

Strategic Plan 2026-2031



LSU | E. J. Ourso College of Business

ACKNOWLEDGMENTS

The LSU E. J. Ourso College of Business extends its deepest gratitude to the strategic planning steering committee members, whose dedication, expertise, and commitment were instrumental in shaping this plan. Representing faculty, staff, leadership, and students, this committee served as a vital resource throughout the planning process, reviewing research, informing stakeholder engagement, and overseeing the development of our strategic plan.

Committee members generously contributed their time and insight, lending unique perspectives that enriched the strategic planning process and ensured our plan would reflect the values, priorities, and aspirations of the college and community they represent. Their thoughtful guidance and collaborative spirit have helped produce a document that captures the collective vision of the E. J. Ourso College of Business and positions us to achieve lasting impact in the years ahead.

To all who participated in this process, including faculty, staff, students, alumni, external partners, and university leaders, thank you for your leadership, voices, and unwavering commitment to the success of the E. J. Ourso College and its mission.

Together, your contributions have resulted in a plan that positions the college to move with clarity and purpose, advancing its role as a driver of opportunity and impact in Louisiana and beyond.

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Letter from the Dean



Dear Ourso College Community,

I am honored to lead a college with momentum, ambition, and a strong belief in its potential. As dean, I am frequently asked about my vision for its future. My answer remains the same; the vision cannot be mine alone. It must represent the collective ideas and strengths of the LSU E. J. Ourso College of Business community.

During the creation of our vision and this plan, we gathered input from faculty, staff, students, alumni, LSU leadership, and industry partners. Those interactions reinforced a clear reality: business education is operating in a period of rapid change. Industries are evolving, workforce expectations are shifting, and the demands placed on leaders continue to grow in complexity. Universities must respond with research that addresses real-world challenges and with educational experiences that prepare graduates to lead with principles and judgment as well as adaptability.

This changing environment presents a significant opportunity for the E. J. Ourso College of Business to define its role more clearly and strengthen its position among leading public business schools. Central to that effort is a commitment to delivering meaningful return on investment for our students while expanding the impact of our research, partnerships, and service across Louisiana and beyond.

Achieving this will require discipline, entrepreneurship, and innovation, as well as a sustained focus on excellence. It will also require continued investment in the people who define our college: our students, faculty, staff, alumni, and partners. Their work already distinguishes the E. J. Ourso College. We see it in the success of our graduates, in research that informs business and policy, and in partnerships that contribute to economic and community development throughout the state and beyond. And, our next chapter will build on those strengths.

I am grateful to the steering committee, to every member of our college community, and to our external stakeholders who contributed their time, perspective, and expertise in shaping this plan. The work ahead will be successful because it reflects our shared commitment to the future of the college and our willingness to pursue ambitious goals together.

With gratitude,

A handwritten signature in blue ink that reads "Thomas Russell Crook". The signature is fluid and cursive, with the first name being the most prominent.

T. Russell Crook
Dean, E. J. Ourso College of Business





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Executive Summary

Business, higher education, and society are evolving at an accelerated pace. Technological advances, such as artificial intelligence, are reshaping how work is performed, how decisions are made, and what is expected of graduates entering the workforce. At the same time, Louisiana State University is undergoing its own transformation, with a renewed focus on research productivity, institutional prominence, and its role as a flagship university serving the state. Within this context, the Ourso College has a clear opportunity to define and elevate its role in advancing the university's ambitions while strengthening its impact across Louisiana and beyond.

The expectations placed on graduates are changing. Technical proficiency alone is no longer sufficient. The Ourso College is committed to preparing students who combine strong analytical and business capabilities with the relational strengths that have long defined the college, alongside a growth mindset. This mindset, grounded in ownership, critical thinking, resilience, and adaptability, equips graduates to navigate uncertainty and create value in a wide range of environments, including many that are still emerging. Through this approach, the Ourso College aims to maximize students' return on investment among business schools, preparing graduates for immediate success as well as long-term leadership.



To achieve this goal, the Ourso College will focus its efforts over the coming five years across five primary areas of strategic emphasis:

Elevate Research Excellence and Impact

We are committed to strengthening the college's position as a nationally recognized source of insight and innovation by advancing both rigorous academic scholarship and applied research. This includes aligning around a shared definition of research excellence, expanding support for faculty through funding and mentorship, and increasing the visibility and influence of research that informs business practice, shapes policy, and contributes to economic growth.

Deliver a Distinctive, Career-Focused Student Experience

We will work to design and implement a more integrated, end-to-end student experience that connects recruitment, academic progress, and career outcomes. Emphasis will be placed on embedding professional development, expanding experiential learning opportunities, credentialing, and ensuring students graduate with the skills, confidence, and networks necessary to succeed from day one and advance over time.

Strengthen Teaching Excellence and Curricular Innovation

We will adopt a more intentional and agile approach to curriculum design and delivery, ensuring our degree programs remain both timely and timeless. This includes integrating emerging topics, such as artificial intelligence, embedding cross-cutting competencies like entrepreneurial thinking and problem-solving, and investing in faculty support systems and instructional infrastructure to deliver consistently high-quality learning experiences.

Build Stronger Partnerships to Expand Opportunity and Impact

Understanding the transformative power of relationships, we will strengthen our connections with alumni, industry, and community partners, recognizing these associations are central to both student success and institutional relevance. Through a more coordinated and accessible engagement model, the Ourso College will expand experiential learning, enhance career pathways, and ensure alignment with evolving workforce needs, while reinforcing its role as a trusted partner in economic and community development.

Enable Operational Excellence

Underlying these is the fifth priority area focused on operational excellence. We know the success of the other areas depends on a cohesive college community supported by strong internal systems, clear processes, and a culture of collaboration and accountability. By strengthening coordination, communication, and infrastructure, the Ourso College will reinforce the structures and processes that enable faculty and staff to perform at their highest level.

This strategic plan reflects the collective input, insight, and engagement of the Ourso College community and establishes a clear framework for action. It builds on the college's strengths while positioning it to meet the evolving demands of students, employers, and society. Looking ahead with confidence, we invite all members of our community to join in working together to shape the next chapter of the Ourso College's impact.



Introduction



Fundamentally, the college is widely recognized for providing personalized experiences that transform students' lives and pathways. We place a deliberate emphasis on building meaningful, transformative relationships between students, staff, and faculty, among peers, and with alumni and industry and public-sector partners. These experiences cultivate not only connection, but also the emotional intelligence and nuanced understanding of interpersonal dynamics that sit at the core of effective leadership. This relational foundation has long been a defining characteristic of the Ourso College experience and a key factor in the success of our graduates.

Alongside nurturing relational strengths, the Ourso College prepares students with strong analytical and business skills and an entrepreneurial mindset, equipping them to navigate complexity and create value in any setting. Notably, this mindset is not limited to traditional start-up environments; rather, it reflects an orientation toward ownership, critical thinking, resilience, perseverance, and continuous growth that will serve all students well.

This approach to problem solving, seeing opportunities where others see constraints, adapting to change, and taking initiative in the face of uncertainty, positions our students to thrive in an environment where change is a given and many of the opportunities they will pursue do not yet exist. Whether our graduates launch their own ventures or pursue careers in established businesses, government, nonprofit organizations, academia, or further education, these capabilities position them to contribute meaningfully and lead effectively both in boardrooms and across their communities throughout their careers.

Equally central to the mission of the college is its role in contributing to economic growth and shared prosperity. Under new leadership, LSU is undergoing its own period of transformation, with a renewed focus on research productivity, institutional prominence, and its role as a flagship university charting the path for Louisiana. As LSU advances toward these ambitions, the Ourso College has an opportunity to more clearly define and elevate its role within that trajectory.

As the flagship, land-grant, research-intensive university's business school, the Ourso College is uniquely positioned to work with industry and government to help shape markets, inform decision-making, and advance outcomes that benefit communities across Louisiana and beyond. No other college within the institution has a clearer role to play in leading at the intersection of business, policy, and society and translating that understanding into meaningful impact.

This work is advanced through research and through a broader commitment to applied and partnered engagement. Building on a strong foundation of faculty scholarship, the college is focused on strengthening its research enterprise by investing in the structures that enable faculty to sustain and grow their contributions, expanding support for applied and collaborative research, and increasing the visibility and reach of its work. These efforts are designed to support researchers in pursuing work that is both rigorous and relevant, while deepening the college's connections to the industries and communities it serves.

The world is changing, and with it comes a responsibility to evolve how we prepare students and contribute to the broader ecosystem in which we operate. Looking ahead, the college is guided by a clear ambition: to deliver exceptional return on investment for its students, to prepare graduates to succeed from day one and continue to advance into leadership roles, and to serve as a trusted partner to industry and the state of Louisiana. Achieving this vision will require alignment across the college's core areas of work, including research excellence, student experience, teaching and curricular innovation, external engagement, and operational effectiveness.

This strategic plan reflects that commitment and provides a framework for the work ahead. It is grounded in the strengths of the college, informed by the voices of its community, and focused on the opportunities that lie ahead. The Ourso College looks forward with confidence and a shared sense of purpose as it continues to build toward its next chapter.

About the Process

The Ourso College wanted to ensure our key stakeholders had a voice. Through this approach, we have created a plan that reflects the experiences, perspectives, and priorities of the college community and its partners.

Feedback was collected through surveys, interviews, listening sessions, and focus groups, providing multiple opportunities and modalities for our community to engage, resulting in more than 1,300 points of stakeholder input.

Engagement efforts included internal and external stakeholders. Faculty, staff, and students provided insight into the day-to-day experience within the college, while alumni, industry partners, and university leaders offered perspectives on future opportunities, workforce needs, and the college's role within the rapidly evolving business and higher education landscape.



Stakeholder Engagement Overview

38

one-on-one interviews

116

**participants across 13 faculty
and staff listening sessions**

19

**participants across two
graduate student focus groups**

125

**responses to the faculty
and staff survey**

585

**responses to the
student survey**

425

**responses to the alumni
and donor survey**



These engagement efforts provided valuable insight into the college's strengths, challenges, and opportunities, surfacing consistent themes related to areas for growth and opportunities for differentiation. This strategic plan reflects who we are and where we are going. It is shaped by real engagement, anchored in our values, and built on our strengths to define a clear direction for the future.

Mission, Vision, and Values

OUR MISSION

We develop and create opportunities for students, scholars, and leaders through high-quality education, impactful research and discovery, and dedicated service to our community.

OUR VISION

The E. J. Ourso College of Business maximizes return on investment and positions itself among leading public business schools. We:

- Produce highly sought-after graduates equipped for long-term success
- Cultivate stakeholders that actively support the work of our college
- Generate and disseminate research that advances academic knowledge and contributes to real-world impact



OUR VALUES

Tenacity

We know success rarely comes easy, and we take pride in being hardworking, resilient, and committed to following through. We approach our work with a growth mindset and a commitment to excellence.

Impact

We strive to focus all our activities on what matters to the communities we serve. We create value by transforming our students' lives by providing a clear return on investment and by conducting research that advances social science and benefits business and society.

Gratitude

We are grateful for the dedication and consistency with which our faculty, staff, students, alumni, and other partners show up for our college every day. We honor these contributions through a commitment to service, care, and purpose in our actions.

Ethics

We uphold the highest standards of integrity, acting with honesty, accountability, and transparency in our actions and decisions.

Relationships

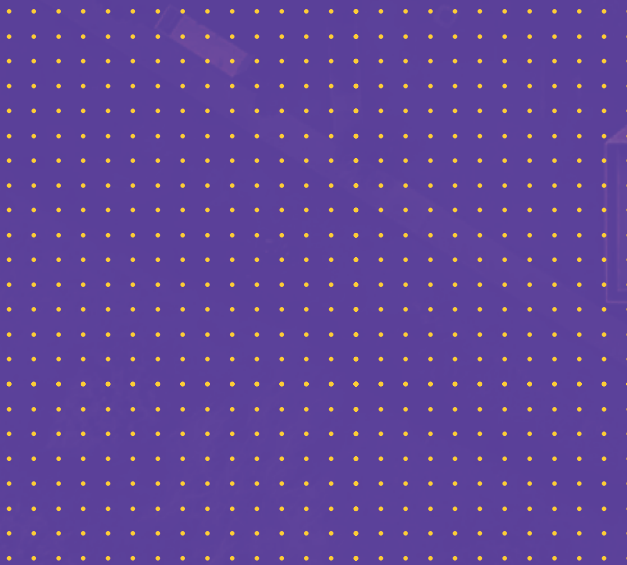
We put people first, recognizing strong relationships built on trust, respect, and mutual value are foundational to long-term success in both business and for our college community.



Strategic Priority Framework

This strategic plan is not intended to be all things to all audiences. Instead, it reflects a set of deliberate choices about where the Ourso College will focus its energy, executing with discipline and differentiating itself where it matters most. The plan is built around five priority areas: elevating research excellence, delivering a distinctive student experience, strengthening teaching excellence and curricular innovation, building deeper partnerships, and enabling operational excellence. Together, these priority areas represent the core drivers of the college's impact and provide a clear framework for fulfilling our mission and vision.

Each priority area is anchored by a clear goal and supported by the specific strategies and actions we will take to move our college toward that goal. Where applicable, strategies are organized into subcategories to facilitate organization and implementation. Key performance indicators (KPIs) will provide measurable indicators of success and will allow us to track and report our progress, supporting transparency and continuous improvement across all areas.





Elevate Research Excellence for National Impact and Recognition

Our goal is to establish the Ourso College as a nationally recognized leader in research — upholding rigorous standards of traditional scholarship and championing applied research.

The discovery and dissemination of knowledge remain central to the mission of a research-intensive university. Across higher education, rising expectations for research excellence are placing greater emphasis on not only rigor but also relevance. Aligned with LSU's research aspirations, one of our goals is to elevate research excellence for national impact and recognition. For the Ourso College, this presents a meaningful opportunity for further defining our role within a changing and increasingly competitive landscape.

As a college of business within a flagship, land-grant university, the Ourso College is uniquely positioned to contribute to LSU's broader research ambitions. The university's distinctive combination of disciplinary strengths creates an environment where we have unique opportunities to differentiate ourselves from competing institutions. The growing convergence across health, biotechnology, and data-driven industries, alongside LSU's long-standing leadership in agriculture, energy, and applied sciences, offers a powerful platform for our faculty to engage in research that informs markets, shapes policy, and advances societal outcomes.

Our faculty produce high-quality scholarship that advances knowledge and informs practices across disciplines. At the same time, there is a clear opportunity to more fully align the college's research efforts around a shared definition of excellence, recognizing both traditional academic contributions and the impact of applied research that shapes business, policy, and our society. Establishing this clarity will provide faculty with a consistent and transparent framework for success while reinforcing the college's broader aspirations for impact and recognition.

Advancing this vision requires deliberate focus on where and how the college chooses to lead. As LSU continues to position itself alongside other institutions, the Ourso College has the opportunity to build on its own areas of strength and distinctiveness. To enable this, we are committed to building the infrastructure that makes this excellence achievable. These efforts include expanding the availability of funding, strengthening support for the pursuit of partnered research, and institutionalizing mentorship and early-career support. These investments are aimed at the same outcome: protecting and maximizing our faculty members' most unique and impactful resource — their time.

The Ourso College looks forward to building an even more robust, impactful, and recognized research enterprise that advances knowledge while generating meaningful value for business, communities, and society. In doing so, the college will contribute to LSU's broader trajectory as a leading public research university while strengthening its own position as a nationally recognized source of insight, innovation, and impact.

KEY STRATEGIES

Advance Research Excellence and Impact

- ▶ Establish shared definitions for research excellence that include both rigorous academic scholarship and applied research with demonstrated business and societal impact, supported by clear and multidimensional metrics of success.
- ▶ Align promotion and tenure standards with the college-level definition of research excellence, prioritizing quality, influence, and relevance while preserving the flexibility needed to honor discipline-specific standards.
- ▶ Reinforce the importance of applied research by establishing annual faculty awards recognizing outstanding impact-based research.
- ▶ Systematize a college-wide approach to identifying and nominating faculty for nationally recognized honors aligned with elevated definitions of excellence.

Build Research Capacity and Support Systems

- ▶ Implement a college-wide mentorship program for early-career faculty to institutionalize research guidance and ensure faculty across all departments receive consistent and ongoing support.
- ▶ Expand college-level financial support of research by creating a dedicated competitive internal research support funding pool and expanding flexible research financing, including funding for summer research and graduate student research assistants.
- ▶ Expand support for grant development and partnered research navigation, connecting faculty with external partners to facilitate applied and interdisciplinary research opportunities with industry and communities.

Align Incentives, Workload, and Faculty Support

- ▶ Align faculty workload, teaching assignments, and additional compensation practices with a focus on workload equity to better protect research time.
- ▶ Pursue growth in faculty capacity and instructional models, including the strategic use of adjunct instructors and instructional resources to deliberately distribute teaching and research responsibilities in line with differentiated faculty roles, strengths, and accreditation standards.

Increase Research Impact and Visibility

- ▶ Invest in areas of emerging research strength to position the Ourso College for national prominence, including the potential creation of centers or institutes of excellence that concentrate existing expertise, attract resources, and build the college's reputation as a recognized authority.
- ▶ Expand the dissemination and translation (e.g., webinars, white papers) of faculty research for external audiences, strengthening the college's ability to influence practice, inform policy, and engage industry and community partners.
- ▶ Advance a coordinated approach to research storytelling, elevating the visibility of faculty work and reinforcing the college's identity as a leader in impactful business research.

KPIs

- ▶ Leading indicator: initiatives to increase faculty expertise, collaboration, and visibility
- ▶ Peer-reviewed articles in leading journals
- ▶ Leading editorial positions
- ▶ Published books with leading publishers
- ▶ Applied publications and engagement in society

Deliver a Distinctive and Career-Focused Student Experience

Our goal is to develop students who enter the professional world with confidence, equipped with the right skill set and mindset to succeed in both the short and long term.

The professional world our students are preparing to enter is continuing to evolve, placing new and increasing demands on business education. Employers seek graduates who can think critically, communicate clearly, and navigate ambiguity with confidence. Meeting rising expectations requires a more integrated and intentional approach to student development — one that connects academic learning with strong advising, early professional development, career support, and skill-based experiential learning opportunities throughout degree programs.

At the same time, students are investing significant time, effort, and financial resources into their education, with clear expectations for a meaningful return. For many students, this return is defined by strong career outcomes, competitive earnings, and opportunities for long-term advancement. For others, it is defined by clear purpose, professional confidence, and access to business and educational networks that shape lifelong success.

To meet students' dual needs — both supporting students in achieving their personal ambitions and ensuring they are fully prepared to meet industry and employer expectations — the college is advancing a more integrated end-to-end student experience.

While a high-quality student experience is already a hallmark of the college, as we look to the future, we acknowledge the challenges ahead of us. Our student population has grown rapidly, creating both opportunities and challenges: growth advances our mission but requires scaling the student experience. This has prompted a renewed focus on ensuring the student experience is seamless and more consistent across departments, programs, and modalities. As our college evolves, there is an opportunity to more intentionally design the student journey, ensuring every student has access to a coordinated path with consistent guidance and the opportunity to discern and build a professional identity from day one.

Central to this effort is the clear emphasis on professionalism as a defining element of the Ourso College experience. We aim to graduate students who not only possess technical knowledge, but who demonstrate the judgment, adaptability, and growth mindset to contribute meaningfully in their chosen professional environments. Career awareness, professional skill development, and industry exposure must be embedded early and reinforced often so students graduate prepared, confident, and ready to contribute to the workforce.

Through a more coordinated and career-focused approach, we are committed to delivering a transformational student experience that is both high impact and high value. This approach ensures graduates leave with the skills, networks, and professional identity needed to achieve strong immediate outcomes, while positioning them for sustained success and fulfillment over the course of their careers.

KEY STRATEGIES

Foster Stronger Clarity and Consistency of Student Experiences

- ▶ Design and implement a cohesive end-to-end student experience that connects recruitment, application, academic progress, and career outcomes, reduces fragmentation, and ensures consistent experiences across programs and modalities.
- ▶ Strengthen clarity, access, and coordination of student support systems, including advising, student support services, and student organizations, providing students with clear pathways to navigate requirements and access support.
- ▶ Enhance the Ourso College experiences for each student population, including undergraduates, graduate students, and online learners, to equip each population with the tools and mindset needed to succeed.
- ▶ Expand investments in student-facing support infrastructures, prioritizing advising capacity, professional development, career services staffing, and operational support roles to ensure the quality and consistency of the student experience scales with the size of the student body.

Embed Career and Professional Skill Development Throughout the Student Experience

- ▶ Implement a structured, mandatory early-start professional development sequence for all students, providing flexible pathways for students to build career awareness, professional skills, and industry knowledge.
- ▶ Expand access to career advising and mentorship, including peer and professional mentorship models, to provide students with direct exposure to industry perspectives, guidance, and professional networks.
- ▶ Expand dedicated career development staff with discipline-specific specializations and internships.
- ▶ Strengthen the college's capacity to capture and utilize student professional development and outcome data, including data related to internships, work-based learning, and post-graduate destinations, by creating simple pathways for self-reporting and exploring meaningful incentives for participation.
- ▶ Elevate student organizations and clubs as a core component of the professional development ecosystem, supporting leadership development and expanding opportunities for employer engagement and applied experience.

KPIs

- ▶ Leading indicator: undergraduate and graduate student retention
- ▶ Leading indicator: student support comparable to peers in terms of academic advising, professional development, and scholarships available to students
- ▶ Graduation rates
- ▶ Internship participation and credentials
- ▶ Starting salaries and positive student outcomes

Strengthen Teaching Excellence and Foster Curricular Innovation

Our goal is to deliver consistently excellent, engaged, and future-focused educational experiences that evolve with the needs of students and the demands of business and society.

The evolution of teaching and curriculum is closely tied to enhancing the student experience. To remain competitive and relevant, curricular development requires a more intentional and continuous approach to how the college designs, delivers, and updates its academic programs. This approach must balance what is timely and responsive to current industry needs with what is timeless and foundational, ensuring students graduate with both enduring capabilities and immediately applicable skills. Curricular innovation is not a periodic activity but an ongoing, coordinated process that ensures our curriculum reflects changes in industry, advancements in technology, and evolutions in the skills required to succeed in a dynamic business environment.

One of the long-standing strengths of the college is the faculty and staff's deep commitment to student success. However, delivering consistent high-quality instruction and maintaining curricular relevance are institutional responsibilities that extend beyond individual faculty efforts. This requires continued investment in the college's support infrastructure, including modern classroom technology, reliable and responsive IT support, and the establishment of centralized resources to help faculty integrate emerging tools and topics, such as artificial intelligence and other evolving technologies, into the curriculum.

Central to this work is a renewed focus on the competencies that define an Ourso College graduate. In alignment with the college's broader vision, students will be equipped with not only technical knowledge but also the ability to think entrepreneurially, apply knowledge in real-world contexts, and adapt to emerging challenges and opportunities. To accomplish this, we are committed to expanding our portfolio of experiential learning opportunities, ensuring these experiences are intentional and integrated into the broader student journey.

A more agile curriculum review process, combined with a coordinated and integrated approach to emerging topics, will ensure alignment between the classroom and the demands of practice. This includes regularly evaluating the relevance and impact of existing courses and making changes to our portfolio to reflect emerging disciplines and opportunities. We will foster an environment where faculty are supported in delivering high-quality instruction and equipped to adapt as program needs evolve.



KEY STRATEGIES

Enhance Teaching Delivery and Faculty Support Systems

- ▶ Establish structured support for instructors across all roles, including graduate and teaching assistants, doctoral students, and adjunct faculty, to enhance teaching effectiveness and ensure instructional quality.
- ▶ Establish a mechanism for gathering faculty input into teaching environment investments, including future technology upgrades, facility improvements, and classroom design, to align institutional investments with faculty needs.
- ▶ Advance a coordinated approach to digital and hybrid instruction, including best practices and targeted development support to ensure high-quality, engaging learning experiences.
- ▶ Emphasize and reinforce expectations and support for out-of-classroom faculty engagement with students, reinforcing an institutional commitment to office hours and mentorship.
- ▶ Develop a more intentional approach to the use of adjunct and instructional faculty, prioritizing the engagement of industry practitioners who can integrate current knowledge and real-world applications into course delivery.
- ▶ Establish a clear definition of teaching effectiveness, aligned with accreditation standards, to serve as the foundation for consistent evaluation across all instructional roles.

Advance Curricular Innovation

- ▶ Establish a structured, regular curriculum review process at the program level to ensure coursework remains aligned with evolving industry needs and emerging topics.
- ▶ Operationalize a coordinated college-wide approach to integrating emerging technologies and competencies within coursework, equipping students with relevant and future-oriented skills.
- ▶ Define and embed cross-cutting competencies around entrepreneurial thinking and applied problem-solving with clear career development progression and self-assessment from entry into the college through graduation.
- ▶ Continue investing in distinctive programming and supporting innovative educational delivery models that differentiate the academic experience.

Deepen Experiential and Applied Learning Opportunities

- ▶ Establish a more intentional, curriculum-connected approach to experiential learning, ensuring students have access to structured opportunities to apply knowledge to real-world contexts during their academic journey.
- ▶ Design, pilot, and scale flagship curriculum-embedded experiential learning opportunities with employers to ensure alignment with in-demand skills; provide opportunities for credentialing alongside degree programs where appropriate.

- ▶ Strengthen the college's capacity to develop and expand professional credentialing pathways, identifying industry certification and licensure opportunities aligned with student career goals, and embedding preparation into existing degree programs.
- ▶ Expand student access to high-impact experiential opportunities, including study abroad, professional travel, and global learning experiences, by creating and funding a dedicated scholarship fund to lower financial barriers.

KPIs

- ▶ Leading indicator: ongoing curriculum and program review process
- ▶ Support teaching excellence through support for experiential learning (e.g., live cases, simulations, study abroad), technology integration, and course updates
- ▶ Faculty-to-student ratios
- ▶ Student assessments of teaching effectiveness
- ▶ Distinctive programs



Build Stronger Partnerships to Advance Impact and Opportunity

Our goal is to transform our alumni and industry relationships into deeply engaged, sustained, and mutually beneficial partnerships.

The impact of the Ourso College extends beyond the classroom. Across higher education, leading business schools are increasingly defined by the depth and quality of their external engagement. Institutions that are embedded in industry, connected to their alumni, and become trusted partners in advancing business practices and economic growth are distinguished from other educational institutions.

Our alumni network is underutilized. We have professionals and leaders nationwide who lack meaningful connections to the college — connections that could directly advance student success and elevate our impact. We must provide alumni with clear pathways for sustained, deep engagement, expand how we capture and connect them, and begin building relationships earlier in the student experience.

Industry and public-sector engagement will be strengthened through a more coordinated and student-centered approach. This engagement includes creating clear, accessible pathways for employers to engage with students through student organizations, applied classroom experiences, and targeted programming, supported by defined points of entry, streamlined processes, and dedicated coordination.

Looking ahead, the college will focus on building and implementing a model for transformational engagement, with a focus on partnerships that advance our efforts, expand opportunities and strategies, strengthen the college's standing, and ultimately deliver clear value to Ourso College stakeholders. These relationships, spanning alumni, employers, and community partners, will serve as a critical engine for supporting student success and reinforcing the college's role as a contributor to the economic and social vitality of Louisiana and the nation.



KEY STRATEGIES

Strengthen Internal Alignment to Enable External Partnerships

- ▶ Establish a more coordinated and intentional approach to industry and external engagement, including hiring dedicated college staff to clarify roles, structures, and ownership in support of consistent relationship development for the Ourso College.
- ▶ Strengthen coordination with the LSU Foundation and LSU Alumni Association to foster data collection and sharing, align outreach efforts, and enhance the effectiveness of stakeholder engagement.
- ▶ Foster a coordinated approach to alumni engagement.
- ▶ Strengthen connections between the college's research enterprise and industry, government, and nonprofit engagement functions to expand opportunities for collaborative research.

Deepen External Engagement and Relationships

- ▶ Create a streamlined point of entry for companies, employers, and individuals seeking to engage the college by leveraging a "one-door" model that facilitates partnership opportunities.
- ▶ Expand employer integration across the college, including leveraging advisory boards and flexible advisory groups as active strategic bodies, to maintain curriculum relevance and identify emerging needs.
- ▶ Establish a proactive external engagement strategy that elevates the visibility of the college in key markets through coordinated outreach, targeted engagement, and digital offerings in areas where alumni and industry partners are concentrated.
- ▶ Strengthen alumni-student engagement models, including revitalizing and expanding the existing mentorship program to contribute to student learning and professional development.
- ▶ Develop partnerships and connectivity within the Baton Rouge and regional entrepreneurship ecosystems to strengthen and elevate the college-connected entrepreneurial ecosystem and link students, faculty, and programs to relevant resources and opportunities.

KPIs

- ▶ Leading indicator: industry, community, and alumni engagement (e.g., readership, program participation, event offerings, volunteer service)
- ▶ Philanthropic giving (e.g., total donations, unique donor count, first-time donor count)
- ▶ Number of external partners and new employer partnerships



Enable Operational Excellence

Our goal is to operate as a cohesive college community with the infrastructure that enables our people to perform at their best.

Achieving the Ourso College's ambitions will require more than strong, compelling ideas. Our success is dependent on the college's operational capacity and ability to execute with clarity, coordination, and consistency. Breakthroughs in research and exceptional student experiences do not occur without the same standard of excellence in our internal operations. Operational excellence, therefore, is not separate from the college's mission, but foundational to achieving it.

Our staff and faculty are exceptional. Alongside improving coordination and infrastructure to expand student success, this strategic planning process highlighted opportunities to strengthen a cohesive college-wide culture that consistently promotes excellence and a "winning" mindset. As the college has grown, many departments have done so mostly independently, leading to limited collaboration, knowledge sharing, and consistency in college operations. Addressing these challenges presents an opportunity to advance a more cohesive and unified college operations model that continually ensures our processes and systems enable staff and faculty to work effectively and efficiently.

We launch this work around a single principle: delivering excellence at every level, from day-to-day operations to long-term strategy. Our work ahead is focused on strengthening the coordination, culture, and community that make our college feel cohesive while also improving the operational infrastructure and processes to support our ambitions, including aligning resource allocation with enrollment growth and strategic priorities to ensure the college can deliver on its commitments.

Through these efforts, the Ourso College will advance an operating model that pursues innovation and sustains excellence.



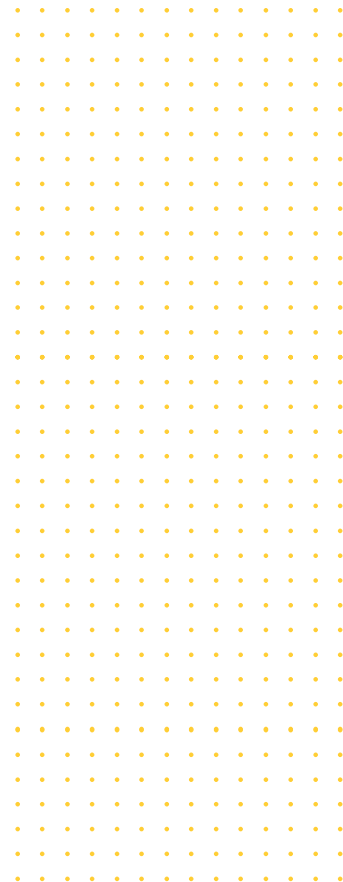
KEY STRATEGIES

Strengthen Organizational Alignment, Culture, and Engagement

- ▶ Establish a structured recurring onboarding and development model for faculty and staff that extends beyond initial orientation and is tailored to career stage, supporting growth from entry through leadership roles.
- ▶ Implement consistent and transparent mechanisms to capture and act on faculty and staff input and assess internal culture and operations to clearly communicate resulting decisions and policies, reinforcing shared ownership and continuous improvement.
- ▶ Strengthen cross-college collaboration and cohesion, including coordinating opportunities for interdisciplinary connection, shared learning, and community-building, to reduce silos and reinforce a unified college culture.
- ▶ Develop a proactive capital plan for space, technology, and facility improvements that anticipates instructional and operational needs (e.g., collaborative and flexible spaces indoor and outdoor).
- ▶ Establish clear, practical guidelines for decision-making and accountability at the college and departmental levels, empowering units to operate with greater clarity and confidence.
- ▶ Align expectations, support, and evaluation by integrating workload considerations and performance assessment, ensuring faculty and staff are supported in delivering high-quality work while maintaining sustainable and effective operating practices.

KPIs

- ▶ Leading indicator: faculty and staff participation in professional development efforts
- ▶ Capacity utilization
- ▶ Maintain best-in-class facilities
- ▶ Employee engagement scores
- ▶ Staff-to-faculty ratios



Looking Forward

We move forward with a strong sense of purpose and a shared commitment to the future of the E. J. Ourso College of Business. This strategic plan reflects the perspectives, priorities, and aspirations of our community and provides a clear framework for the work ahead. More than a statement of intent, this plan establishes a set of priorities that will guide decision-making, shape investments, and focus our efforts over the coming years.

At the same time, we recognize the higher education landscape will continue to evolve. Increasing expectations for impact and accountability, alongside future changes in student needs, shifts in the workforce demands, and advances in technology, will require our ongoing attention and responsiveness. As we pursue the goals outlined in this plan, we will remain committed to our long-term direction while preserving the flexibility needed to thoughtfully respond to new challenges and emerging opportunities.

The next phase of this work will focus on implementation. We will develop clear and actionable steps to advance each priority area, supported by defined timelines, measurable indicators of success, and a structure for accountability. This work will be essential in ensuring this plan moves from vision to action in a disciplined and meaningful way.

To promote transparency and support continuous improvement, progress will be reviewed and reported on annually. These updates will help the college assess what is working, where adjustments may be needed, and how to best sustain momentum over time. In this way, the strategic plan will serve not as a static document, but as an active guide for strengthening the college and advancing its mission in the years ahead.

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