

**Strategic Plan**  
**Kelley College of Business**  
**Hardin-Simmons University**  
**Abilene, Texas 79698**

**HSU MISSION**

The mission of Hardin-Simmons University is to be a community dedicated to providing excellence in education enlightened by Christian faith and values.

**HSU VISION**

Hardin-Simmons University will be an innovative community of servant scholars engaging the minds and nurturing the spirits of future Christian leaders.

**HSU STATEMENT OF PURPOSE**

Hardin-Simmons University, a church-related institution affiliated with the Baptist General Convention of Texas: Fosters the intellectual development of students by providing an academically challenging undergraduate education based upon a liberal arts foundation, and advances scholarly growth by offering specialized graduate and professional degree programs.

**HSU STRATEGIC GOALS**

Embracing a climate of excellence, during the next 10 years, HSU will:

- Develop a culture of innovation, diversity, and openness to change
- Maintain and enhance the Christian distinctiveness of campus
- Develop a unified marketing and imaging plan
- Significantly improve campus technology
- Enrich the total faculty/staff experience
- Enrich the total student experience

- Grow total enrollment
- Develop new programs and evaluate existing programs
- Dramatically improve, maintain, and expand facilities
- Enhance financial condition and resources

## **REVISION OF HSU STRATEGIC GOALS**

HSU Administration has announced an effort to revise the HSU Strategic Goals beginning in June 2019 and looking forward to 2040. The KCOB Dean and individual members of the KCOB Faculty will participate in this effort at various levels so that KCOB concerns may be taken into consideration in developing HSU's new Strategic Goals. This will inevitably result in consideration of the KCOB's Strategic Plan along the way. When HSU publishes its new Strategic Goals, the KCOB will revisit and revise this Strategic Plan as needed.

## **KELLEY COLLEGE OF BUSINESS**

The Kelley College of Business (KCOB) is unit of Hardin-Simmons University (HSU). As such, analysis of the KCOB must be consistent with the mission, vision, purpose, and strategic goals of HSU (Dess, McNamara, Eisner, & Lee, 2019). We have restated each for HSU above.

## **KCOB MISSION**

The Kelley College of Business will supply a noticeably Christian environment in which undergraduate business students will learn how to build a life of meaning within the context of a business career, acquiring the skills necessary to find a job, to run a successful business, and to accumulate wealth.

1. Understand the function of private industry in the national and world economies

2. Understand the various business functions, how they interact, and how they contribute to organizational objectives.
3. Integrate legal, ethical, and personal considerations into business decision-making.
4. Work effectively as a team-member and as a team-leader for projects, functional divisions of a company, and an entire program.
5. Understand how data is collected, reported, and analyzed to manage organizations and make better business decisions.
6. Communicate analyses, results, decisions, and recommendations.
7. Identify business opportunities and learn how to raise and manage the capital to finance them.
8. Market themselves as well as their organization, its mission, and its products or services.
9. Build a satisfying career and grow toward financial independence.

## **STRATEGIC ANALYSIS**

### **KCOB GENERAL ENVIRONMENTAL ANALYSIS**

#### **Demographic of Texas**

- Aging population
- Changes in ethnic composition

#### **Sociocultural**

- More women in the workforce
- More women in the student population

- Increase in use academic adjunct faculty
- “Everyone should go to college”
- “Maybe not”

### **Political/Legal**

- Title IX
- Consideration of job applicant’s religion as a selection criterion

### **Technological**

- Online education

### **Economic**

- Tuition costs

### **Global**

- HSU targets 10% international students

## **KCOB FIVE FORCES INDUSTRY ANALYSIS (COLLEGES OF BUSINESS)**

### **The Threat of New Entrants**

- The threat of new entrants is low.
- Economies of Scale and Capital Requirements are high, deterring new entrants.
- Product Differentiation and Switching Costs are low, deterring new entrants.
- Access to Distribution Channels is low for online education and high for face-to face education.

- Cost Disadvantages Independent of Scale deter new entrants, as proprietary products, access to raw materials, and government subsidies and polices do not encourage new entrants.
- The Intensity of Rivalry among Competitors is such that individual new entrants can add little to the existing high rivalry.

### **The Bargaining Power of Buyers**

- The bargaining power of buyers is medium.
- HSU has many competitors offering a similar product.
- Individual students have almost no bargaining power other than low switching costs.
- Buying groups are non-existent.

### **The Bargaining Power of Suppliers**

- The bargaining power of suppliers is low.
- Suppliers are faculty, who are in oversupply relative to demand.

### **The Threat of Substitute Products and Services**

- The threat of substitute products and services is medium.
- A college degree has become a proxy for the kinds of pre-employment and promotion testing that is no longer practiced in many firms. [*Griggs v. Duke Power Co.*, 401 U.S. 424 (1971)]. In many cases, there is no substitute for a college degree.
- Other employers are looking to formal certifications as a proxy for quality of potential employees. If this takes off, demand for business degrees will fall.

### **The Intensity of Rivalry among Competitors**

- The intensity of rivalry among competitors is ***high***.
- Numerous and equally balanced competitors, slow industry growth, high fixed cost, lack of differentiation or switching costs, economies of scale, and high exit barriers all contribute to high intensity of competitive rivalry.

## **GOALS, AND ACTION PLANS**

### **KCOB GOALS**

For goals to be meaningful, they need to satisfy several criteria. A goal must be:

- **Measurable.** There must be at least one indicator (or yardstick) that measures progress against fulfilling the objective.
- **Specific.** This provides a clear message as to what needs to be accomplished.
- **Appropriate.** It must be consistent with the organization's vision and mission.
- **Realistic.** It must be an achievable target given the organization's capabilities and opportunities in the environment. In essence, it must be challenging but doable.
- **Timely.** There must be a time frame for achieving the objective.

### **Financial Goals**

1. Increase hours sold by 20% over AY 2018-19 by AY 2022-23.
2. Improve gross profit margin from 60% to 70% by AY 2022-23

### **Nonfinancial Goals**

1. A majority of those who hire our students, when surveyed annually, will say that they consider KCOB Graduates to be their best entry level employees.
2. Complete a KCOB HR Plan in the Spring 2022 semester.

## **KCOB ACTION PLANS FOR CALENDAR YEAR 2019**

### **Financial Action Plans**

1. Increase hours sold by 5% in Fall 2021 over Fall 2018.

### **Nonfinancial Action Plans**

1. Survey firms which have hired KCOB graduates.
2. Complete KCOB HR Plan in the Spring 2022 semester.
3. Launch an online undergraduate degree with a major in business administration and available minors in management and marketing.

## WORKS CITED

- Dess, GG., McNamara, G., Eisner, A.B., & Lee, S.H. (2019). *Strategic Management: Creating Competitive Advantages*. 9<sup>th</sup> Ed. New York: McGraw-Hill.
- Griggs v. Duke Power Co.*, 401 U.S. 424 (1971)