Missouri State University College of Business

Strategic Plan 2026-2031

Fueling Opportunity

Approved by the College Leadership Team

August 14, 2026

MISSION

Through our commitment to experiential learning and public affairs, we empower bachelor's and master's students for sustained success in the global business economy. We support faculty in producing impactful, high-quality intellectual contributions that improve business and pedagogy and engage with external stakeholders to improve our community.

VISION

We aspire to be a university of choice for business students by delivering an industry-relevant, high-quality education that fosters student success and drives meaningful contributions to the University's Public Affairs mission and economic impact.

Values

Ethical Leadership: We lead with integrity and transparency to build trust and support our students, faculty, and staff.

Cultural Competence: We value diverse perspectives and embrace collaborative thinking to excel in an increasingly global community.

Community Engagement: We leverage our expertise and partnerships to develop innovative academic programs, foster economic growth, and promote social responsibility.

Experiential Learning: We invest in experiential learning opportunities for students to build transferable skills, enhance professionalism, promote career readiness, and engage with employers.

Strategic Planning Process

The College first developed a formal mission statement in the 1980s and began publishing this statement in the University catalog in 1991. Since that time, the mission statement has expanded to become a comprehensive strategic plan. This iteration of the strategic plan was created with input from faculty, staff, students, University leaders, and external stakeholders. A strategic plan steering committee, led by the Associate Dean and consisting of eight (8) representative faculty and staff, conducted a series of seven (7) listening sessions with faculty and staff. With the assistance of AI tools, summaries of these meetings were used to generate a preliminary SWOT analysis and goals that would support the University-level plan, "Igniting Opportunity". The steering committee refined the initial draft as appropriate, and the draft was shared with external stakeholders and College leaders for feedback. Additionally, an open-comment period was provided to allow all constituents an opportunity to share their thoughts. After continued refinement, the plan was approved by the College Leadership Team on August 14, 2026 and put in place for the Fall 2026 semester.

How the Strategic Plan is Used

The strategic plan guides allocation of limited resources to achieve College goals, aligning with broader institutional priorities. It is a living document, reviewed at least annually, with progress reported through the COB AACSB Annual Report and interim reviews by the Dean and College Leadership Team. The plan focuses on initiatives beyond routine operations, allowing for adjustments in goals and tactics over time.

Structured on a five-year horizon, the Dean and College Leadership Team identify annual, college-level tactics tied to strategic goals. Academic units maintain aligned plans to support these objectives. The College's mission is defined through its mission and vision statements, shared values, and goals and objectives, with strategies and responsibilities set annually.

Progress is assessed through both quantitative key performance indicators (KPIs) and qualitative measures, with combined analysis used to evaluate overall success and direction.

SWOT Analysis

Strengths

- **Experiential Learning & Facilities:** The College has invested in extensive experiential learning labs (e.g., accounting, construction & design, cybersecurity, entrepreneurship, financial trading, and sales), participation in national competitions, and applied hands-on activities.
- **Faculty Quality:** Faculty qualifications include a balanced portfolio of research productivity, industry experience, professional engagement, and instructional effectiveness that support academic quality and market relevance.
- **Student-Centered:** A strong focus on industry-driven, learner-centric education that differentiates the College from larger R1 institutions.
- **Industry & Community Partnerships:** Strong relationships with local and regional businesses (e.g., Forvis Mazars), robust College and academic unit advisory boards, and a tradition of community and alumni outreach efforts.
- **Return on Investment:** The College offers relevant degrees focused on professional career preparation, robust internship opportunities, connecting students with employers, and overall affordability.

Weaknesses

- **Resource Constraints:** Limited funding for R2 aspirations, inadequate marketing budget for enrollment growth, lack of access to specialized data sets and journals, and insufficient instructional capacity in select disciplines.
- **Instructional Challenges:** Differences in student preparedness, engagement, and academic integrity present ongoing challenges in maintaining consistent instructional rigor and effective learning outcomes.
- **Infrastructure:** Continuing maintenance demands within Glass Hall create ongoing fiscal challenges in preserving functional, attractive, and supportive academic spaces.
- **Administrative Complexity:** Administrative processes and procedural complexity often slow decision-making, limit agility, increase operational burdens, and inhibit transparency across the college

Opportunities

- **AI Integration:** Potential to offer AI certificates, incorporate AI into the curriculum to improve workforce readiness, and utilize AI tools to enhance the productivity of students, faculty, and staff.
- **Market Expansion:** Expand targeted recruiting efforts for local, out-of-state, and international students and strengthen industry connections in major hubs like St. Louis, Kansas City, Tulsa, and Northwest Arkansas.
- **Collaborative Initiatives:** Support interdisciplinary programs (e.g., with Hospitality or Sports Management) and helping improve career outcomes for non-business students and working professionals through certificates or micro-credentialing.
- **Curriculum Innovation:** Introduce major-specific courses earlier in the four-year plan to improve retention and integrate more professional development opportunities to enhance student placement.
- **Faculty and Staff Enrichment:** Invest in professional development opportunities for faculty and staff, including professional certifications, engagement with industry, and targeted development that expands expertise and supports strategic priorities.

Threats

- **Enrollment & Demographics:** Declining enrollment trends, demographic shifts, and increased competition from larger universities, trade schools, and self-paced online alternatives.
- **Academic Integrity:** Significant concerns regarding academic integrity and its impact on the University's value proposition.
- **Market Perception:** The diminishing perceived market value of college degrees, with a four-year degree being seen as less distinctive than in the past.
- **Financial & Political Externalities:** State budget constraints and the erosion of traditional in-state vs. out-of-state tuition models.
- **Environment & Safety:** Mental health challenges among students, faculty, and staff, and concerns regarding workplace safety.

2026-2031 COLLEGE OF BUSINESS GOALS

GOAL 1: Academic Opportunities and Innovation

- **Goal 1.1: Develop AI-Responsive Curriculum.** Develop professional certificates in AI applications for business, integrate ethical AI policies into all course syllabi, and support AI training opportunities for faculty as needed.
- **Goal 1.2: Elevate Research Excellence.** Continue to reward research excellence through endowed chairs, professorships, summer research grants, awards, and improved data sources.
- **Goal 1.3: Expand Experiential Learning.** Continue to develop and expand innovative experiential learning and education abroad opportunities for students.

GOAL 2: Community Partnerships and Economic Development

- **Goal 2.1: Expand Connections with Employers.** Increase employer attendance at career fairs, with emphasis on large national employers and those related to underrepresented niche academic programs and expand events such as Employer of the Day to increase student internships and job placements for all programs.
- **Goal 2.2: Support Faculty Engagement with Industry**. Support opportunities for faculty to collaborate with industry partners through externships, student consulting supervision, and joint research initiatives.

GOAL 3: Institution of Choice for Students and Employees

- **Goal 3.1: Grow Enrollment.** Grow COB enrollment to 5,000 students by 2030.
- **Goal 3.2: Improve Retention through Early Engagement.** Increase the percentage of incoming freshmen who are enrolled in a College-specific section of GEP 101 and develop extracurricular programming targeting lower-division COB students.
- **Goal 3.3: Promote and Expand Accelerated Graduate Programs.** Promote and expand accelerated graduate program options to provide a seamless transition from undergraduate to graduate programs.
- **Goal 3.4: Promote Transparency and Improve Organizational Culture.** Improve communication and foster an organizational culture that promotes engagement, collaboration, and well-being that helps recruit and retain high quality faculty and staff.

GOAL 4: Student and Alumni Experience

- **Goal 4.1: Establish Programs to Promote Engagement of Students with Alumni.** Re-establish the Corporate Mentor Program and explore the creation of a Student Ambassador program to facilitate scalable connections between current students and alumni.
- **Goal 4.2: Provide Quality Instruction.** Ensure quality of instruction across all modalities, including investment in teaching awards.
- **Goal 4.3: Enhance Student Advising.** Enhance the partnership between professional advisors (course advising) and faculty (professional mentorship) to provide holistic student support.
- **Goal 4.4: Personalize Alumni Communication.** Use digital platforms and AI to deliver tailored content, such as program-specific news or invitations to campus or alumni events.

GOAL 5: Branding and Identity

- **Goal 5.1: Defining the Value Proposition.** Focus the College brand on career readiness, professionalism, and leadership, clearly distinguishing the bachelor's degree from vocational alternatives, and expand digital marketing and data-driven recruitment strategies.
- **Goal 5.2: Clarify Public Affairs Mission.** Better define and promote the Public Affairs mission within the College of Business context to meet accreditation and societal impact expectations.
- **Goal 5.3: Maintain and Expand Program Accreditation.** Maintain existing accreditations for all programs and pursue accreditation for the remaining unaccredited programs (2) in the College.
- **Goal 5.4: Maintain Facilities.** Ensure College facilities remain attractive, reliable, and aligned with current academic, recruitment, and operational needs.