The College of Business Strategic Plan has been revised with input from the college’s Executive Council and Strategic Management Advisory Committee. The college’s goals are aligned with NMSU’s goals as stated in the NMSU Strategic Plan Transforming Lives through Discovery: Vision 2020.

**Mission** (June 2010)
The College of Business serves the educational needs of New Mexico’s diverse population by providing high quality education, conducting research, and participating in service and outreach within the global community.

- The mission builds on our core values.
- Our intellectual contributions are discipline based, practitioner based, and pedagogically based with greatest emphasis on discipline based research.
- The college embraces necessary goals to provide a quality education from outstanding faculty. These goals are set forth in our Strategic Plan.

**Values** (April 11, 2008)
The College of Business (COB) at New Mexico State University (NMSU), as a land grant institution with a liberal admissions policy, embraces the following values:

- Maintaining high academic standards resulting in a quality education;
- Employing a knowledgeable and diverse faculty committed to teaching contemporary business curricula;
- Preparing students to meet the challenges in a dynamic global environment;
- Advancing knowledge by encouraging faculty to engage in a wide range of applied and scholarly research activities;
- Enabling faculty through their research to maintain currency in the classroom, to advance knowledge in their respective disciplines and to garner their peers’ respect and recognition;
- Supporting faculty involved in multi-dimensional service activities for our students, our institution, and our respective professions;
- Providing students with an excellent education at a reasonable cost;
- Acknowledging our commitment to involvement through faculty, staff and student interactions in local, state and national organizations and our global community.

**History and Scope**
New Mexico State University is a land grant institution, a Carnegie Research University-High Research Activity, and a Hispanic-Serving Institution (HSI) as designated by the U.S. Department of Education. The College of Business was founded in 1964 and its business programs have been accredited by AACSB International-The Association to Advance Collegiate Schools of Business since 1973. The accounting programs have been separately accredited since 1993.

The College of Business consists of five academic departments offering eight different majors (accounting, economics, finance, general business, information systems, international business, management, and marketing).
Academics and Graduation: Provide stellar programs, instruction, and student services to achieve timely graduation.

A. Promote excellence in teaching and learning across all course delivery methods.
   - Recognize participants in the programs of the Teaching Academy.
   - Promote participation in Teaching Academy programs by faculty.

B. Recruit and retain quality faculty.
   - Advertise positions through the PhD Project.
   - Considers changes to hiring packages in terms of coverage of moving expenses.

C. Offer relevant, dynamic curricula in each business discipline incorporating ethics, diversity, sustainability, and global business issues.
   - Conduct academic program reviews either through AACSB International or through an internal process and evaluate progress annually.
   - Begin assessment of the globalization learning objective for the MBA program.
   - Conduct comprehensive MBA curriculum review, including review of BA 590 prerequisite courses to provide adequate preparation with respect to the needs of the capstone project.
   - Develop a sustainability component in at least four undergraduate courses.
   - Develop a sustainability minor for undergraduates.

D. Maintain expectations of ethical behavior for students at all levels.
   - In syllabi remind students about the definitions and consequences of plagiarism.
   - Consider creation of a testing center and requirements for some percentage of proctored work in online courses.

E. Attract and retain well-qualified students at all levels.
   - Recognize excellent performance by students.
   - Increase the visibility and support for Beta Gamma Sigma and other honorary organizations.
   - Recognize high-performing MBA students.
   - Participate in the PhD Project.
   - Implement performance criteria for admission to upper division business courses.
   - Seek stable funding of the remote site MBA programs to include gaining approval of new revenue sharing models.
   - Plan for long term growth in graduate programs (Develop and implement five-year strategic plans for all graduate programs).
   - Seek stable funding for graduate assistants in DED program to include I&G and project grant funding.
   - Develop targeted marketing effort to attract well qualified diverse graduate students into the DED program.
   - Seek administrative support for tuition waivers for doctoral students.
   - Identify target employers who provide tuition reimbursement to their employees and provide information to them concerning our programs for working professionals.
• Promote programs for working professionals such as MBA, undergraduate degree completion.
• Develop a fully online MBA program for implementation in fall 2014.

F. Promote degree completion, professionalism, and successful transition into the professional workforce.

- Explore ways to increase retention of undergraduate students.
- Support the visiting mentor program.
- Support etiquette dinners and other professionalism events and activities; provide online tutorials for students.
- Support resume workshops.
- Provide financial support for student organizations and assist in identifying professional speakers.
- Promote student participation in student organizations.
- Consider ways in which online or other nontraditional delivery mechanisms can be used for graduate and undergraduate programs.
- Reach out to students with 80-90 credits who may be “stopping out.”

G. Guide the enrollment composition through effective recruitment, retention, and investment.

- Collaborate with Student Affairs to develop and implement a comprehensive student marketing strategy.
- Work with the provost to shape student enrollment across levels through strategic resource investment.

Student Populations Served (PDF)

Diversity and internationalization: Provide a diverse academic environment supportive of a global society.

A. Support diversity through targeted recruitment, retention and services.

- Participate in the PhD Project to recruit students and faculty.
- Continue to encourage student participation in the New Mexico Doctoral Loan Assistance Program.

B. Promote appreciation of diversity in the curriculum.

- Assess the globalization learning objective in the MBA program.
- Assess the diversity objective in the BBA program.
- Promote continued emphasis in the DED program on global economic development.

C. Promote an international campus community.

- Invite international visiting faculty members to campus.
- Support faculty led international programs for students.
- Encourage business students to study abroad.
• Work with International and Border Programs to develop targeted marketing plan aimed at attracting international students.
• Support faculty interested in international faculty development activities (especially through Council on International Educational Exchange (CIEE) and the Consortium of Universities for International Studies.
• Support faculty travel to international conferences to present papers.

Research and Creative Activity: Promote discovery, encourage innovation, and inspire creative achievement.

A. Produce peer reviewed journal articles with particular emphasis on discipline-based research in the quantity and quality appropriate for a college offering our array of undergraduate and graduate programs.
   • Increase emphasis on peer reviewed journal articles, with acceptance of other intellectual contributions.
   • Explore teaching load adjustments to encourage and reward publications.
   • Provide mentoring for faculty members with respect to research and publications.

B. Recognize and value the wide variety of intellectual contributions that support our overall mission as a land grant, Carnegie research institution.
   • Develop a new statement of faculty qualifications building on the recommendations of Faculty Council.
   • Maintain a college research seminar series.
   • Measure the impact of research in the College as required by AACSB; incorporate research impact in the statement of faculty qualifications.
   • Recognize exemplary research.
   • Develop a job description for the vacant associate dean position.

C. Invest in research capabilities.
   • Seek funding for data and software.
   • Support development of the behavioral lab.

D. Promote the role of research in undergraduate and graduate education by fostering student engagement in independent scholarship, internships, conferences, and work experiences and by providing students with opportunities to use up to date research tools and facilities.

Economic and Community Development: Drive economic, social, educational, and community development.

A. Serve industry and students through programs that target specific economic sectors, such as public utilities, entrepreneurship, banking, insurance, and the golf industry.
   • Meet with industry representatives to receive advice on program improvements.
   • Improve relationships with recruiters.
   • Promote the Public Utilities Regulation Economics Certificate to working professionals.
B. Provide public policy analysis as requested by stakeholders.
- Respond to university calls for assistance.
- Work with the state and the schools on the UVA project to improve school.

C. Facilitate access to four-year academic programs for qualified students from New Mexico.
- Review the General Business major to determine whether it serves students well.
- Participate in articulation efforts to promote transfer.
- Strengthen the online degree completion program.
- Assign faculty advisors to upper division degree completion students.
- Offer dual credit courses for qualified high school students.

D. Encourage faculty to provide service to their professions and to the university, the college and their departments.
- Offer a service award for faculty members.
- Provide travel funding in support of service to the profession.
- Provide recognition in performance evaluations for those serving as officers and on editorial boards of professional organizations.

E. Support university efforts to facilitate economic development.
- Fill the Carruthers chair for economic development.
- Seek support for the Doctor of Economic Development program which produces economic development professionals and which serves communities through student Projects.

Resource Stewardship: Maximize resources available to effectively support teaching, research, and service.
A. Develop donor support and other alternative sources of revenue.
- Identify a new development officer.
- Seek funding for priorities of the college through private donations and partnerships.
- Honor successful graduates and supporters through Hall of Fame, Trader’s Awards, and Distinguished Alumni Program.

B. Allocate resources to support the strategic plan.
- Annually identify priority action items and funding to support them.
- Expand use of social media for outreach.

C. Provide and maintain physical and technological environments conducive to teaching, learning and research activity.
- Promote sustainability in the use of resources.
- Consider development of testing space to support technologically assisted teaching methods and distance education programs.