

School of Business & Industry Advisory

Student & Faculty Experiences

Division of Audit
Academic Affairs Advisory



Advisory Report 24-25-0003

March 6, 2025






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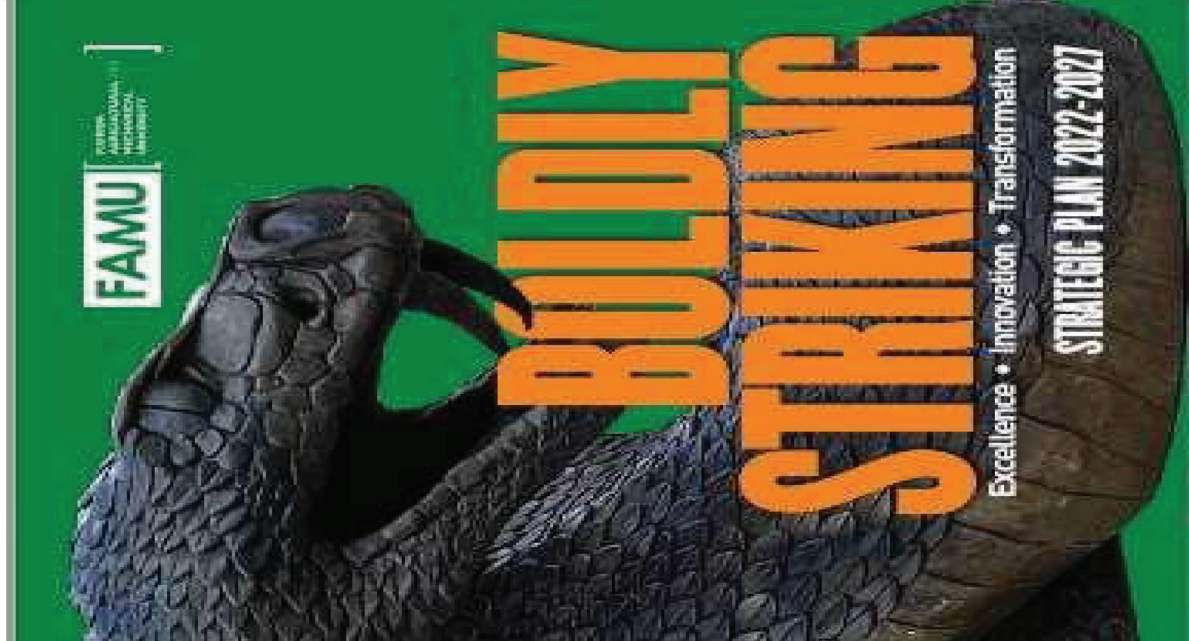
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Between April 2023 – August 2023, the Division of Audit (DoA) surveyed the School of Business & Industry (SBI) students and faculty to solicit insight into their experiences and satisfaction with SBI.

BACKGROUND



Student & Faculty Experiences

Impacts the University's ability to accomplish the University's Strategic Plan and President's Goal

- Strategic Plan
- Priorities 1 – Student Success
- Priorities 2 - Academic Success
- Priorities 3 – Leverage the Brand



Strategic Plan Impacts

STRATEGIC PLAN Priority	OBSERVATIONS
1 – Student Success	
Goal 1: Elevate student success outcomes.	<ul style="list-style-type: none"> ❖ Improve Curriculum ❖ Improve Course Availability ❖ Return Grades in a Timely Manner
2 – Academic Success	
Goal 2: Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.	<ul style="list-style-type: none"> ❖ Improve Faculty Compensation. ❖ Improve Career Advancement Opportunities
3 – Leverage the Brand	
Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.	<ul style="list-style-type: none"> ❖ Improve Customer Service Experience ❖ Improve Facility Experience

Sample Surveyed

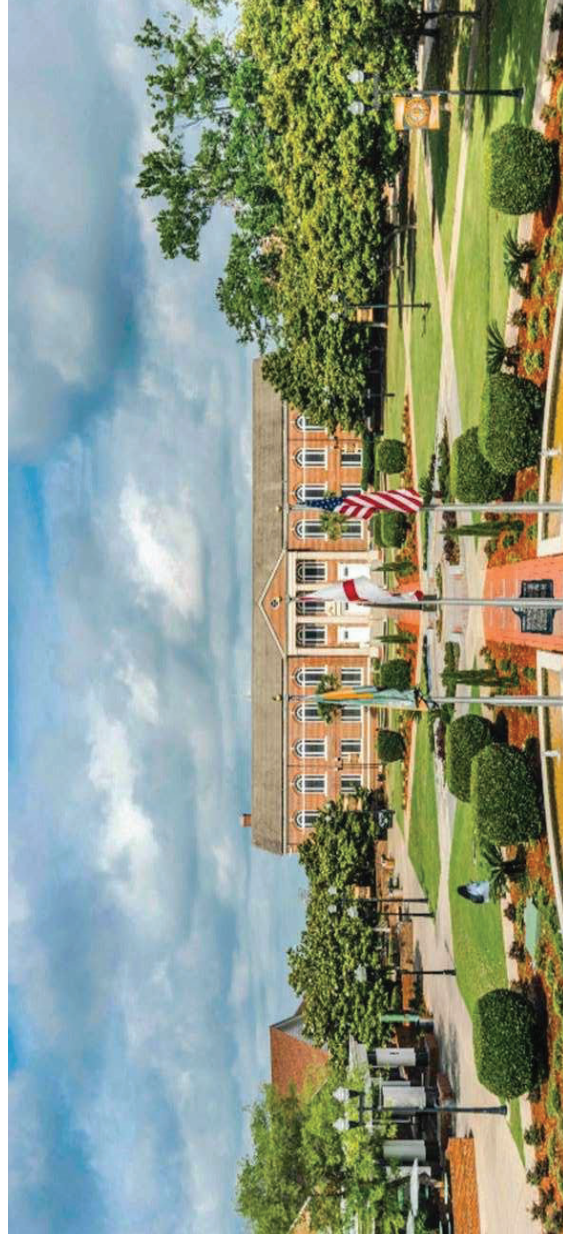
In Spring 2023, there were **1,000** Student enrolled in the SBI degree programs and **47** full-time and part-time faculty members employed at the college.

Response Rates

2% of Students (21 Responses)

40% of Faculty (19 Responses)

- Faculty survey responses lowered to 23% (11) participation toward the end of the survey.
- Student survey responses lowered to 1% (13) participation toward the end of the survey.



Student Demographics

Student Classification

35% Freshman 10% Sophomore 20% Junior
30% Senior 5% Master's Student



Undergraduate Program Enrollment

15% Accounting
65% Business Administration
5% Facilities Management
5% Pre-Business

Graduate Program Enrollment

5% Master of Business Administration
5% Professional MBA

Survey Analysis Methodology

DoA's survey incorporated both quantitative and qualitative data. Respondents were asked to rate questions and provide written comments to explain their ratings.

Integration of Responses:

- Quantitative Data:** Numerical ratings from survey questions were used to gauge overall satisfaction and identify trends across the respondent group.
- Qualitative Data:** Written comments were analyzed to provide context and deeper insights into the ratings.

Combining ratings with explanatory comments gave DoA a clearer picture of the factors influencing respondents' opinions. This methodology helped to uncover specific issues and areas of concern that may not have been evident from ratings alone. The qualitative data facilitated the identification of common themes and patterns, which were then linked to the quantitative scores. This analysis enabled a more informed interpretation of the data and helps ensure that our recommendations are aligned with the specific concerns and suggestions of the faculty, it is our hope that this will lead to more targeted and practical improvements.

Selected comments were included in the report to illustrate key points and provide direct evidence of respondents' experiences and sentiments. The themes emerging from the comments were summarized and related to the corresponding survey questions, providing a cohesive narrative that explains why respondents rated the questions as they did.



The following pages provide an analysis of the student survey, covering areas of focus such as Level of Satisfaction, Academic Preparation, Academic & Course Services, Faculty Services Satisfaction, Post Graduation Facts, and Recommendations.

This section includes quantitative and qualitative results, offering a well-rounded perspective on student feedback. Additionally, the survey highlights valuable student input and presents recommendations for opportunities for improvement.

STUDENT SURVEY FOCUS



Level of Satisfaction



Academic Preparation



Academic & Course Services



Faculty Services Satisfaction



Post Graduation Facts

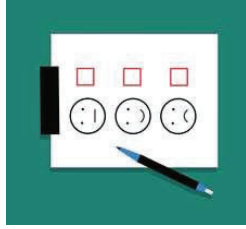


Recommendations



Level of Satisfaction

Satisfaction with SBI



78% Satisfied

22% Dissatisfied

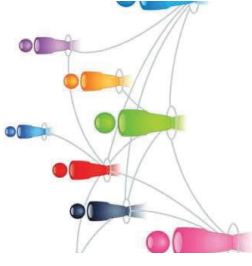
Plan to Return



89% Not Scheduled to Graduate

100% Will Return

Refer Friends & Colleagues



71% Would Refer

29% Would Not Refer

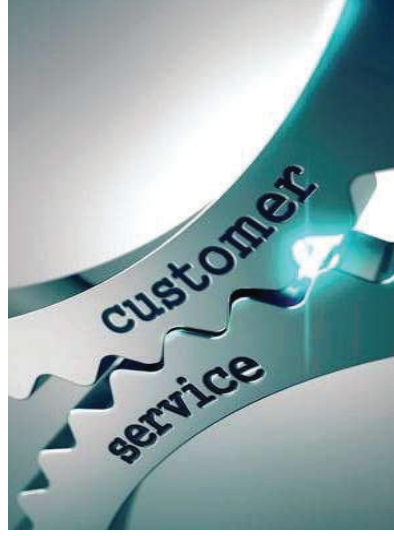
STUDENT INPUT

- SBI equips students with the knowledge and understanding to be successful.
- SBI works with students that experience roadblocks.
- Students enjoy the one-year MBA program.
- Students enjoy the networking events, forum series, Smile Week, information sessions, and guest speakers.
- SBI gives students real-life experience.
- SBI teaches students how to behave in a professional setting.

Improvement Opportunities



1. Improve Customer Service Experience



Feedback

- Students experience difficulty in obtaining help.
- Students are often redirected between departments without issue resolution.
- Student perception: Academic advisor(s) was rude.

Recommendations

We recommend the Dean of SBI regularly survey students, implement focus groups, coordinate student Town Halls, and disseminate student feedback forms to develop a more comprehensive way of gathering student input regarding the quality of customer service within the school. If a pattern of grievances are identified from student input, we recommend that the Dean of SBI collaborates with the Organizational Development and Training (ODT) to create and execute tailored customer service training for the staff and faculty. In addition, monitor and track the progress of customer service initiatives to evaluate the effectiveness of the changes and make adjustments as needed.

ACADEMIC PREPARATION

Surveying student satisfaction in the area of academic preparation is crucial for understanding how effectively a college is equipping its students for their academic and professional futures. Gathering this data helps identify strengths and areas for improvement in curriculum design, teaching methodologies, and academic support services. By analyzing student feedback, the college can make informed decisions to enhance educational quality, ensure that students are well-prepared for post-graduate success, and maintain a competitive edge in higher education. This proactive approach to quality assurance demonstrates the institution's commitment to continuous improvement and student success.





Academic Preparation	Agree	Neutral	Disagree
Curriculum	79%	21%	0%
Degree Field of Study	85%	15%	0%
Hands-on Activities/Experience	85%	9%	8%
Internship Opportunities	71%	15%	14%
Research Techniques	71%	29%	0%
Secure Employment	71%	22%	7%
Technology	71%	22%	7%

ACADEMIC & COURSE SERVICES

Surveying student satisfaction in academic and course services is crucial for understanding how effectively the college supports its students' educational experiences. This includes assessing the quality of advising, accessibility of resources, availability of courses, and the overall academic environment. The quantitative data on the following page will offer the college's leadership valuable insights into students' perceptions of these services. By analyzing this data, the college can identify strengths and areas for improvement, ultimately enhancing student support and resources. This ensures a conducive learning environment that fosters academic success and satisfaction.



ACADEMIC & COURSE SERVICES

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ACADEMIC & COURSE SERVICES

COURSE SERVICES	Satisfied	Neutral	Dissatisfied
Adequate Course Availability	62%	15%	23%
Adequate Student - Teacher Ratio	69%	16%	15%
Courses Rarely Cancelled	79%	21%	0%
Courses Start & End on Time	79%	14%	7%
Graded Assignments Returned Timely	29%	42%	29%
ACADEMIC SERVICES	Satisfied	Neutral	Dissatisfied
Adequate Academic Support Available Outside of Classroom	71%	29%	0%
Administrative Procedures Fair	77%	0%	23%
Adequate Tutoring Services	100%	0%	0%
Adequate Internship Opportunities	85%	7%	8%
Cost of Courses were Economical	38%	39%	23%
Helpful Administrative Staff	62%	15%	23%

Improvement Opportunities



3. Improve Course Availability

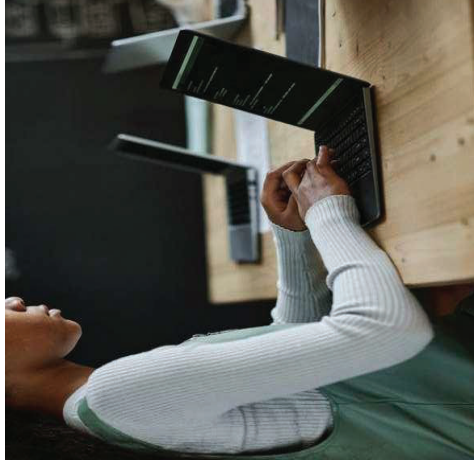
Feedback

- Student perception: Minimal online courses are offered in the summer sessions, which impacts students' ability to afford tuition.

Recommendations

We recommend that the leadership SBI consider broadening its curriculum to include a more online courses and degree programs, particularly during the summer sessions which would enhance the SBI's enrollment and marketability to attract prospective and current students. We recommend that SBI:

1. Conduct an analysis to identify student interests and determine opportunities for offering online courses and degree programs. Focus on courses that enhance the marketability of SBI students in trending industries with strong job prospects.
2. Use the information from this analysis to assess the need for additional resources to support new online courses. Determine the number of courses required and the staff needed to teach them.



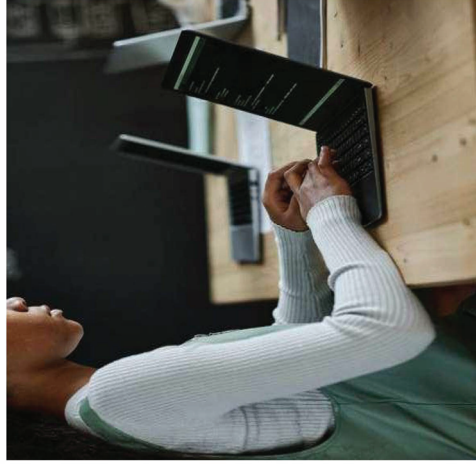
Improvement Opportunities



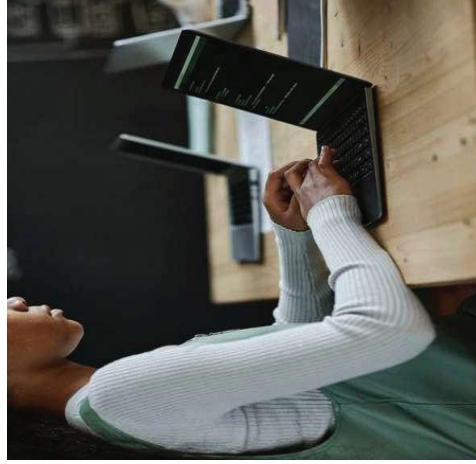
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3. We recommend offering online degree programs in high-demand industries, such as:
 - a. Bachelor's and Master's in Data Analytics and Business Intelligence
 - b. Bachelor's and Master's in Financial Analysis and Investment Banking
 - c. Bachelor's and Master's in Digital Marketing and E-commerce
 - d. Bachelor's and Master's in Human Resources
 - e. Master of Accounting
 - f. Doctorate in Business Administration

These programs will help increase student enrollment and professional development opportunities. Additionally, we suggest incorporating the expansion of Ph.D. programs into the strategic plan.



Improvement Opportunities



Continued

Stats: Degrees that are in high-demand in the business industry

Data Analytics

- **Role Examples:** Data Analyst, Business Intelligence Analyst
- **Percentage of New Hires:** 20%
- **Explanation:** The demand for data-driven decision-making has led to a significant increase in hiring for data analysts and business intelligence roles.
- **Average Starting Salary:** \$60,000 - \$75,000

Financial Analysis and Investment Banking

- **Role Examples:** Financial Analyst, Investment Banking Analyst
- **Percentage of New Hires:** 18%
- **Explanation:** Financial sectors continue to grow, with many companies seeking skilled financial analysts and investment banking professionals.
- **Average Starting Salary:** \$70,000 - \$85,000

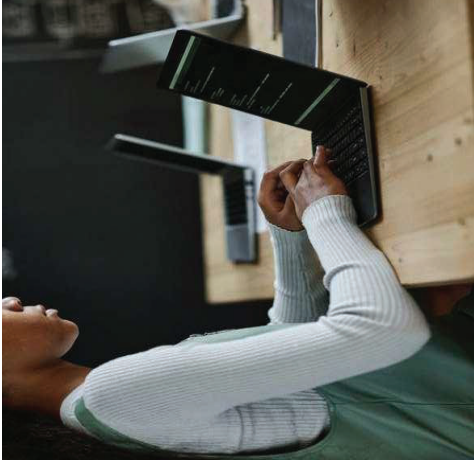
Improvement Opportunities



Continued

Digital Marketing and E-commerce

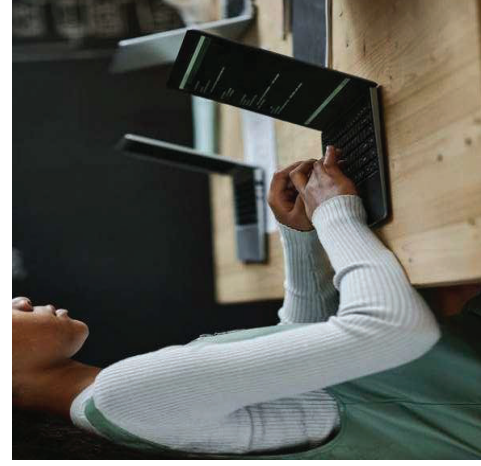
- **Role Examples:** Digital Marketing Specialist, E-commerce Manager
- **Percentage of New Hires:** 22%
- **Explanation:** As businesses shift towards online platforms, there is a high demand for digital marketing specialists and e-commerce managers.
- **Average Starting Salary:** \$50,000 - \$65,000



Human Resources and Talent Management

- **Role Examples:** HR Specialist, Talent Acquisition Specialist
- **Percentage of New Hires:** 10%
- **Explanation:** Companies are focusing more on talent acquisition and retention, leading to an increased need for HR specialists and talent managers.
- **Average Starting Salary:** \$50,000 - \$65,00

Improvement Opportunities



Continued

4. If the leadership accepts the recommendation to increase the number of online courses and degree programs, we suggest that the Dean partner with the Office of Instructional Technology (OIT) to evaluate the feasibility of integrating additional online courses and degree programs into SBI's offerings. Enhancing the availability of online educational options could increase student enrollment, bolster SBI's market presence, and improve its financial resources.

Improvement Opportunities

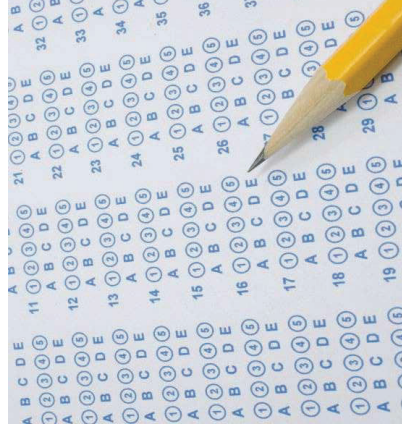


4. Return Grades in a Timely Manner

Recommendations

We recommend that the leadership of SBI:

1. Use Canvas data to evaluate the amount of time faculty members take to grade students' work, enter grades into IRattler, and notify students of their scores. Utilizing these insights, SBI can identify faculty members who consistently need improvement in providing timely grade notifications to students. This identification will serve as a basis for developing specialized time management and organizational training for these faculty members, enhancing their ability to notify students of their grades promptly. Analyze Canvas data to detect the effects of delayed grade notifications on student success rates in specific courses and the overall graduation rate of affected students.
2. Partner with the Organizational Development and Training (ODT) team to design and implement mandatory training programs for the identified faculty.
3. SBI should establish and enforce a student grade notification procedure that defines a reasonable timeframe for faculty members to inform students of their grades. These developed procedures would enable students to evaluate their academic performance quickly, focus on areas requiring more attention, and improve their examination results. Consequently, this would lead to a more efficient and effective learning environment.



Improvement Opportunities

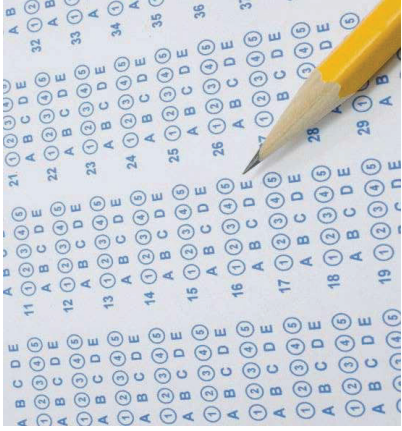


4. Return Grades in a Timely Manner - continued

Recommendations

4. Automate processes to notify academic advisors and students when additional resources are needed to improve grades.

We recommend that faculty members provide grades, such as mid-term grades, so that students are aware of their academic standing before the end of the term.



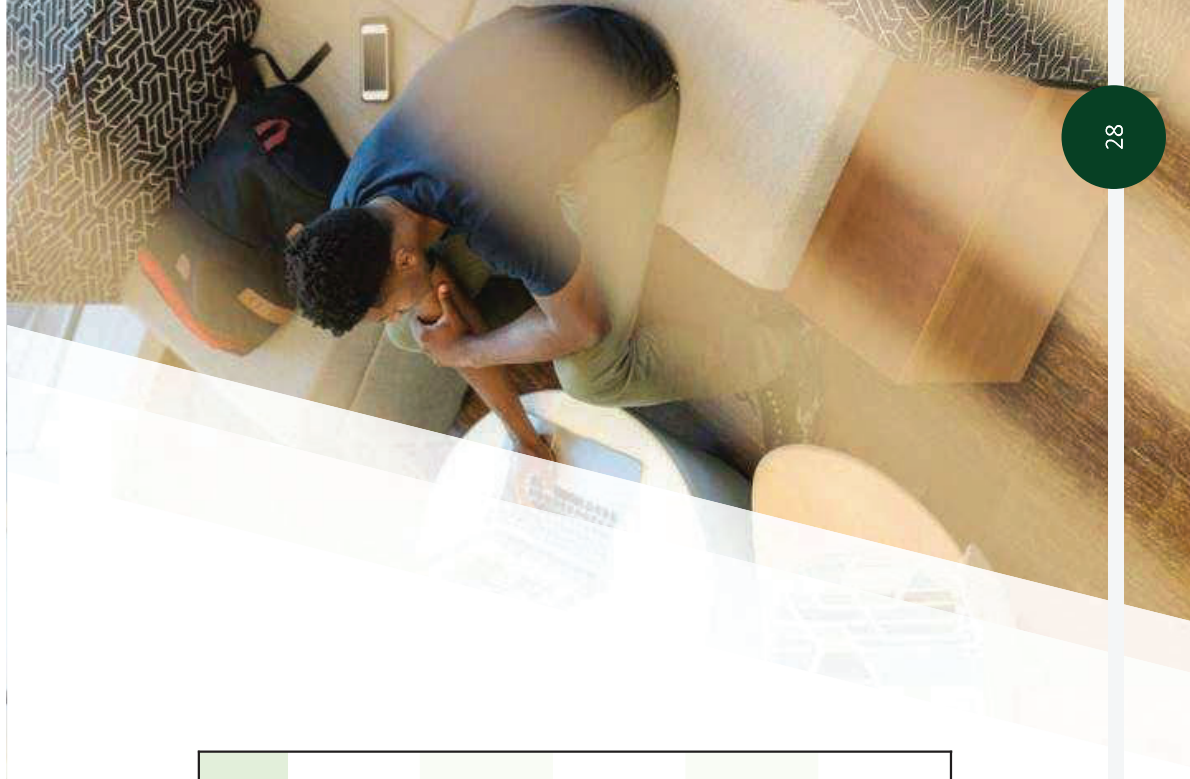
FACULTY SERVICES

Surveying student satisfaction regarding faculty services is vital for assessing the effectiveness and impact of faculty on students' academic experiences. This includes evaluating the quality of teaching, the accessibility of faculty for guidance, and the overall support provided by professors. The quantitative data on the following page will equip the college's leadership with essential insights into students' perspectives on faculty services. By examining this feedback, the college can pinpoint areas for enhancement and ensure that faculty members are meeting students' needs, thereby promoting a supportive and engaging educational environment. This information is key to continually improving faculty-student interactions and the overall academic experience.



FACULTY SERVICES

Faculty Services	Agree	Neutral	Disagree
Accessible and Helpful	64%	36%	0%
Adequate Instructional Quality	85%	7%	8%
Communicate Subject Knowledge	79%	21%	0%
Integrate or Use Technology	69%	31%	0%
Provide Applicable Real-life Experiences	71%	29%	0%



FACILITY SERVICES

Student perception of facility services can shape students' overall satisfaction with their college experience. Facility services encompass a range of elements, including the cleanliness, accessibility, functionality, and ambiance of campus buildings and amenities. Positive perceptions in these areas can significantly enhance students' well-being and support their academic and social engagement. Student perceptions of campus facilities can affect the institution's reputation and appeal to prospective students.



FACILITY SERVICES

FACILITY SERVICES	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied
Classroom Facilities	38%	38%	0%	8%	15%
Computing Facilities	38%	31%	15%	8%	8%
Laboratory Facilities	38%	23%	31%	0%	8%
Library Facilities	54%	31%	8%	0%	8%
Study Facilities	62%	15%	15%	0%	8%
Restroom Facilities	46%	23%	8%	8%	15%
Common Areas (e.g., Breezeways, Building, Atrium, etc.)	54%	23%	8%	8%	8%
Recreational Facilities	46%	15%	23%	8%	8%



Improvement Opportunities



5. Improve Facility Experience

Feedback

- Extend library and computer lab hours.
- Library and computer lab have dead roaches, dirty tables, and dirty carpet.
- Bathrooms and ceiling appear to be outdated.

Recommendations

DoA recommends that SBI collaborate with the Plant Operations Management (POM) to promote a culture of cleanliness by elevating the frequency of cleaning the SBI building, especially in high-risk and high-traffic areas within SBI. Furthermore, we recommend that the POM establish regular maintenance schedules for SBI facilities and investing in pest control services to prevent infestations is also advisable.



POST GRADUATION EMPLOYMENT FACTS

We surveyed students to learn about their post-graduation plans concerning employment. This analysis examined how many students received job offers immediately after completing their studies and the percentage of students who accepted them. Additionally, the data highlights the average starting salaries of our alumni. These findings underscore the effectiveness of our programs in preparing students for successful careers and illustrate the tangible benefits of the education we offer.

Of the students surveyed, two out of 21 (10%) were scheduled to graduate. We asked these students to provide the DoA with their employment plans after graduation and their starting salaries, which is outlined on the following page.



Post Graduation Facts



Offered
Employment But
Has Not Accepted
Offer

Offered
Employment and
Accepted Offer

Not Offered
Employment

Starting Salary
Above \$50,000 *

Two out of 21 (10%) of students surveyed are scheduled to graduate.

** Only three students responded to this survey question.*



Surveying university faculty members to understand their perceptions can offer many benefits, such as highlighting areas of strength, identifying opportunities for improvement, and aligning the college's efforts with the University's mission. It also provides a clear picture of faculty satisfaction, which is crucial for fostering a positive work environment and retaining top talent. High faculty satisfaction often translates into increased productivity, innovative research, and enhanced teaching quality, contributing to higher University rankings.

Moreover, engaging faculty in such surveys fosters a sense of ownership and accountability. When faculty members feel their input is valued and see how it shapes strategic decisions, they are more likely to be invested in their college's success. This sense of ownership is essential for reaching ambitious goals, such as achieving Carnegie R1 status, as it encourages collaboration, dedication, and a shared commitment to excellence.

Faculty Experiences

Survey Focus

The survey was tailored to gain insight of faculty experiences in the following areas.



Influence on University Goals



Business Operations Satisfaction



Faculty Level of Satisfaction



Recommendations

University Goal Influences



82%

Effectively Fulfills
University's Mission

18% Selected moderately effective



100%

Effectively Assists University
Achieve Top 100 National
Rank

Faculty Input

- SBI is very student-centric.
- SBI has excellent accountability measures.
- SBI keeps faculty informed.
- Dean sets high standards, and the school continues to reach higher goals.
- SBI assesses benchmarks and makes needed changes.
- Faculty retreats are used to develop strategies and initiatives based on student exit surveys.
- Produce students who are capable of excelling in the global marketplace.

SATISFACTION WITH BUSINESS OPERATIONS

Gathering faculty insights on the effectiveness of their college's business operations is crucial for strategic planning and operational efficiency. Understanding their perspectives on resource allocation, ease of obtaining teaching materials, and the ability to report complaints without fear of retaliation ensures financial resources are used effectively, teaching quality is maintained, and a positive work environment is fostered. Addressing these areas improves job satisfaction and retention, enhances institutional reputation, and aligns the college's efforts with its mission. This report emphasizes the importance of faculty feedback in driving these strategic improvements.



Satisfaction with Business Operations



Business Operations

- 31% Extremely Effective
- 46% Very Effective
- 23% Moderately Effective
- 0% Slightly Ineffective
- 0% Extremely Ineffective



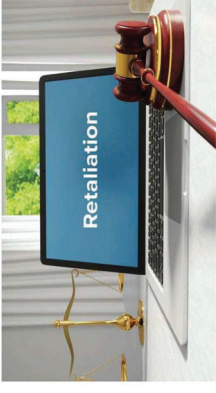
Use Funds Strategically

- 46% Extremely Appropriate
- 31% Somewhat Appropriate
- 15% Neutral
- 8% Somewhat Inappropriate
- 0% Extremely Inappropriate



Teaching Resources

- 23% Extremely Easy to Obtain
- 46% Somewhat Easy to Obtain
- 23% Neutral
- 8% Somewhat Difficult to Obtain
- 0% Extremely Difficult to Obtain



Report Complaints without Fear of Retaliations

- 46% Extremely Comfortable
- 23% Somewhat Comfortable
- 15% Neutral
- 8% Somewhat Uncomfortable
- 8% Extremely Uncomfortable



FACULTY LEVEL OF SATISFACTION

Understanding faculty perceptions on critical aspects such as course assignments, online instructional resources, career advancement opportunities, professional development, teaching qualifications, faculty reputation, research opportunities, scholarly work, teaching workload, and overall workplace satisfaction is essential for university leadership. These insights enable the identification of areas needing improvement, ensuring that resources are effectively allocated to support both teaching and research endeavors. Addressing faculty concerns about their professional environment and opportunities can significantly enhance job satisfaction, improve faculty retention, and elevate the institution's reputation. A comprehensive understanding of faculty perspectives fosters a supportive and productive academic atmosphere, leading to a more cohesive and successful institution aligned with its strategic goals.

FACULTY LEVEL OF SATISFACTION

FACULTY LEVEL OF SATISFACTION	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied
Compensation (salary)	8%	42%	17%	0%	33%
Course Assignment(s)	38%	46%	15%	0%	0%
Online Instructing Resources	33%	50%	17%	0%	0%
Opportunities for career advancement	17%	33%	25%	25%	0%
Professional development opportunities	17%	58%	25%	0%	0%
Qualification of teaching faculty	50%	42%	8%	0%	0%
Reputation of faculty	17%	42%	25%	17%	0%
Research opportunities	25%	25%	33%	17%	0%
Scholarly work by faculty	17%	33%	42%	0%	8%
Teaching workload	33%	42%	8%	17%	0%
The college as a workplace	58%	33%	8%	0%	0%
University as a workplace	55%	18%	9%	18%	0%





The division surveyed faculty satisfaction with compensation as part of Strategic Priority Five: Organizational Effectiveness and Transformation. Since then, the university has engaged Segal, a human resource consulting firm, to conduct a comprehensive compensation study. In May 2024, former President Larry Robinson provided the university with an update on the compensation study, stating, "Segal has been working collaboratively with the university to conduct a classification review for full-time staff employees and a compensation assessment for full-time staff and teaching faculty." To avoid potential duplication of recommendation, the division will not include our proposed recommendation in this report.

Florida A&M University Division of Audit



Erica Thames
Senior Auditor & Investigator
Project Lead



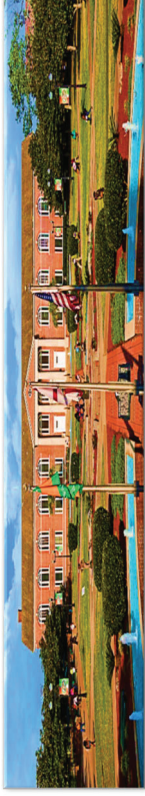
Deidre Melton
AVP for Audit/CRO



Joseph Maleszewski
VP for Audit/CAE
Joseph Maleszewski
8/7/2024

**MEET THE
TEAM**





To: Dr. Allyson Watson, Vice President of Academic Affairs and Provost
From: Joseph Maleszewski, Vice President for Audit/CAE
Deidre Melton, Associate Vice President for Audit/CRO
Erica Thames, Senior Auditor and Investigator
CC: Dr. Shawnta Friday-Stroud, Dean of the School of Business & Industry
Date: August 7, 2024
Re: Request for Management Action Plan: School of Business & Industry Advisory - Student and Faculty Experience

The Division of Audit is requesting that you provide a management action plan (MAP) to address the observations identified in the **SBI Advisory - Student and Faculty Experience by September 7, 2024**. The management action plan should include at a minimum the following items:

- Pass or Accept Recommendation(s);
- Management's planned action to develop, or improve, controls related to the observations;
- Responsible party for each planned management action;
- Expected completion date for each planned management action; and
- Ensure the Dean, Provost, and Chief Operating Officer sign this MAP before returning management's responses to our office.

In accordance with the Division of Audit's charter, we will be performing follow-up reviews of the management actions on or immediately after the target completion dates provided in the MAP. We perform the follow-up reviews to determine the status and effectiveness of the implemented actions plans and report out to the Board of Trustees periodically through the Audit and Compliance Committee.

Please let us know if you have any questions or concerns. Thanks.



Management Action Plan Form SBI Advisory - Student and Faculty Experience

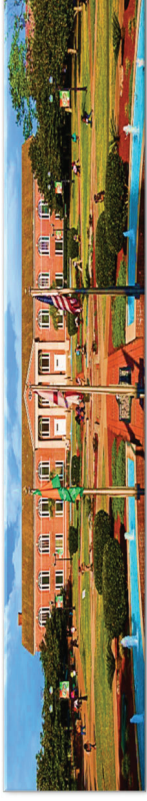
Item #	Issue	DoA Recommendations	Accept or Pass	Action Plan	Responsible Party & Implementation Date	Resources Required for Implementation
1	Improve Customer Service Experience	We recommend the Dean of SBI regularly survey students, implement focus groups, coordinate student Town Halls, and disseminate student feedback forms to develop a more comprehensive way of gathering student input regarding the quality of customer service within the school. If a pattern of grievances is identified from student input, we recommend that the Dean of SBI collaborates with the Organizational Development and Training (ODT) to create and execute tailored customer service training for the staff and faculty.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	Administration of surveys and other mechanisms used to gather student input regarding customer service quality within SBI will be enhanced.	Responsible Party: McKenzie Implementation Date: Fall 2024	(Examples: Additional Personnel, New Technology, New Process or Workflow, etc.) Enhance existing surveys and automate process for analyzing data.
		In addition, monitor and track the progress of customer service initiatives to evaluate the effectiveness of the changes and make adjustments as needed.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	The SBI Management Team will analyze the results to determine if a pattern of grievances exists. If so, Friday-Stroud will work with ODT to provide tailored customer service training for faculty and staff Annually assess adjustments	Responsible Party: Friday-Stroud Implementation Date: End of Fall 2024	Time for Management Team to meet to discuss results and coordinate any necessary training with ODT
2	Improve Facilities Management	The undergraduate Facilities Management program at SBI, as outlined on SBI's website, includes nine one-credit-hour courses, two of which are management internship courses.	<input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass	These courses are a part of SBI's professional and career development curricular	Responsible Party: Friday-Stroud/Thomas Implementation Date: Summer 2025 Responsible Party: Friday-Stroud Implementation Date:	Add to Ms. Thomas' responsibilities Pass



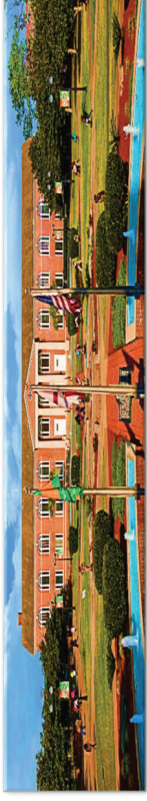
Item #	Issue	DoA Recommendations	Accept or Pass	Action Plan	Responsible Party & Implementation Date	Resources Required for Implementation
3	<p>Program Curriculum</p>	<p>We recommend that the leadership of SBI, if feasible, devise and implement strategies to enrich the Facilities Management program curriculum with the aim of enhancing student outcomes and graduation rates. Evaluate and consider increasing the credit hours for the one-credit-hour Facilities Management courses. This analysis should include an assessment of the feasibility of more frequent class offerings, which could expand lecture and lab hours, thereby potentially increasing the total credit hours students can accumulate. This assessment should consider the potential effects on the school's graduation rate and overall marketability.</p>	<p><input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass</p>	<p>activities to ensure that students are job ready.</p>	<p>Responsible Party: Friday-Stroud Implementation Date:</p>	<p>Pass</p>
	<p>Improve Course Availability</p>	<p>We recommend that the leadership SBI consider broadening its curriculum to include a more online courses and degree programs, particularly during the summer sessions which would enhance the SBI's enrollment and marketability to attract prospective and current students.</p>	<p><input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass</p>	<p>In the last year, SBI has significantly increased its offering of online courses within its current degree programs. Several more courses will be approved for online course delivery this academic year. SBI does not have the resources to implement new online degree programs now.</p>	<p>Responsible Party: Friday-Stroud Implementation Date:</p>	<p>Pass</p>



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		<p>We recommend that SBI:</p> <ol style="list-style-type: none"> Conduct an analysis to identify student interests and determine opportunities for offering online courses and degree programs. Focus on courses that enhance the marketability of SBI students in trending industries with strong job prospects. Use the information from this analysis to assess the need for additional resources to support new online courses. Determine the number of courses required and the staff needed to teach them. We recommend offering online degree programs in high-demand industries, such as: <ol style="list-style-type: none"> Bachelor's and Master's in Data Analytics and Business Intelligence Bachelor's and Master's in Financial Analysis and Investment Banking Bachelor's and Master's in Digital Marketing and E-commerce Bachelor's and Master's in Human Resources Master of Accounting Doctorate in Business Administration 	<input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass	<p>In the last year, SBI has significantly increased its offering of online courses within its current degree programs. Several more courses will be approved for online course delivery this academic year. SBI does not have the resources to implement new online degree programs now.</p> <p>SBI does not have the resources to implement new online degree programs now.</p> <p>SBI does not have the resources to implement new online degree programs now.</p>	<p>Responsible Party: Friday-Stroud</p> <p>Implementation Date:</p>	Pass
			<input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass		<p>Responsible Party: Friday-Stroud</p> <p>Implementation Date:</p>	Pass
			<input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass		<p>Responsible Party: Friday-Stroud</p> <p>Implementation Date:</p>	Pass



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		<p>These programs will help increase student enrollment and professional development opportunities. Additionally, we suggest incorporating the expansion of Ph.D. programs into the strategic plan.</p> <p>4. If the leadership accepts the recommendation to increase the number of online courses and degree programs, we suggest that the Dean partner with the Office of Instructional Technology (OIT) to evaluate the feasibility of integrating additional online courses and degree programs into SBI's offerings. Enhancing the availability of online educational options could increase student enrollment, bolster SBI's market presence, and improve its financial resources.</p>	<input type="checkbox"/> Accept <input checked="" type="checkbox"/> Pass	<p>We have been partnering with OIT to convert most of our existing courses to hybrid and online delivery formats.</p>	<p>Responsible Party: Friday-Stroud Implementation Date:</p>	<p>Pass</p>
4	Return Grades in a Timely Manner	<p>We recommend that the leadership of SBI:</p> <ol style="list-style-type: none"> Use Canvas data to evaluate the amount of time faculty members take to grade students' work, enter grades into iRattler, and notify students of their scores. Utilizing these insights, SBI can identify faculty members who consistently need improvement in providing timely grade notifications to students. This identification will serve as a basis for developing specialized time management 	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	<p>We will work with OIT to get the requisite data to conduct this analysis. The results of the analysis will be shared with appropriate department chairs and faculty so that faculty members can include strategies for increasing their grade notification time in their annual faculty activity plan.</p>	<p>Responsible Party: Friday-Stroud & Davis Implementation Date: Fall 2024</p>	<p>Data from OIT</p>



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		and organizational training for these faculty members, enhancing their ability to notify students of their grades promptly. Analyze Canvas data to detect the effects of delayed grade notifications on student success rates in specific courses and the overall graduation rate of affected students.				
		2. Partner with the Organizational Development and Training (ODT) team to design and implement mandatory training programs for the identified faculty.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	SBI will work with ODT to create a tailored faculty development training program.	Responsible Party: Davis Implementation Date:	Recommendations from ODT
		3. SBI should establish and enforce a student grade notification procedure that defines a reasonable timeframe for faculty members to inform students of their grades. These developed procedures would enable students to evaluate their academic performance quickly, focus on areas requiring more attention, and improve their examination results. Consequently, this would lead to a more efficient and effective learning environment.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	SBI faculty will develop a student grade notification process and address it in their annual activity plan.	Responsible Party: Davis Implementation Date:	Sample processes, Time to get the faculty to approve the policy



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		<p>4. Automate processes to notify academic advisors and students when additional resources are needed to improve grades.</p> <p>We recommend that faculty members provide grades, such as mid-term grades, so that students are aware of their academic standing before the end of the term.</p>	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	<p>SBI Student Success and Analytics department will work with Academic Affairs to develop and implement an automated process.</p> <p>SBI faculty will develop a student grade notification process and address it in their annual activity plan.</p>	<p>Responsible Party: McKenzie Implementation Date:</p> <p>Responsible Party: Davis Implementation Date:</p>	<p>Time and a person to be a liaison with Academic Affairs on this project.</p> <p>Sample processes, Time to get the faculty to approve the policy</p>
5	Improve Facility Experience	DoA recommends that SBI collaborate with the Plant Operations Management (POM) to promote a culture of cleanliness by elevating the frequency of cleaning the SBI building, especially in high-risk and high-traffic areas within SBI. Furthermore, we recommend that the POM establish regular maintenance schedules for SBI facilities and investing in pest control services to prevent infestations is also advisable.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	SBI is working with POM to stabilize our cleaning rotation (time and people). SBI is also in talks with POM about moving from an as-needed pest control service schedule to a regular pest control schedule.	<p>Responsible Party: B. Byrd Implementation Date:</p>	Time
6	Improve Career Advancement Opportunities	We recommend that the Dean of SBI undertake the following initiatives to enhance faculty career advancement opportunities: 1. Conduct a comprehensive survey and distribute career advancement interest	<input checked="" type="checkbox"/> Accept (modified) <input type="checkbox"/> Pass	The Dean, Associate Dean, and Department Chairs will reinforce faculty career development and advancement options offered	<p>Responsible Party: Friday-Stroud & Davis Implementation Date: End of Fall 2024</p>	Time



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		<p>forms to gather information on faculty interests, career goals, and their willingness to participate in career development programs.</p> <p>2. Develop a robust career development program to enable faculty to acquire new skills, undertake additional responsibilities, and explore varied career paths.</p>	<p><input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass</p>	<p>through Academic Affairs and the Teaching and Learning Center. Faculty are provided limited funding to support their career advancement aspirations. Additionally, SBI administration will continuously pursue collaborations with career partners to incorporate innovative faculty credentialing, training, consulting/internship opportunities to assist with faculty staying current with discipline-specific and industry trends.</p> <p>For the faculty ranks, they can either move up the professorial ranks, move into administration, and/or enhance their skills. SBI started providing training on generative AI to assist faculty with their teaching, research, and service. SBI provides limited funding to each faculty member for career development.</p>	<p>Responsible Party: Friday-Stroud Implementation Date: Fall 2024</p>	<p>LinkedIn Learning ODT training</p>



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		3. Implement a mentoring system by pairing newly appointed faculty with experienced colleagues who can provide guidance and support.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	Newly appointed and assistant professors are paired with seasoned faculty to assist with career development and research productivity.	Responsible Party: Friday-Stroud & Davis Implementation Date: Ongoing	Time
		4. Instruct each department chair to discuss career development with faculty during one-on-one meetings.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	Department chairs currently discuss promotion, tenure, research productivity, teaching effectiveness, and service with their faculty.	Responsible Party: Friday-Stroud & Davis Implementation Date:	Time
		5. Partner with the Office of Human Resources and the Office of Academic Affairs budget officers to identify potential funding sources for faculty professional development. This collaborative effort will help sustain and strengthen crucial programs.	<input checked="" type="checkbox"/> Accept <input type="checkbox"/> Pass	SBI will work with Academic Affairs to identify more than the annual \$500 per faculty for faculty development	Responsible Party: Friday-Stroud Implementation Date: Fall 2025	Time and Money



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The above plan was approved by:

Shawnta Friday-Stroud

09/02/2024

Dr. Shawnta Friday-Stroud, Dean of the School of Business & Industry

Date

Allyson Watson

09/03/2024

Dr. Allyson Watson, Vice President of Academic Affairs and Provost

Date

Donald Palm

2/20/2025

Dr. Donald Palm, Executive Vice President/Chief Operating Officer

Date