

# **ADKERSON SCHOOL OF ACCOUNTANCY**

## **STRATEGIC PLAN**

### **2022-2026**

#### **Overview**

A process to develop a new strategic plan began during the summer 2021 semester. The process was led by Don Whitmire, Chair of the Advisory Council, Shawn Mauldin, Director of the Adkerson School of Accountancy, the advisory council strategic planning committee, and the faculty strategic planning committee. The initial stage of the process involved sending a professionally prepared video to the key stakeholders from Don and Shawn discussing the performance measures of the prior strategic plan and the purpose and timeline of the upcoming strategic planning process. The next phase involved obtaining feedback from the stakeholders who completed a comprehensive SWOT analysis via a Qualtrics survey. The stakeholders included faculty, alumni, employers, advisory council members, and staff involved in recruitment, advancement, and career services. These efforts were followed by a professionally facilitated retreat held on December 3, 2021, with 64 stakeholders participating. The one-day retreat required participants to review the University strategic plan, the College of Business strategic plan and focus areas, and the summary of the results of the SWOT analysis. Through interacting in small and large groups, the participants provided feedback about long-term goals and actions items. After the retreat, a summary of the goals and actions items were provided to the participants for final feedback. The feedback was incorporated into the strategic plan and presented to all stakeholders for final approval. The strategic plan was approved on February 3, 2022. Implementation started in the Spring 2022 semester. The prior core values, vision, and mission were considered and deemed relevant to the current environment of the School.

#### **Vision**

The Adkerson School of Accountancy strives to be widely respected as a leader in accounting education, high-quality research, and professional engagement.

## **Mission Statement**

The mission of the Adkerson School of Accountancy at Mississippi State is to prepare students for successful careers in accounting and business by fostering an environment that promotes innovative teaching and curricula, high-quality research, collaborative relationships, and service.

## **Core Values**

**INTEGRITY:** We are committed to ethical and professional behavior.

**INNOVATION:** We strive to create, leverage, and implement forward-looking ideas, methods, and technologies.

**DIVERSITY, EQUITY, & INCLUSION:** We embrace the opportunity to work and interact with individuals who have unique and different perspectives and backgrounds.

**EXCELLENCE:** We value excellence in teaching, research, and service to our school, profession, and community.

**LEADERSHIP:** We embrace our role as leaders in academia and the business world.

**2022-2026 Strategic Plan**  
**Goals, Action Items, Outcome Measures, and Key Performance Indicators (2022)**

<b>GOAL 1 – ENHANCE FUNDING</b>			
<b>ACTION ITEM</b>	<b>OUTCOME MEASURE</b>	<b>RESPONSIBLE PARTIES</b>	<b>2022 KEY PERFORMANCE INDICATORS - (TBA)</b>
<b>1.1:</b> Increase endowed fellowships, professorships, and chairs.	1.1.1: Secure commitments from alumni, firms, and friends of the School to reach a goal of 2 additional endowed fellowships, 2 additional professorships, and 1 chair.	Director, Advisory Council, Development	
	1.1.2: Award funded professorships and fellowships.	Director	
<b>1.2:</b> Increase endowments for unrestricted funds.	1.2.1: Develop and implement a plan to increase unrestricted endowments by \$1 million.	Director, Development	
	1.2.2: Update the School’s “Giving Document” that outlines the different levels of giving opportunities available.	Director, Advisory Council, Development	

<b>1.3:</b> Increase scholarship support.	1.3.1: Increase undergraduate scholarship funding by 5% each year.	Director, Advisory Council, Development	
	1.3.2: Increase the number of graduate scholarships from 8 to 10.	Director, Advisory Council, Development	
<b>1.4:</b> Increase funding for recruiting events and “Meet the Director” events.	1.4.1: Secure named sponsors for events in major cities.	Director, Advisory Council, Development	
<b>Meridian</b> - Focus on the action items that are relevant for the Meridian campus.		Director, Meridian Faculty, Meridian Division Head, Development	

**GOAL 2 – INCREASE THE IMAGE AND VISIBILITY OF THE  
SCHOOL’S ACADEMIC BRAND**

<b>ACTION ITEM</b>	<b>OUTCOME MEASURE</b>	<b>RESPONSIBLE PARTIES</b>	<b>2022 KEY PERFORMANCE INDICATORS – (TBA)</b>
<b>2.1:</b> Enhance the awareness and marketing of the School’s academic accomplishments, offerings, and impact.	2.1.1: Determine the feasibility of a comprehensive multi-level marketing campaign to promote the School’s brand. Consider hiring a consultant.	Director, Advisory Council, Faculty	
	2.1.2: Develop marketing materials for target audiences, including middle-cohort of students.	Director, Advisory Council, Faculty	
	2.1.3: Maintain and promote AACSB accounting accreditation.	Director, Faculty, Staff	
	2.1.4: Develop high-quality videos with student, alumni, and faculty testimonials.	Director, Faculty, Staff	
	2.1.5: Feature success stories of students, including student of the month.	Director, Faculty, Staff	

	2.1.6: Expand distribution of the Bulldog Ledger.	Director, Staff	
	2.1.7: Highlight and promote faculty research.	Director, Faculty	
<b>2.2:</b> Enhance and expand relationships with alumni.	2.2.1: Continue to update accounting and donor database.	Director, Staff, Alumni Association	
	2.2.2: Develop a systematic process to better recognize the accomplishments of alumni.	Director, Advisory Council, Development	
	2.2.3: Host special events before the awards ceremony in the spring and after the advisory council meeting.	Director, Staff	
	2.2.4: Provide professional CPE opportunities (free and paid). Investigate the types of CPE programs that should be offered. Include socials after the CPE event.	Director, Clinical (non-tenure track) Faculty	
	2.2.5: Continue alumni events post Covid. Create a repeatable process for both efficiency and effectiveness" to support both alumni events and student recruitment events; make it easier to connect with both in targeted cities.	Director, Advisory Council, Development	

<p><b>2.3:</b> Enhance and expand the School's involvement and impact with the business community and employers.</p>	<p>2.3.1: Increase faculty participation with the local and state accounting societies and other professional organizations.</p>	<p>Director, Faculty</p>	
	<p>2.3.2: Start an IRS Volunteer Tax Assistance (VITA) program.</p>	<p>Director, Faculty</p>	
	<p>2.3.3: Work with Career Services to ensure that employers' needs are being addressed.</p>	<p>Director, Career Services</p>	
<p><b>Meridian</b> - Focus on the action items that are relevant for the Meridian campus.</p>		<p>Director, Meridian Faculty, Meridian Division Head</p>	

**GOAL 3 – INCREASE ENROLLMENT, ENHANCE EXISTING DEGREE PROGRAMS,  
AND DEVELOP NEW ACADEMIC INITIATIVES**

<b>ACTION ITEM</b>	<b>OUTCOME MEASURE</b>	<b>RESPONSIBLE PARTIES</b>	<b>2016-2020 KEY PERFORMANCE INDICATORS – (TBA)</b>
<b>3.1:</b> Increase undergraduate and graduate enrollments.	3.1.1: Develop and implement a recruiting plan to increase undergraduate and MPA\MTX enrollments (F2F and Online).	Director, Recruiting Staff, Faculty	
	3.1.2: Develop and implement a plan to attract non-Mississippi State University students into the online graduate programs.	Director, Recruiting Staff, Faculty	
	3.1.3: Develop and implement a plan for recruiting in high schools. Coordinate with the College of Business.	Director, Recruiting Staff, Faculty	
	3.1.4: Increase ASAP camp participation by 10% annually.	Director, Undergraduate Coordinator	
<b>3.2:</b> Enhance degree programs.	3.2.1: Review undergraduate and graduate curricula and align curriculum with the CPA Evolution Model.	Director, Faculty	



	3.2.2: Re-examine the financial principles course (content, exams, cheating, curves).	Director, Faculty	
	3.2.3: Add a learning goal on critical thinking skills.	Director, AoL Committee	
	3.2.4: Investigate the relationships/synergies between the ACCT graduate programs and the MBA program to capture enrichment experiences.	Director, Faculty, MBA Director	
<b>3.3:</b> Develop new academic initiatives.	3.3.1: Consider other minors for accounting students, e.g., supply chain management, entrepreneurship, logistics, and internal audit.	Director, Faculty, College Leadership	
	3.3.2: Consider the feasibility of non-accounting internships.	Director, Faculty, College Leadership	
	3.3.3: Explore the feasibility of certificates programs.	Director, Associate Dean	
<b>Meridian</b> - Focus on the action items that are relevant for the Meridian campus.		Director, Meridian Faculty, Meridian Division Head	

**GOAL 4 – ENRICH AND STRENGTHEN STUDENT SUCCESS, ENGAGEMENT,  
DEVELOPMENT, AND OUTREACH**

<b>ACTION ITEM</b>	<b>OUTCOME MEASURE</b>	<b>RESPONSIBLE PARTIES</b>	<b>2016-2020 KEY PERFORMANCE INDICATORS – (TBA)</b>
<p><b>4.1:</b> Develop a process for informing students about the CPA exam.</p>	<p>4.1.1: Prepare in-depth information for students regarding the logistics/details of the CPA exam.</p>	<p>Director, Faculty</p>	
	<p>4.1.2: Review ACCT 8053 and make changes necessary to ensure students are prepared to successfully pass the CPA exam.</p>	<p>Director, Faculty</p>	
	<p>4.1.3: Determine the best practices for communicating with students about the CPA exam and other relevant information.</p>	<p>Director, Faculty</p>	
<p><b>4.2:</b> Enhance career development/options for students.</p>	<p>4.2.1: Clearly convey all career paths available to accounting students besides public accounting (i.e., other than tax and/or audit such as corporate, governmental, etc.) with an emphasis on the middle-cohort (students who do not qualify for Beta Alpha Psi).</p>	<p>Director, Career Services, Faculty, Advisory Council</p>	

	4.2.2: Strengthen placement opportunities for students across a multitude of different employers.	Director, Career Services, Faculty, Advisory Council	
	4.2.3: Investigate the feasibility of providing a one-hour course at the freshman level for students in accounting or interested in accounting.	Director, Undergraduate Coordinator	
	4.2.4: Determine how to position the accounting principles course to attract students into the major.	Director, Faculty	
	4.2.5: Develop a process that ensures students are taking advantage of Career Services and internship opportunities.	Director, Career Services	
	4.2.6.: Develop and implement a plan to enhance students' readiness to interview with potential employers.	Director, Faculty, Advisory Council	
<b>4.3:</b> Enhance and expand relationships with current and future students.	4.3.1: Increase memberships in BAP and NABA.	Director, Faculty, Staff, BAP/NABA Faculty Advisors	
	4.3.2: Continue achieving superior status for BAP.	Director, BAP Advisor	

	4.3.3: Enhance the School's social media presence for current students and high school students.	Director	
	4.3.4: Investigate the feasibility of a mentorship program for students.		
<b>Meridian</b> - Focus on the action items that are relevant for the Meridian campus.		Director, Meridian Faculty, Meridian Division Head	

**Faculty Strategic Planning Committee (2022)**

Shawn Mauldin, Chair      Josh Hunt, Co-Chair  
Casey Camors                Angela Pannell  
Lauren Milbach              Kelly Walker  
Meridian – Kevin Ennis

**Advisory Council Strategic Planning Sub-Committee (2022)**

Chair:      Don Whitmire  
Co-Chair   Hollis Hulett

Allen Poole                      Sloan Hankins  
Ben Pace                         Cal Rackley  
Jerry Goolsby                  Ashley Willson  
David Hopkins                 Clark Price  
Susan Bell

Accepted – February 3, 2022