

2015-2025 STRATEGIC PLAN FOR JENNINGS A. JONES COLLEGE, DEPARTMENT OF ACCOUNTING

VISION

The Department of Accounting in the Jennings A. Jones College of Business at Middle Tennessee State University seeks to be the **premier center for excellence** in the fields of Accounting and Business Law in the Middle Tennessee region.

- To be recognized as the premier center for excellence means that:
 - Jones College Accounting Department will be the best source of accounting graduates to companies in the middle Tennessee region;
 - Jones College Accounting Department will have the highest CPA exam pass rates in the middle Tennessee region; and
 - The Jones College Accounting Department will receive the highest ranking of public universities in the middle Tennessee region.

MISSION

The mission of the Department of Accounting in the Jennings A. Jones College of Business at Middle Tennessee State University is to:

- Prepare students **technically, ethically, and professionally** for successful careers in accounting through affordable accounting programs at the undergraduate and graduate levels;
- Cultivate a **student-centric learning environment** where faculty interact with students as individuals, through **innovative and effective pedagogy**;
- Produce **research** and perform **service** that **engages and positively impacts** the university, the accounting profession, and the broader community; and
- Offer a **flexible** graduate program that develops students' **decision-making** and **communication skills** and provides a path to professional certifications.

VALUES ASSOCIATED WITH THE VISION AND MISSION

The Department of Accounting in the Jennings A. Jones College of Business adopts the following values from the College:

- **Accessibility.** Jones College will offer a broad range of programs and delivery alternatives to meet the needs of its various student constituencies.
- **Diversity.** Jones College will actively encourage an open and safe environment, appreciating the values, skills and abilities of everyone involved, recognizing and incorporating the multiplicity of backgrounds, voices, and perspectives in thought and action.
- **Ethical Conduct.** Jones College personnel will pursue their professional responsibilities with diligence, honesty, integrity and authenticity, continually improve their professional knowledge and skills, and demonstrate concern for the interests and well-being of those affected by their actions.
- **Community Engagement.** Members of the Jones College community will participate in educationally purposeful activities that support and enhance the Jones College experience.

- **Human Relations.** Jones College is committed to the principles of relationship enhancement, gaining collaboration and demonstrating leadership, recognizing that sometimes in a diverse community, people have to disagree agreeably.
- **Professionalism.** Jones College is a professional school. Faculty and staff lead by example. Jones College faculty, staff and students value:
 - Punctuality
 - Appropriate appearance and demeanor
 - Proper language—both spoken language and body language
 - Having an open mind
 - Active participation
 - Confidentiality
 - Advance preparation for classes and meetings
 - Willingness to admit mistakes and take corrective action
- **Market Focus.** The driving force behind curriculum innovation in Jones College is demonstrated need among target constituencies.
- **Data-Driven Decisions.** Decision making in Jones College will be based on a balance between quantitative and qualitative information.
- **Innovation.** The external and internal environments for Jones College are constantly changing. Jones College pursues a proactive strategy of innovation in response to the fluid environments. Jones College also recognizes that innovations can be adapted from best practices at other institutions, so Jones College constantly evaluates what is working at other institutions and what might work in Jones College.

THEMES FLOWING FROM THE MISSION/VISION/VALUES THAT UNDERLIE THE STRATEGIC PLAN

Our Strategic Plan is separated into three main pillars that best exemplify the goals of the MTSU Department of Accounting—Quality, Students and Partnerships. Quality is essential to ensure we have outstanding faculty who take their roles seriously in providing the very best education a Jones College student can receive, and admit high quality students who can thrive and grow in our rigorous curriculum. Students are addressed in the next section that describes how they are prepared technically, ethically, and professionally for the challenges of the greater Middle Tennessee business community. Finally, Partnerships are addressed to recognize that our college cannot operate in a vacuum. The surrounding business community is vital to keeping our program relevant and ensuring its continuous improvement.

Our Strategic Plan includes four Quality, five Student and six Partnership strategic objectives. Each of these objectives is discussed in the following charts indicating the appropriate time period, the suggested improvement activity, the measure of success, the individual responsible for the measure of success, additional information concerning the objective and the resources needed to implement the activity.

Quality Strategic Objective #1:

Hire when openings occur and retain high-quality faculty with diverse backgrounds, expertise, and abilities.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2017	Recruit for five positions in areas of need	Faculty hired	Complete - We hired five new faculty members in Fall 2017.	Ongoing operational funds for salary and benefits
2022-2025	Recruit a position to replace a retiring tax professor	Faculty hired		Tenure-track position, preferably at the associate level
2015-2025	Retain tenured/tenure-track faculty: 1 – Set up a plan to recognize faculty preferences with respect to where they would like to focus their efforts – teaching, research, and/or service. The workload report, annual evaluations and promotion/tenure decisions need to be adjusted for these differences. 2 – Fund more faculty development opportunities. 3 – Increase rewards for outstanding teaching, research, and service.	1 – Faculty given more flexibility in workload form 2 – Increased faculty development funding 3 – Monetary funds attached to rewards		1 – Support for faculty to pursue different path models, flexibility in determining faculty workloads and evaluating faculty 2 – Increase annual contributions to the Faculty Excellence Fund by \$25,000. 3 – Four \$1,000 rewards in addition to the Advisory Board Awards

Quality Strategic Objective #1 (continued):

Hire when openings occur and retain high-quality faculty with diverse backgrounds, expertise, and abilities.

2015-2025	Retain three Full-time temporary/Coordinator positions.	Full-time faculty member hired	We were able to retain two of the three Full-time Temporary/Coordinator positions. However, we lost one position due to a decline in accounting majors. Having these positions free up tenured faculty to teach upper level/graduate courses and to research.	New position: Full-time faculty member and funds for promotion to senior and master level lecturer/coordinator
2015-2020	Hire an exemplary faculty member for the Jacobs Chair.	Jacobs Chair hired	We hired Tom Walker, retired Deloitte Managing Partner, in Spring 2019. He resigned in Spring 2020. The salary and benefits for this position are supported 60% through the Operational fund and 40% through the Jacobs Chair Account. We are currently recruiting for a new Jacobs Chair.	Ongoing operational funds for salary and benefits; remaining funds already in Jacobs Chair account
2015-2016	Adopt the Jones College of Business SA/PA/SP/IP definitions and encourage faculty to do research in areas of instruction.	Adopt the definitions	Definitions have been adopted. Faculty are classified each spring by the Chair as part of the annual performance evaluation process.	Continued support for faculty research and travel to research and teaching conferences

Quality Strategic Objective #2:

Recruit and retain outstanding students in the undergraduate and graduate programs through graduation.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2017	Require CPA Review courses in the MAcc	Courses adopted	This has been very successful in getting our MAcc students certified before graduation or shortly thereafter. We offer specific classes around the CPA exam sections and have assigned a Coordinator to help students stay on track to completion.	Financial support to subsidize students' pursuit of CPA credential.
2015-2017	Revise admission standards to better control capacity and resources available to teach graduate classes.	Graduate admission standards raised	Complete - We raised the GMAT admission score for entry into the MAcc Program.	
2019-2025	Consider offering more flexibility in the MAcc Program.	MAcc curriculum changes and increase in modes of course transmission	<ol style="list-style-type: none"> 1. We have added an additional specialization in the MAcc program for Assurance and are developing additional specializations. 2. We are now offering some courses in the online format beginning Summer 2020. 3. We are exploring ways to reduce prerequisites to the MAcc program. 	Resources for new full-time administrative or Coordinator position to support the MAcc Director and MAcc students
2018-2022	Encourage the Jones College to adopt discipline-specific advising.	At least one Jones College academic advisor is dedicated to the Accounting major		
2015-2025	Continue the Intermediate Readiness Initiative	Intermediate Readiness Committee continues	We continue to explore new ways to get students ready to begin the upper-level financial courses.	

Quality Strategic Objective #2 (continued):

Recruit and retain outstanding students in the undergraduate and graduate programs through graduation.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2021	Develop a transitional course for Intermediate Accounting I	Transitional course is developed	ACTG 3100 is currently being developed to be offered in Fall 2021	
2015-2016	Adopt three strikes undergraduate policy	Policy is adopted	This has had the desired effect of getting students into a different major earlier if they are not successful in the upper-level accounting courses.	
2015-2016	Develop a student group for students new to the major	Student group for students new to the major is developed	Complete - Accounting Connections was developed in Fall 2016. This has been successful in orienting students new to the major.	
2015-2025	Develop more scholarship money for students	Scholarship money for students is increased	New Scholarships: Yohan Abraham, BKD Emerging Professional, Accounting Excellence Emerging Professional, Richmond Expansion of Existing Scholarships: Bill Mooningham, and Bill Grasty Scholarships	
2015-2025	Encourage more involvement in student groups	Student groups see 10% annual enrollment increases	We have five accounting-related student groups available to students in various stages of the program. Some are general (Beta Alpha Psi and Accounting Connections), while others are tailored to specific student's needs (NABA, IIA and IMA). IIA and IMA were combined into one organization to help increase membership.	Department support for free meals and department promotional products to students attending professional meetings

Quality Strategic Objective #3:

Increase opportunities for faculty development.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Provide funding for more academic conferences	Every faculty member who wants to travel to academic conferences receives at least \$2,500 annually	The Dean's Office provides some funding, as well as the Operating Travel Funds and the Accounting Excellence Fund.	Increase funding by the Dean's Office and private donations by \$25,000
2015-2025	Develop more Outstanding Professorships	At least one new outstanding professorship is added annually	Four \$5,000 annual three-year positions have been retained. Annual \$1,000 Advisory Board awards have been added. The goal is to secure ten Outstanding Professorships.	Increase in private donations for the outstanding professorships
2015-2025	Encourage more giving by alumni	Alumni giving increases 10% annually in dollars and the number of donations	Fundraising campaigns in the Department Newsletter encourage gift giving along with many giving initiatives at the College and University levels.	Department promotional items
2015-2025	Encourage faculty to develop and teach CPE courses.	70% of faculty involved in teaching CPE courses	Ongoing – we have encouraged faculty to present at MTSU Sponsored CPE days. Fifteen of the faculty have presented at least once. In addition, Tim Koski has provided a separate Tax Update CPE day in the Fall for three years and Tammy Waymire provides governmental CPE at various conferences.	

Quality Strategic Objective #4:

Evaluate and improve signature accounting programs to distinguish the Jones College Department of Accounting.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2020	Develop signature accounting programs to distinguish the Jones College Department of Accounting.	New programs developed	<ol style="list-style-type: none">1. We have established two certificate programs in the MAcc Program: 1) Tax and 2) Assurance, using classes already offered. Students can get a certificate for completing four classes in a specific list of graduate classes.2. We are considering 3) Data Analytics and 4) Healthcare Accounting as additional specializations that lead to certificates.3. The certificate programs are an opportunity to increase graduate enrollment.	Advertising funds for the Certificate Programs

Students Objective #1:*Develop specializations in the MAcc program.*

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015–2025	Add specializations in Tax, Auditing, and Data Analytics to the MAcc	Appropriate Specializations available	See Quality Strategic Objective #4 above.	
2018-2025	Explore online options for the MAcc	Number of online options	The Department has begun offering some graduate courses in the online format beginning in Summer 2020. We continue to explore adding additional online courses and are exploring having an entire online program. MTSU Online provides \$4,000 per online graduate course developed and \$3,000 per course update after three years.	

Students Strategic Objective #2:*Encourage students to study abroad as appropriate for their academic and professional development.*

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2017	Develop a Study Abroad course for the Accounting Department.	Development of a Study Abroad course	Complete - Undergraduate and graduate courses have been offered annually in the summer since 2017.	Travel funding for additional faculty to participate
2017–2025	Encourage faculty to promote study abroad opportunities for students offered through either faculty-led programs or third-party arrangements.	Number of students participating in study abroad courses		Promotional funding

Students Strategic Objective #3:

Increase contacts with incoming and potential students to promote the Accounting program.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015–2025	Develop presentations to make at BUS 1000 courses, high schools, accounting boot camps, and other suitable recruiting venues.	Increase in number of presentations available	We have participated in BUS 1000 courses every semester. Several faculty members speak at high school career days.	Funding for videos and department promotional materials
2015–2025	Engage freshman and sophomore students early in their academic careers by fostering interaction with accounting and business law faculty, professionals, and upper-division students.	Increase in number of accounting majors/Chair	<ol style="list-style-type: none"> 1. Meet and Greet events for students doing well in Principles I or who have selected accounting as their major. These students are invited to this event near the end of the semester to celebrate their success and/or decision to major in accounting. Students from our accounting student organizations, faculty and staff gather with these students to build relationships and answer questions. We added having a member of the Advisory Board come speak to the group for about 10-15 minutes. 2. Accounting Connections student group developed mainly for freshmen and sophomores. All majors are welcome, however. 3. High-Performing 2110 Student Letters - At the end of the semester, instructors note students who are top performers in Principles I and congratulatory letters are sent to these students by the chair. 4. Per President McPhee’s three-touch plan, prospective students who indicate an interest in majoring in accounting, are sent a letter from the Dean of the Jones College, a letter from the Chair of the Department of Accounting, and receive a phone call from a student (graduate assistant). 	Funds for food and department promotional materials

Students Strategic Objective #3 (continued):

Increase contacts with incoming and potential students to promote the Accounting program (Continued)

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2016-2025	Host Discover Accounting Day	Number of students attending	We have hosted Discover Accounting Day for area high school students annually since 2016. Fall 2020 Discover Accounting Day will be virtual. Hopefully, we will get to host again in Fall 2021 or Spring 2022.	Funds for department promotional materials
2018-2025	Accounting Career Opportunities Showcase	Number of students attending	In development – The department plans to host an event for high-potential MTSU students to inform them about accounting careers.	Funds for food and department promotional materials
2019-2021	MTSU Accounting Video	New video developed and viewed	In development – The department plans to replace our You-Tube video which includes several students and faculty who are no longer on campus. The new video will be sent out to potential majors. We plan to include successful alumni speakers, students and future faculty leaders. This video will replace the current You-Tube video on our department webpage.	Funds as needed to produce the video
2020	MTSU Meet the Faculty Video	Video completed	Complete – 33-minute video includes introductions and advice from the current MTSU Accounting and BLAW faculty. This video is sent to the high-performing 2110 students and is posted on the Jones College LinkedIn page.	
2020	Firm Videos	Videos completed	EY, BKD and Tom Walker prepared short videos of advice for students. These videos are available to High-Performing 2110 students.	
2015-2025	Linked In	Increased connections	The department has a LinkedIn account. It is maintained by the Chair and the Secretary.	

Students Strategic Objective #4:

Support student organizations and programs to enhance student interaction with the accounting profession.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015–2025	Encourage students to continue participation in campus professional organizations, including A/C, BAP, IMA, NABA, IIA.	Number of students participating in our student groups increases 10% annually	Accounting Connections (A/C) was added for students new to the profession in Fall 2016. The IMA and IIA were combined to form the Auditing and Managerial Accounting Club. They meet monthly with two meetings for IIA speakers and one meeting for the IMA speaker each semester. Students are encouraged to join as many student organizations as they can but most concentrate on one or two. Our student organizations generally tailor to students at different times in their programs which allow them to associate with one or two groups at a time.	Department support for food and department promotional products as needed.
2015–2025	Encourage students to join and participate in national and regional professional organizations.	Number of students attending national and regional events	Students are encouraged to join IIA, IMA, ACFE, TSCPA and AICPA as student members and attend the Nashville chapter meetings. Several students attend the free TSCPA Student night held every fall. Students are also encouraged to attend regional and national student conferences and many students have participated with university support.	University, college and departmental support to attend national, regional and local meetings and conferences.

Students Strategic Objective #5:

Offer and encourage students to take advantage of opportunities to develop professionalism.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Create opportunities for students to develop professionalism, including those skills specific to careers in accounting or business-law related fields.	Number of students participating in professionalism opportunities and assessment of skills	<ol style="list-style-type: none"> 1 .Dale Carnegie Initiative required beginning in Fall 2015 for MTSU undergraduates. 2. ACTG 2125 and many 4000-level accounting courses require some type of oral presentation and/or paper. 3. Students are encouraged and often rewarded with class points for attending accounting student organization meetings and the weekly JCOB IGNITE programs. 4. A more organized approach to developing professionalism at the undergraduate level for the accounting career is being considered by the department. 5. The MAcc capstone course assesses oral and written communication skills. 	
2015-2025	Students are encouraged to join student organizations and become leaders	Number of students participating in student organizations increases 10%	Student organizations provide opportunities for students to refine their professionalism.	Department support for fund and department promotional products as needed.
2018-2025	Students are encouraged to attend our two career fairs: Meet the Firms and the Leadership Exposé	Number of students attending		Department support for career fairs – event rental, food provided at receptions, department promotional products

Partnerships Strategic Objective #1:

Draw on accounting expertise in the healthcare industry to develop partnership programs.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Develop relationships with area hospitals, medical organizations, and other firms/businesses working in the healthcare area.	Number of relationships with area healthcare organization leadership increases/Select Faculty	<ol style="list-style-type: none"> 1. The JCOB and Tom Walker joined the Nashville Healthcare Council (NHC) in the Spring of 2019. MTSU hosted a session that several MTSU faculty attended virtually in the Spring of 2020. Stephen Salter continues to participate in the NHC. 2. Several members of the Accounting Advisory Board work in the healthcare industry. 3. Several classes have speakers from healthcare executives. 4. Many healthcare firms recruit our graduates. 	Support for Healthcare organization memberships
2015-2025	As faculty expertise becomes available, work with other Departments and Colleges at MTSU to develop cross-discipline tracks in healthcare.	Healthcare track developed/Chair and MAcc Director	<ol style="list-style-type: none"> 1. In AY 2019-20, Tom Walker prepared a course outline for a graduate/undergraduate financial healthcare accounting course. The course has been tabled upon his departure. 2. In AY 2020-21, Stephen Salter developed ACTG 6320 – Strategic Cost & Control in Healthcare that will be offered in the Fall 2021. 3. We have been working on a healthcare specialization for many years. The specialization would include Tom Walker’s proposed financial healthcare accounting course, Sandy Benson’s Legal Aspects of Healthcare, Tammy Waymire’s redesigned ACTG 6610 – Advanced Governmental and Nonprofit Accounting and Reporting to include Medicare accounting, and Stephen Salter’s ACTG 6320 course discussed above. Bringing this to fruition will be a task for the Jacobs Chair. 	

Partnerships Strategic Objective #2:

Encourage more partnerships with accounting firms and other employers.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Encourage students to take advantage of Summer Leadership Programs and internship opportunities.	Number of students participating in Summer Leadership Programs and Internships increases	Several students accept internships at area accounting firms and corporations, mainly in the spring and summer. It would be good if ALL our majors had at least one internship opportunity before they graduate.	
2015-2025	Have Department Chair and faculty members continue building relationships with firms and other employers to develop partnerships, particularly with alumni.	Number of firms speaking and recruiting on campus increases	<ol style="list-style-type: none">1. Develop more functions which create opportunities for students and faculty to engage with alumni.2. We have held annual Alumni receptions since Fall 2016 for board members, faculty and alumni.3. Continue with annual Departmental Newsletter for all alumni, faculty and students.	Funds for alumni events

Partnerships Strategic Objective #3:

Develop partnerships with high school guidance counselors and Spectrum teachers.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Visit area high schools to develop partnerships with guidance counselors and teachers.	Number of relationships with area high school personnel	1.MTSU has hosted TSCPA's Discover Accounting Day annually since Spring 2016. 2.Beta Alpha Psi students have presented a panel at Nashville's Business to Business Bash for area high school students in January 2019 and January 2020. 3.Various Beta Alpha Psi students have made presentations about the accounting major at select area high schools.	Departmental promotional products
2015-2025	Offer specific presentations to high school organizations.	Number of presentations increase	Various professors and students make presentations to high schools in the surrounding areas. The video discussed in the Students Section will be sent to the appropriate high school representatives upon its completion.	Departmental promotional products

Partnerships Strategic Objective #4:

Encourage faculty involvement with the accounting profession.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Encourage faculty involvement with the accounting profession.	Increase in the number of faculty involved with the accounting profession	Several faculty members are involved in various professional organizations. Dues are paid for professional organizations in addition to the American Accounting Association and the TSCPA if a faculty member is active.	Funds for dues reimbursement

Partnerships Strategic Objective #5:

Use the expertise of the Accounting Advisory Board.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Continue to use the Accounting Advisory Board to promote more interactions between the accounting profession and faculty and students.	Number of active Accounting Advisory Board members	The Advisory Board meets quarterly. The last session is held before the annual Accounting Awards Reception to recognize student scholarships and awards to promote networking.	Funds for food for Advisory Board meetings.
2015-2025	Use Board members to assist in partnerships, student internships, alumni giving, enhancement of funding for chair positions, and other activities.	Advisory Board involvement	Several Board members have been influential in providing student internships and funding for department initiatives.	

Partnerships Strategic Objective #6:

Develop ongoing relationships with Tennessee Community College educators.

Academic Year	Improvement Activity	Measure of Success	Additional Information	Resources Needed
2015-2025	Strengthen relationships with Tennessee Community College educators to share ideas, exchange information, and promote the transfer of qualified accounting students.	Number of relationships with Tennessee Community College educators	Community College Connection is held every other year by the Intermediate Readiness Committee. It was last held in Spring 2019.	Funds for food and mileage reimbursement for the bi-annual Community College Connection.
2015-2025	Encourage faculty to participate in the Tennessee Society of Accounting Educators Conference	Number of faculty attending	This annual meeting is a networking opportunity to meet and exchange ideas with all Tennessee higher educators, including Community college professors. Registration fees are reimbursed by the Department of Accounting.	Funds for meeting registration
2015-2025	Encourage faculty to become associates of Community Colleges.	Number of faculty involved as associates with community colleges	Rebecca Foote is a member of a local Community College Advisory Board.	Funds for travel reimbursement to Tennessee Community Colleges