



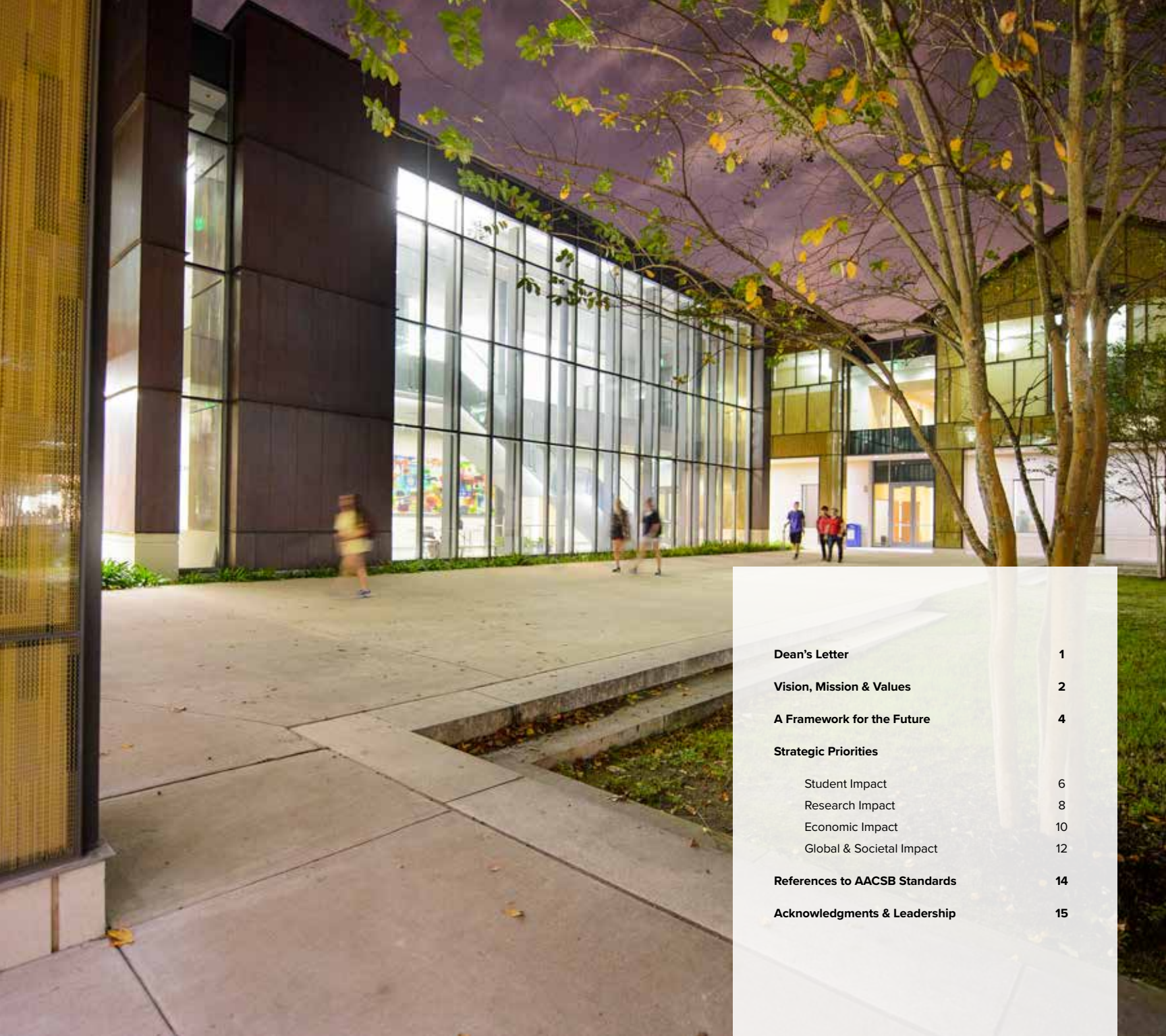
VISION 2026:

INNOVATION OPPORTUNITY **IMPACT**

2021 – 2026
Strategic Plan

LSU

E. J. Ourso College of Business



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A LETTER FROM THE DEAN

I am excited to present the E. J. Ourso College of Business's five-year strategic plan, which will serve as a guide for our strategic efforts through 2026. I intend for this to be a living document, providing the core strategies needed to succeed and the flexibility to expand our focus as we grow. While this plan acknowledges the incredible progress we've made, it is inspired by the evolving higher education landscape and opportunities for expansion before us.

Since stepping into the role of dean, the college and university have experienced more profound change than in the several decades preceding. Over the past 24 months, we have quickly learned the value of being flexible, innovative, and resilient in our efforts to fulfill the mission of both the university and college. I am truly proud of how we have adapted our programs to ensure the constant preservation and improvement of our student experience, research capabilities, community impact, and overall value. Nevertheless, the need for our college to grow and prepare versatile, diverse, empathetic, and cross-functional business leaders has never been greater.

This plan represents a renewed focus on increasing the quality of our core responsibilities in teaching, research, and service. Ultimately, this plan is positioned to significantly improve the future of our students' careers, the business enterprises they will lead, and the ability of our faculty to continue advancing scholarship in their respective fields. It is our blueprint for the advancement of an institution that will address the rapidly evolving challenges and opportunities faced by our region, state, nation, and the global economy — and in the process, become one of the most desirable and formidable business education experiences in the country.

It is an absolute honor to serve the talented students, faculty, staff, alumni, and stakeholders of the E. J. Ourso College of Business. I sincerely thank you for your support of the college's past, present, and future.

Without a doubt, the best is yet to come —



Jared J. Llorens

Dean, E. J. Ourso College of Business





Ourso Vision, Mission, & Values

VISION

The E. J. Ourso College of Business will serve as a catalyst for innovation, economic growth, and community development by preparing future business leaders and engaging in scholarly research efforts that address the ongoing and emerging concerns of our state, national, and global economy.

MISSION

The mission of the E. J. Ourso College of Business is to cultivate future leaders and entrepreneurs who are innovative problem-solvers that seek to have a positive impact on society. We develop cutting-edge, high-quality research and leverage human capital to address the most pressing economic and societal challenges facing the state, national, and global economies.

We commit ourselves to relentlessly pursuing a direct, positive impact on business and academic communities through four key pillars:

Learning

Delivering a world-class learning experience that prepares business leaders for lifetime success in an increasingly diverse, dynamic, and global economy.

Discovery

Serving as a center of excellence in supporting innovative research that speaks directly to the enduring challenges and developing opportunities of our time.

Societal Impact

Advancing the interests of the state of Louisiana by serving as a center of expertise for business, community, and policymakers on matters related to economic growth, innovation, and sustainability.

Diversity, Equity, and Inclusion

Fostering a learning, teaching, and research environment that is inclusive and engaging of all communities and prepares students to thrive in the global labor market.

VALUES

We move forward in lockstep with the university's values, acknowledging that the principles we uphold as a campus community are what make LSU and the E. J. Ourso College of Business extraordinary.

Collaborative

We facilitate opportunities for cross-functional relationships that yield advancement in research, learning, and community.

Creative

We drive the development of new opportunities and face challenges with creative thinking and an entrepreneurial spirit.

Culturally Adept

We are the flagship business education institution in Louisiana — a state whose ubiquitous and diverse culture continues to foster a unique business environment. We strive to apply our culture, knowledge, and expertise to support communities and industries across our home state.

Globally Engaged

We respect the full spectrum of all lived and learned experiences and the multi-faceted perspectives they offer as we work toward a more equitable and inclusive society. We prioritize the greater good and instill in our students the importance of creating shared prosperity in their communities and the world.

Innovative

We commit ourselves to continuous innovation in fulfilling our mission of educating future business leaders, engaging in research that pushes the boundaries of our existing knowledge, and advancing the economic well-being in communities across Louisiana and beyond.

Transformative

We are at the forefront — propelling progress and positive change. We are committed to pursuing the highest and best version of ourselves, knowing that our excellence can empower transformation in the world.



A Framework for the Future

LSU's leadership has set the university on a future-focused path that emphasizes emerging and consequential industries where our students, faculty, and programming can play an active role in shaping positive change.

We are committed to the development of learning and research opportunities and practical, applied experiences within our college that contribute to the university's strategic priorities in the areas of:

- ▶ **Agriculture**
- ▶ **Biotechnology**
- ▶ **Coastal Sustainability**
- ▶ **Defense & Security**
- ▶ **Energy**

Modern business principles and operations are at the core of these priorities. Our students and faculty will serve as a wellspring for innovation and thought leadership within the campus-wide cross-functional groups that will affect transformative change in these areas.

THE E. J. OURSO COLLEGE OF BUSINESS STRATEGIC PLAN

As we enter a third academic year with the ever-present impacts of the COVID-19 pandemic, we must embrace a new truth — many of the time-tested business concepts we teach are undergoing significant transformation by a rapidly evolving business and economic landscape.

We are living history. This moment in the global economy will undoubtedly be seen as a generational turning point that has effectively questioned the traditional rules of business. Today, we begin rewriting those rules to ensure that our students are as prepared for these uncharted waters as possible.

We are turning our focus to what matters most — the opportunities our degree programs present and how to best prepare, connect, and support our students in their pursuit of these opportunities.

In developing our strategic priorities, we have focused on the outcomes we hope to achieve. The four areas of impact that support our strategic priorities are:

Student Impact: Enriching the Student Learning Experience

Research Impact: Increasing Research Productivity and Expanding Interdisciplinary Collaboration

Economic Impact: Expanding Support for Statewide Business, Industry, and Economic Development

Global & Societal Impact: Renewing our Commitment to Diversity, Equity, & Inclusion (DEI) and Preparing our Graduates to Compete in a Global, Internationalized Economy

We set our sights on the future with the following strategy and dedicate ourselves to achieving excellence with impact.



STRATEGIC PRIORITY 1 | STUDENT IMPACT

Enriching the Student Learning Experience

The impact we have on our students is, by nature, the impact we have on the future of our community and the global economy.

We are redoubling our focus on professional readiness and post-graduate opportunity. Our students are the lifeblood of our institution — both the reason and the vehicle to drive progress. As such, there is no avenue for improving our value to students that is not worth pursuing. Our plan centers on the development of opportunities to fund, nurture, and impart the knowledge and experience that will confidently launch our students into their careers. The effect we have on our students today also begins a lifelong cultivation of their loyalty to our college as a worthy investment of their ongoing time, talents, and treasures.

OBJECTIVE 1

Support curricular and co-curricular opportunities aligned with critical competencies necessary for short-term and long-term professional success.

CORE STRATEGIC INITIATIVES:

- ▶ Develop a robust in-house assessment framework through the creation of an Assistant Dean for Institutional Effectiveness position, which will have responsibility for managing Assurance of Learning (AoL), faculty credentialing, strategic planning evaluation, and other continuous improvement efforts within the college¹
- ▶ Expand a student support fund(s) to support and expand co-curricular learning opportunities²⁻⁴
- ▶ Expand a graduate and undergraduate student mentoring program to enhance student career readiness²⁻⁴

OBJECTIVE 2

Ensure undergraduate and graduate students receive comprehensive academic and professional development support services necessary for the successful completion of our academic degree programs.

CORE STRATEGIC INITIATIVES:

- ▶ Expand graduate student support services through the establishment of a Graduate Office of Business Student Success^{2,4}
- ▶ Strengthen undergraduate support services within the Office of Business Student Success^{2,4}

OBJECTIVE 3

Support faculty and staff efforts to develop and offer innovative learning opportunities to business students.

CORE STRATEGIC INITIATIVES:

- ▶ Expand instructional innovation through the establishment of a faculty support fund for pedagogical development⁵⁻⁶
- ▶ Expand service-learning course offerings by working more closely with the Center for Community Engagement, Learning, & Leadership⁷⁻¹²
- ▶ Expand undergraduate research opportunities by working more closely with programs such as the LSU Discover Undergraduate Research Program⁸⁻¹³

KEY MEASURES OF SUCCESS

- ▶ Refinement of an AoL/continuous improvement framework that aligns with AACSB accreditation standards and positions the college for continued success in curriculum development and delivery
- ▶ Improved student success metrics such as student enrollment, retention, program completion time, employment at graduation, and average starting salary at graduation
- ▶ Increased student participation in co-curricular learning opportunities
- ▶ Increased percentage of students graduating with formal internship experience
- ▶ Increased faculty participation in and utilization of university instructional resources
- ▶ Increased rate of students completing service-learning designated courses and graduating with the LSU Engaged Citizens Distinction
- ▶ Increased number of faculty serving as mentors in the LSU Discover Undergraduate Research Program
- ▶ Increased percentage of students graduating with the LSU Distinguished Undergraduate Researcher designation

A photograph of a meeting in progress. A man with dark hair, a beard, and glasses is seated at a wooden conference table, looking towards a woman on the left. The woman is wearing a blue hijab with a floral pattern and a light blue long-sleeved shirt. They are surrounded by papers, a blue water bottle, and a smartphone on the table. The background shows a glass-walled office space with a window.

STRATEGIC PRIORITY 2 | **RESEARCH IMPACT**

**Increasing Research Productivity and
Expanding Interdisciplinary Collaboration**

Our body of research strengthens the university's priorities, generating impactful and timely knowledge that is applicable to local business communities and beyond.

Our world-class faculty represent a wide range of academic and subject-matter experts. We seek to elevate the college's expertise and research presence locally and nationally by expanding our scholarly activity and ensuring our research is relevant to business leaders and policymakers.

OBJECTIVE 1

Increase scholarly activity across the E. J. Ourso College of Business, including expanded interdepartmental and cross-campus research collaboration.

CORE STRATEGIC INITIATIVES:

- ▶ Develop, fund, and allocate mid-career research support awards^{6,13}
- ▶ Establish a funded collaborative research initiative to identify and support efforts to engage academic partners both within the college and across campus (e.g., collaborative research symposia, guest speakers, etc.)^{3,11,13}
- ▶ Support efforts to establish an Applied Research Consortium to coordinate economic development and policy research across the campus (including, but not limited to, the E. J. Ourso College of Business, College of the Coast and Environment, and Manship School of Mass Communication)^{3,11,13}

OBJECTIVE 2

Increase research expenditures and funded research activity.

CORE STRATEGIC INITIATIVES:

- ▶ Establish and fund a faculty development initiative to support those faculty members seeking to identify funded research opportunities (e.g., grant-writing workshops, seed funding for research proposals)^{5,6,13}

OBJECTIVE 3


Leverage the college's collective research expertise to develop content that supports the university's strategic priorities and is valuable and relevant to business leaders and policymakers.

CORE STRATEGIC INITIATIVES:

- ▶ Encourage, develop, and promote content creation (e.g., webinars, symposiums, podcasts, lectures, professional reports) that addresses developing and enduring topics relevant to the business community and university (e.g., cybersecurity, cryptocurrency, healthcare/housing policy, energy transformation, supply chain management)^{7,12,14}

KEY MEASURES OF SUCCESS

- ▶ Increased production of high-quality and impactful research in peer-reviewed publications
- ▶ Increased annual research expenditures
- ▶ Increased participation in collaborative research projects within the college and across the university
- ▶ Increased faculty engagement in applied research projects
- ▶ Increased faculty participation in research-based activities, including workshops, seminars, speaking events, etc.
- ▶ Increased utilization of research-based content within the university, externally, and in the media



STRATEGIC PRIORITY 3 | **ECONOMIC IMPACT**

**Expanding Support for Statewide Business,
Industry, and Economic Development**

Louisiana is our laboratory. We prepare our students to apply what they learn within our walls to strengthen our economy, innovate from within, steward our vast natural resources, and create shared prosperity and upward mobility for every corner of our state.

Our programs are rooted in building on Louisiana’s heritage and leadership in its key industries — oil, natural gas, energy, agriculture, entrepreneurship — while infusing the innovation necessary to ensure their sustainability. Our success in preparing our students and motivating them to stay in our market will have a measurable and transformative impact on Louisiana’s ability to capitalize on the constantly evolving global economy.

OBJECTIVE 1

Serve as a center of subject-matter expertise for business communities across the state.

CORE STRATEGIC INITIATIVES:

- ▶ Expand the college’s marketing efforts and access points for business community members seeking subject-matter experts^{7,12,14}
- ▶ Encourage, develop, and promote content creation (e.g., webinars, symposiums, podcasts, lectures, professional reports) that addresses developing and enduring topics relevant to the business community (e.g., cybersecurity, cryptocurrency, healthcare/housing policy, energy transformation, supply chain management)^{7,12,14}

OBJECTIVE 2

Serve as the learning provider of choice for future and current business leaders both regionally and nationally.

CORE STRATEGIC INITIATIVES:

- ▶ Reposition the college’s curriculum portfolio as it relates to distinct learning communities, building awareness around key degree programs (e.g., Executive Education, PhD programs)^{8,15}
- ▶ Identify curriculum expansion opportunities where appropriate and feasible¹⁵

OBJECTIVE 3

Positively impact the national, state, and local economy through teaching, research, and outreach efforts.

CORE STRATEGIC INITIATIVES:

- ▶ Build upon existing efforts to provide research and/or training expertise to members of the business community (e.g., Executive Education programs, Young Entrepreneurs Academy, Entrepreneurship Bootcamp, Louisiana Governor’s Fellows Program, Certified Public Manager program)^{7,12,14}

KEY MEASURES OF SUCCESS

- ▶ Increased traffic and time spent on the college website
- ▶ Increased utilization of faculty expertise within the university and local business community
- ▶ Increased enrollment across our portfolio of instructional and post-degree programs
- ▶ Increased participation in community-based programs



STRATEGIC PRIORITY 4 | **GLOBAL & SOCIETAL IMPACT**

Renewing our Commitment to Diversity, Equity, and Inclusion and Preparing our Graduates to Compete in a Global, International Economy

Diversity of thought and lived experience is essential to preparing our students for a leadership role in our global economy.

We are deeply committed to providing a platform for diverse perspectives and thought leadership from our students, faculty, and staff. This priority is designed to create a generation of intrepid visionaries who go out into the world and impart their learned experiences for the betterment of their communities.

OBJECTIVE 1

Take proactive steps to increase the diversity of students, faculty, and staff across the college.

CORE STRATEGIC INITIATIVES:

- ▶ Develop a DEI strategic recruitment plan^{2,4,10,16}
- ▶ Establish a faculty diversity fund to support the direct recruitment of underrepresented faculty groups^{2,5,10,11}
- ▶ Create a Faculty DEI Coordinator position within the college to provide strategic guidance for DEI planning and programming efforts^{2,5,10,11}

OBJECTIVE 2

Support a learning, teaching, and research environment that is inclusive and engaging of all communities within the college.

CORE STRATEGIC INITIATIVES:

- ▶ More fully integrate DEI programming activities throughout academic departments^{1,4}
- ▶ Establish a DEI Distinguished Lecture Series^{6,11}

OBJECTIVE 3

Take proactive steps to ensure our students are prepared to succeed in an increasingly diverse and global labor market.

CORE STRATEGIC INITIATIVES:

- ▶ Establish a student study abroad support fund to increase the percentage of college students with international experience upon graduation^{4,9,15}
- ▶ Incorporate global perspectives into our curricular and co-curricular activities (e.g., joint symposia or learning opportunities with academic programs outside of the U.S.)^{4,9,15}
- ▶ Create a globalization coordinator position that facilitates international experiences and broader globalization efforts^{1,4}

OBJECTIVE 4

Engage a diverse group of industry partners at the regional, national, and international levels that will enhance the overall academic experience for our students.

CORE STRATEGIC INITIATIVES:

- ▶ Establish and grow partnerships with organizations that expand our range of diverse perspectives¹¹
- ▶ Establish a DEI Strategic Advisory Board and Internationalization Strategic Advisory Board¹¹

KEY MEASURES OF SUCCESS

- ▶ Increased enrollment of diverse and underrepresented students
- ▶ Increased retention and graduation rates for underrepresented students in the college
- ▶ Increased recruitment and retention of underrepresented faculty members
- ▶ Expansion of international opportunities and globalization curriculum within the college
- ▶ Increased participation in college DEI and internationalization activities
- ▶ Increased percentage of students graduating with study abroad experience

STRATEGIC PRIORITY REFERENCES TO ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS (AACSB) STANDARDS

(in order of appearance in Strategic Priorities)

1. AACSB Standard 3.3 Professional Staff Sufficiency

Sufficient professional staff are available to ensure high-quality support for faculty and learners as appropriate.

2. AACSB Standard 11 Maintenance of Strategic Plan

The school maintains a well-documented strategic plan, developed through a robust and collaborative planning process involving key stakeholder input that informs the school on resource allocation priorities. The strategic plan should also articulate a clear and focused mission for the school.

3. AACSB Standard 1.3 Innovation

As the school carries out its mission, it embraces innovation as a key element of continuous improvement.

4. AACSB Standard 6.1 Admissions, Progression, Degree Completion, & Career Development Support

The school has policies and procedures for admissions, acceptance of transfer credit, academic progression toward degree completion, and support for career development that are clear, effective, consistently applied, and aligned with the school's mission, strategies, and expected outcomes.

5. AACSB Standard 3.4 Faculty and Professional Staff Development

The school has well-documented and well-communicated processes to manage, develop, and support faculty and professional staff over the progression of their careers that are consistent with the school's mission, strategies, and expected outcomes.

6. AACSB Standard 7.3 Faculty Preparedness

Faculty are current in their discipline and pedagogical methods, including teaching diverse perspectives in an inclusive environment. Faculty demonstrate a lifelong learning mindset, as supported and promoted by the school.

7. AACSB Standard 1.4 Societal Impact

The school demonstrates a commitment to positive societal impact as expressed in and supported by its focused mission and specifies how it intends to achieve this impact.

8. AACSB Standard 4.2 Innovation, Experiential Learning, Lifelong Learning & Societal Impact

The school manages its curriculum through assessment and other systematic review processes to ensure currency, relevancy, and competency.

9. AACSB Standard 4.3 Engagement

The school's curriculum promotes and fosters innovation, experiential learning, and a lifelong learning mindset. Program elements promoting positive societal impact are included within the curriculum.

10. AACSB Standard 7.2 Support for Teaching Effectiveness

The school has development activities in place to enhance faculty teaching and ensure that teachers can deliver curriculum that is current, relevant, forward-looking, globally oriented, innovative, and aligned with program competency goals.

11. AACSB Standard 8.2 Collaborations with Stakeholders

The school collaborates with a wide variety of external stakeholders to create and transfer credible, relevant, and timely knowledge that informs the theory, policy, and/or practice of business to develop into mission-consistent areas of thought leadership for the school.

12. AACSB Standard 9.1 Positive Societal Impact

The school demonstrates positive societal impact through internal and external initiatives and/or activities consistent with the school's mission, strategies, and expected outcomes.

13. AACSB Standard 8.1 The Production of High Quality, Impactful Intellectual Contributions

The school's faculty collectively produce high-quality, impactful intellectual contributions that, over time, develop into mission-consistent areas of thought leadership for the school.

14. AACSB Standard 8.3 The Societal Impact of Intellectual Contributions

The school's portfolio of intellectual contributions contains exemplars of basic, applied, and/or pedagogical research that has had a positive societal impact, consistent with the school's mission.

15. AACSB Standard 4.1 Curriculum Content

The school delivers content that is current, relevant, forward-looking, globally oriented, aligned with program competency goals, and consistent with its mission, strategies, and expected outcomes. The curriculum content cultivates agility with current and emerging technologies.

16. AACSB Standard 3.1 Faculty Sufficiency

The school maintains and strategically deploys sufficient participating and supporting faculty who collectively demonstrate significant academic and professional engagement that, in turn, supports high-quality outcomes consistent with the school's mission.

KEY CONTRIBUTORS & ACKNOWLEDGMENTS

I want to acknowledge the internal partners and stakeholders of the E. J. Ourso College of Business that supported the development of this ambitious plan. This vision for the future is the collective effort of the college's faculty and staff leadership team, business student leaders, and Dean's Advisory Council members. I am grateful for the support of these leaders, and I look forward to seeing how they advance this mission in transformative, tangible ways.

E. J. Ourso College of Business Leadership Team

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Dean's Advisory Council

The DAC is a committee of more than 70 alumni and friends who advise the E. J. Ourso College of Business dean on initiatives that support the college's mission and strengthen its role within the university by increasing its resources and enhancing its outreach. This group of accomplished professionals donates their time, talents, and resources to advance the college.

At the time of publication, the DAC officers are Claire Cagnolatti, president; John Watson, vice president; and Jim Harp, immediate past president.

Business Student Leaders

The E. J. Ourso College of Business is home to more than 20 student organizations. I had the honor to meet with many of these organizations' leaders, who provided unique insight into their student experience and aspirations. These bold leaders are a testament to the education, guidance, and professional development opportunities they receive through the college. In short, they are the brightest and best, and I rest well knowing they are our future.

A group of graduates in blue caps and gowns, with the text overlaid on the left side. The graduates are looking down, and the text is in white and yellow. The background is dark, and the graduates are in the foreground.

We set our
sights on the
future and
dedicate
ourselves
to achieving
excellence
with impact.



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