Pillar 3: Increase Scholarship Impact	
1. 35 Highly-Ranked Publications from 2023-2027	
2. 6,000 Collective Citations by 2027	5,554
3. 50 Publications with at least 25 Citations by 2027	47
4. Minimum of ten white papers from CABR by 2027	2025: 5 white papers
Pillar 4: Strengthen Community Connections	
1. SBDC: $3 million Annually of New Capital Formation	2023: $2.4 million
2. Increase number of organizations hosting College of Business interns	2022-23: 32 organizations; 2023-24: 43 orgs.
3. Student teams complete 10 projects with businesses by 2027	2024: 5 projects
4. Increase interactions with regional business and government orgs.	Partnership with Nashville Chamber of Commerce, Participation in Regional Skills Coalition
5. Increase interactions with Ft. Campbell	Sponsor of Nashville Chamber Veterans Initiatives and The Honor Foundation

Select High-Impact Practices

High-Impact Practice	Number of Students 2022-23	Number of Students 2023-24	Number of Students 2024-25
1. Internship Enrollment	37	54	45
2. Service-Learning Enrollment	12	11	13
3. Study Abroad Enrollment	11	16	24
4. Student Research Presentations	19	26	34
5. Other Student Travel	88	82	89

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Total Number of Students Engaged in Select High-Impact Practices	167	189	205