

# College of Business Administration

SHSU Strategy in Action  
FY 2027 Planning and Budget Presentation

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# College of Business Administration

## Academic/Division Departments

- Accounting
- Analytics, Information Systems, and Supply Chain
- Business Administration and Entrepreneurship
  - PGA certified Golf Management
- Economics and International Business
- Finance and Banking
  - Smith Hutson Banking Program
  - Smith Hutson Financial Investments Program
- Management and Marketing

## Centers

- Center for Innovation, Technology & Entrepreneurship
- Center for Building Business Professionals
- Gib Lewis Center for Business and Economic Development
- Small Business Development Center
- VITA Center

# Part 1 – Execution Accountability

# College of Business Administration

## FY25 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>Replacement of instructional equipment</b>	Invested HEF funds to improve instructional quality, reduce disruptions, and enhance student engagement	Fully Implemented (Summer 2025)	Upgraded instructional equipment in key classrooms (SHB 138, 331), improving functionality and reducing risk of disruption	Identify and prioritize additional high-impact instructional spaces for modernization	Student success and access Academic agility
<b>Continue with data line pulls</b>	Continued multi-year infrastructure modernization to improve network capacity and enable scalable learning environments	Implemented Summer 2025	Installed 40 upgraded data lines, increasing capacity and eliminating legacy constraints	Complete final phase and leverage infrastructure to expand technology-enabled instruction and services	Embody a culture of excellence. Align processes and resources such as staffing, facilities, technology, and other assets to strategic priorities.



# FY25 Keep–Stop–Start (KSS) Initiative Progress

## College of Business Administration

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>KEEP – Invest in COBA Centers (CITE and related centers)</b>	<ul style="list-style-type: none"> <li>Launched targeted outreach to the area high schools.</li> <li>Developed certificate pathway.</li> </ul>	<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Established workforce-aligned PMR pipeline (initial cohort 10 students).</li> <li>Created replicable early pipeline model for SHSU.</li> </ul>	Workforce Development, Community Engagement, Academic Excellence
<b>KEEP – Supporting professional development and career readiness programming through the Center for Building Business Professionals</b>	<ul style="list-style-type: none"> <li>Built employer engagement model</li> <li>Integrated AI into programming</li> </ul>	<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Centralized tracking of internships/placements</li> <li>Expanded employer partnerships</li> </ul>	Academic Excellence, Workforce Development
<b>STOP – Barriers to admission/entry for the MBA</b>	<ul style="list-style-type: none"> <li>Removed 15 credit hours of prerequisites</li> <li>Streamlined admissions</li> </ul>	<b>Completed</b>	<ul style="list-style-type: none"> <li>Reduced barriers for adult learners</li> <li>Increased accessibility (FY27 enrollment growth expected)</li> <li>Short-term SCH decline acknowledged</li> </ul>	Institutional Agility, Student Success
<b>STOP – Traditional 36-credit MBA</b>	<ul style="list-style-type: none"> <li>Redesigned to 30-credit competitive program</li> </ul>	<b>Completed</b>	<ul style="list-style-type: none"> <li>Reduced time-to-completion and cost</li> <li>Improved competitiveness</li> <li>Increased conversion/completion expected</li> </ul>	Student Success, Workforce Development
<b>START – Development of a Trading Floor / Applied Finance Learning Environment</b>	<ul style="list-style-type: none"> <li>Developed applied finance learning environment</li> </ul>	<b>In the process of being completed/implemented</b>	<ul style="list-style-type: none"> <li>Enhanced experiential learning and employability</li> <li>Strengthened employer engagement</li> <li>Created new student org</li> </ul>	Academic Excellence, Workforce Development

# College of Business Administration

## FY26 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<b>Replacement of instructional equipment</b>	Invested HEF funds to modernize teaching environments, improve instructional reliability, and ensure continuity in classroom delivery	To be completed summer of 2026	<ul style="list-style-type: none"> <li>Modernize classrooms to improve instructional functionality.</li> <li>Increase operational efficiency and instructional consistency</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the impact on student engagement and instructional delivery to inform future capital investment priorities.</li> <li>Identify additional high-impact instructional spaces for targeted modernization</li> </ul>	Student Success Retention Institutional Agility
<b>Complete data line pulls</b>	Completed the final phase of a multi-year infrastructure modernization effort to improve network reliability, capacity, and scalability	Completed Fall of 2025	<ul style="list-style-type: none"> <li>Installed 19 upgraded data lines, eliminating legacy infrastructure constraints and improving performance for both instructional and administrative operations</li> <li>Enhanced network capacity to support technology-enabled learning environments</li> </ul>	<ul style="list-style-type: none"> <li>Assess network performance and utilization to guide future infrastructure investments</li> <li>Identify additional high-impact areas where infrastructure upgrades will support instructional delivery and operational efficiency</li> </ul>	Embody a culture of excellence. Align processes and resources such as staffing, facilities, technology, and other assets to strategic priorities.

# FY26 Keep–Stop–Start (KSS) Initiative Progress

## College of Business Administration

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
<b>KEEP – Making the curriculum more innovative and relevant</b>	<ul style="list-style-type: none"> <li>New financial investments track and financial planning track in Finance and MBA (Accounting concentration)</li> <li>Developed and introduced a new major in Entertainment and Bowling Center Management.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Expanded program portfolio aligned with workforce demand and student interest areas</li> <li><b>Leading Indicator:</b> Strengthens recruitment pipeline and program differentiation (Enrollment)</li> <li>Positions COBA to attract new student segments and industry partnerships</li> </ul>	Prioritize student success and access Academic agility
<b>KEEP – raising additional funding</b>	<ul style="list-style-type: none"> <li>Secured approximately \$2M in external funding, including new scholarship support</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Distributed nearly \$260,000 in scholarships to 286 students, directly reducing financial barriers</li> <li><b>Leading Indicator:</b> Increased access and persistence for financially constrained students (Retention, Completion)</li> <li>Strengthened COBA’s capacity to support student success through targeted financial aid</li> </ul>	Embody a culture of excellence Eliminate opportunity and achievement gaps
<b>STOP – unnecessary barriers to admission for international students</b>	<ul style="list-style-type: none"> <li>Partnered with GEC to implement transcript desk reviews, reducing processing complexity and time</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Streamlined admissions process for international applicants</li> <li><b>Leading Indicator:</b> Improved applicant conversion and reduced time-to-admit (Enrollment, Agility)</li> <li>Positions COBA to compete more effectively in the international student market</li> </ul>	Prioritize student success and access Eliminate opportunity and achievement gaps
<b>START – A new stackable certificate MBA</b>	<ul style="list-style-type: none"> <li>Completed program analytics and engaged Graduate Advisory Committee to finalize stackable MBA curriculum design</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Developed flexible, modular program structure aligned with working professionals and adult learners</li> <li><b>Leading Indicator:</b> Expands access to non-traditional student populations (Enrollment, Completion)</li> <li>Enhances program adaptability to evolving workforce needs (Agility)</li> </ul>	Embody a culture of excellence Academic excellence
<b>START – a new Center for financial literacy and planning</b>	<ul style="list-style-type: none"> <li>Integrated financial literacy into UNIV 1101 curriculum</li> <li>Established new academic track in financial planning</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Expanded student access to financial literacy education and career pathways in financial planning</li> <li><b>Leading Indicator:</b> Improves student financial capability and long-term success outcomes (Retention, Completion)</li> <li>Creates foundation for future external partnerships and community engagement via new Advisory Board</li> </ul>	Embody a culture of excellence Excellence



# Part 2 – Strategic Resource Alignment (*Budget Requests*)

# FY27 Operational Enhancements

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Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	<b>HEF eligible: regular replacement of instructional equipment</b>	<ul style="list-style-type: none"> <li>Sustains reliable, modern classroom environments that support effective instruction and student engagement</li> <li>Reduces operational disruptions and ensures continuity in teaching delivery</li> </ul>	<ul style="list-style-type: none"> <li>Aging instructional equipment is increasing failure rates and disrupting classroom instruction</li> <li>Delaying replacement risks degraded student experience and increased maintenance costs</li> </ul>	<ul style="list-style-type: none"> <li>Improved instructional reliability and classroom experience (Retention, Agility)</li> <li>Reduced service interruptions and maintenance burden (Operational efficiency)</li> <li>Sustains quality of delivery across high-use instructional spaces</li> </ul>	Student success and access Academic agility
2	<b>Administrative staff for the Center for Building Business Professionals (CBBP)</b>	<ul style="list-style-type: none"> <li>Expands capacity of the Center for Building Business Professionals to deliver career readiness programming at scale</li> <li>Ensures all students can meet new graduation requirements tied to career readiness</li> </ul>	<ul style="list-style-type: none"> <li>Career Readiness Academy is now a graduation requirement, significantly increasing demand for CBPP services</li> <li>Current staffing limits student access, risking bottlenecks in progression and completion</li> </ul>	<ul style="list-style-type: none"> <li>Increased student participation in career readiness programming (Completion, Retention)</li> <li>Higher internship placement rates and employer engagement</li> <li>Improved career outcomes and job placement for graduates (Reputation + Enrollment driver)</li> </ul>	Prioritize student success and access Eliminate opportunity and achievement gaps
3	<b>HEF eligible DELL Precision 7960 AI workstation</b>	<ul style="list-style-type: none"> <li>Expands faculty and student capability to integrate AI into curriculum, research, and applied learning</li> <li>Supports development of AI-literate graduates aligned with workforce demand</li> </ul>	<ul style="list-style-type: none"> <li>Employers increasingly expect AI literacy and applied skills from business graduates</li> <li>Without investment, COBA risks falling behind peer institutions and workforce expectations</li> </ul>	<ul style="list-style-type: none"> <li>Increased integration of AI across courses and academic programs (Academic Excellence, Agility)</li> <li>Improved student competitiveness in the job market (Enrollment, Completion)</li> <li>Strengthened employer perception and demand for COBA graduates</li> </ul>	Embody a culture of excellence Academic excellence

**Part 3 – Institutional  
Listening (*FY27 Ideawake KSS  
Submissions*)**

# Part 3. Institutional Listening

## College of Business Administration

### **Category:**

#### ***Ideas Submitted***

### **Summary:**

- 2 ideas submitted (1 cross-divisional)
- Themes focused on enhancing student experience and workforce readiness

#### ***Key Themes***

- Experiential Learning
- Workforce development and career-readiness

#### ***Actions Taken in Response***

- Both ideas reviewed and assessed for alignment with current strategic priorities
- Determined to be longer-term opportunities requiring significant capital investment
- Placed in “parking lot” for continued evaluation and potential future planning cycles

#### ***Future Investment Considerations***

- Concepts identified would require significant infrastructure investment, including:
  - \*Dedicated employee wellness facility
  - \*On-campus hospitality/conference infrastructure
- These ideas will be evaluated against:
  - \*Strategic priority alignment
  - \*Financial feasibility
  - \*Potential external partnerships