



2025–2030 **STRATEGIC PLAN**

Transformational Learning | Community Connections | Economic Impact



COLLEGE OF
BUSINESS &
ECONOMICS



Message from the Dean

Over the past several years, our students, faculty, staff, alumni and partners have helped us build the College of Business and Economics’ reputation for academic rigor, professional learning experiences and meaningful engagement with Maryland’s business community. As we look to the next five years, this strategic plan charts a bold path forward, one that deepens our impact and reaffirms our commitment to excellence, innovation and collaboration.

Guided by President Mark Ginsberg’s vision to lead Towson University into its next great era and aligned with the university’s strategic pillars, our plan reflects TU’s enduring commitment to being a caring community, promoting the success of every Tiger and strengthening Maryland. Developed with input from faculty and staff, students, alumni, employers and advisory board members, the 2025–2030 Strategic Plan focuses on four priorities that guide everything we do: transforming students into business professionals; supporting faculty and staff excellence; engaging alumni and the community for economic and societal impact; and advancing opportunities for long-term success.

These priorities capture both who we are and who we aspire to be. They emphasize experiential, industry-integrated learning that prepares our graduates to thrive in a rapidly changing business world. They strengthen our support for research and teaching that shapes practice and policy. They expand our partnerships across the region to drive innovation, entrepreneurship and inclusive growth. And they reinforce our responsibility to ensure that CBE remains a vibrant, forward-looking hub of business education.

I am grateful to everyone who contributed ideas, feedback and inspiration to this plan. Together, we are building the future of business education at Towson University.

Prabakar Kothandaraman, Ph.D.
Dean, College of Business & Economics
Towson University

As we look to the next five years, this strategic plan charts a bold path forward, one that deepens our impact and reaffirms our commitment to excellence, innovation, and collaboration.

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TU's 6 Strategic Goals

- Educate
- Innovate
- Engage
- Include
- Support
- Sustain

Message from the Provost

The College of Business & Economics’ 2025–2030 Strategic Plan charts an ambitious path forward, grounded in Towson University’s enduring commitment to excellence, inclusion and impact. This plan underscores CBE’s dedication to preparing students for professional success, fostering faculty and staff achievement and cultivating meaningful relationships with alumni, industry leaders and community partners.

CBE’s strategic priorities are closely aligned with TU’s six strategic goals: Educate, Innovate, Engage, Include, Support and Sustain. Through experiential learning, impactful research and collaborative partnerships, CBE exemplifies TU’s role as a leading anchor institution driving economic development and social progress throughout Maryland and beyond.

Guided by a bold vision and purposeful action, TU and CBE are shaping future leaders—innovative minds and ethical changemakers—prepared to advance progress and make meaningful contributions in their communities and the world.

Melanie Perreault, Ph.D.
Provost and Executive Vice President for Academic Affairs
Towson University



"CBE empowers students to turn knowledge into action and challenges into opportunity. This strategic plan captures our dedication to excellence, innovation, and making a meaningful difference in the world."

—Mark R. Ginsberg, Ph.D.,
President of Towson University



"As a proud TU CBE alum and mentor, I have seen the power of education combined with opportunity and access. It is truly inspiring to see how CBE prepares future leaders to navigate a complex, ever-changing world."

—Edna Primrose '84, President of the Towson University Foundation and member of the CBE Advisory Board

CBE Advisory Board 2025–26

Jason Edelson '99

Board Chair

Executive Director & Partner,
Verdence Capital Advisors

Cara Cameron '96

Global Marketing IT Leader,
Gore Medical

Frank DeSantis '99

Vice President, Epiroc

James Downing '02

Chief Executive Officer,
Bolton

James Engler '04

Executive Vice President
and CFO, Rosemore Capital
Strategies LLC

Gregory English

Executive Director,
Morgan Stanley

Katherine Gavin '98

Agency Management, Global
Marketing, T. Rowe Price

Jonathan Manset '00

Partner, Washington, D.C.,
Financial Services Assurance
Practice, PwC

Danielle Marsh

Human Resources Executive
and Consultant

Dave Myers '06

Chief Operating Officer,
Frazier & Deeter

Michelle Oosterwijk '15

Financial Adviser,
Morgan Stanley

Edna Primrose '84

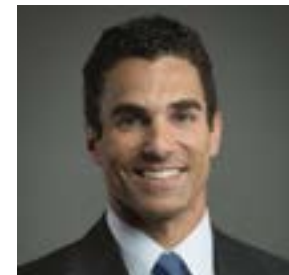
Founder and President,
Differenza

Eric Thompson '82

Group Chief Financial
Officer, Liquid Intelligence
Technologies

Brodie Wise '98

Internet Testing Services
(ITS)



Jason Edelson '99
Board Chair

About the CBE Advisory Board

The College of Business and Economics Advisory Board is comprised of alumni, distinguished leaders and CBE supporters who advise and support the dean. The board's valuable expertise, experience and knowledge provide guidance for the college's strategic vision and mission, working together to continuously improve the quality of education that CBE students receive so they can thrive in their careers ahead.

About the College of Business & Economics

The College of Business and Economics (CBE) at Towson University empowers students to become skilled professionals and responsible leaders who make a positive impact in Maryland and beyond. With a focus on innovation, industry connections and professional excellence, CBE blends academic rigor with hands-on learning through its comprehensive programs and co-curricular opportunities. The college holds dual AACSB accreditation in business and accounting—an elite distinction earned by fewer than 2% of business schools worldwide. Towson University's undergraduate business program is ranked among the top nationwide by U.S. News & World Report, and Poets & Quants for Undergrads consistently names TU as one of the country's top business schools. The college's commitment to small class sizes, with an average of 30 students per class, fosters greater interaction and personalized attention from professors, enhancing the learning experience. Committed to ethical leadership, inclusion and community engagement, CBE prepares graduates to thrive in today's dynamic business environment.



BY THE NUMBERS

AY2024–25

14

AREAS OF STUDY

8

MINORS

4

GRADUATE PROGRAMS

2,703

UNDERGRADUATE STUDENTS

117

GRADUATE STUDENTS

31,000+

CBE ALUMNI

96%

OF EMPLOYED OR ENROLLED IN
GRADUATE PROGRAMS

104

FULL-TIME FACULTY

Key Milestones

- 1940

First economics course taught
- 1961

Maryland Council on Economic Education (MCEE) based at Towson University
- 1966

Department of Economics established
- 1966

Minor in economics
- 1967

Degree in business administration
- 1968

Major in economics, minor in business administration
- 1970

Department of Business Administration established
- 1971

Concentrations in accounting, finance, marketing, personnel and international business
- 1977

Concentration in management
- 1978

School of Business and Economics moves into Stephens Hall
- 1981

Major in accounting, concentration in personnel renamed to human resource management
- 1982

Departments are restructured into the School of Business and Economics, with Departments of Accounting, Business Administration and Economics
- 1988

Departments of Accounting & Finance, Management and Marketing established
- 1992

School earns initial AACSB accreditation for business administration
- 1994

School earns additional AACSB accreditation for accounting
- 1996

School renamed to College of Business and Economics
- 2004

Master's program in accounting with UB, eBusiness major
- 2008

Department of eBusiness and Technology Management (EBTM) established
- 2008

Maintenance and extension of AACSB accreditation for business
- 2010

Project management track



- 2010

Maintenance and extension of AACSB accreditation for accounting
- 2011

Master's in supply chain management, concentration in entrepreneurship
- 2012

T. Rowe Price Finance Lab opens, financial planning track
- 2013

Maintenance and extension of AACSB accreditation for both business and accounting
- 2014

Investments track
- 2015

Master's in marketing intelligence; first Strategic Sales and Capstone competitions launched
- 2016

Financial planning track becomes CFP registered, minor in entrepreneurship
- 2017

Major in e-Business reengineered to be classified as STEM and renamed business systems and processes
- 2018

AACSB maintenance and extension of accreditation for business and accounting, minor in accounting, entrepreneurship track becomes a concentration
- 2019

EBTM department renamed business analytics and technology management
- 2020

First Data Analytics Competition
- 2021

Minors in business analytics and business law, undergraduate certificate in entrepreneurship
- 2022

Business analytics track, first Wealth Management Competition
- 2023

AACSB maintenance and extension of accreditation for both business and accounting, master's in economic analytics
- 2024

Strategic Sales Center launched
- 2025

Strategic Sales Center joins University Sales Center Alliance

The Importance of AACSB Accreditation



Accreditation from the Association to Advance Collegiate Schools of Business (AACSB) is the gold standard for business school education, with only 6% of business schools worldwide achieving this distinction. To receive accreditation, a business school must undergo a comprehensive external review of the school’s mission, faculty qualifications, curricula and ability to provide high-quality programs. This process includes an in-depth evaluation and peer-review process, ensuring that accredited institutions maintain the highest standards of business education.

For students, attending an AACSB-accredited school means receiving an education that is recognized worldwide for its quality and relevance. Graduates from these institutions often have better job prospects, higher starting salaries and access to a global network of alumni and recruiters.

Employers value AACSB-accredited programs because they produce graduates who are well-prepared to contribute effectively in the workplace. These programs emphasize critical thinking, ethical decision-making and leadership skills, aligning with the needs of modern businesses.

For CBE, maintaining AACSB accreditation means we are always looking to improve. It encourages us to refine our mission, enhance our curricula and engage in impactful research, thereby strengthening our position in a competitive academic environment.

AACSB accreditation is more than a mark of prestige; it represents a commitment to excellence in business education.

“What makes CBE stand out is the way the faculty truly pour into their students. With small class sizes, my professors know me by name and make sure no one gets left behind. Their mentorship has helped me grow both personally and professionally, giving me clarity about my strengths and guiding me through the different paths within finance and accounting.”

– Brandon Arnold '27



“My company has a long track record of hiring CBE students into our entry-level positions and internships. They come to us with a strong foundation in experiential learning, which provides us with long-term talent essential to the growth of our business.”

– Elizabeth K. Hardesty, Enterprise Mobility



The Strategic Planning Process

CBE undertook a comprehensive strategic planning process in 2024–25 to ensure that our priorities align with the university's and with the evolving needs of our students, faculty, staff, alumni and community. This process was shaped by both internal and external factors, such as the “demographic cliff” of a national decline in enrollment, economic uncertainty, ongoing debates over the value of higher education and broader challenges facing colleges nationwide.

STAKEHOLDER INPUT

We gathered input from a wide range of stakeholders to understand our strengths, weaknesses, opportunities and threats. This included:

- Faculty and staff: feedback was collected at the August 2024 all-faculty and staff meeting.
- CBE Advisory Board: insights were gathered during the August 2024 board meeting.
- Students: contributions came through surveys and research conducted by our marketing research classes during the fall 2024 semester.
- Alumni: input was collected from December 2024 through January 2025.
- Recruiters: employer perspectives were gathered in December 2024.

JANUARY 2025 PLANNING SESSION

The department chairs and dean's office staff convened to review stakeholder feedback and examine strategic plans from peer business schools. Shifting focus to the core pillars of our college—students, faculty and staff, alumni and community and the college itself—emerged as a more productive way to organize our priorities and drive meaningful action.

SWOT Analysis

STRENGTHS:

- Experiential learning and career readiness built into programs
- Graduates who significantly contribute to the workforce of the state
- Engaged faculty
- Welcoming culture and commitment to inclusion
- Strong educational value

WEAKNESSES:

- Lack of resources (financial, capital, human capital)
- Lack of alumni engagement
- Varying levels of student preparedness

OPPORTUNITIES:

- Demand for flexible degree programs
- Large untapped alumni base
- Entities that want to partner (i.e. businesses, high schools, community colleges)
- Availability of new technology to improve student learning (AI, STEM)

THREATS:

- Challenging regulatory environment
- Reduction in state budget
- Perceived decline in the value of college education
- Competing schools with more flexible, accessible degrees

Stakeholder Themes

EMERGENT THEMES FROM STAKEHOLDER RESEARCH		STRATEGIC IMPLICATIONS	RELATED PRIORITIES AND GOALS
Experiential Learning and Career Readiness	All groups emphasized real-world learning, adaptability, and industry alignment. Experiential projects, internships, and applied coursework connect theory to practice and build confidence and employability.	Deliver applied, innovative business education that builds professional, analytical, and interpersonal skills through industry-connected, hands-on learning.	Priority 1: Transform Students into Business Professionals (1.1; 1.2)
Curriculum Flexibility & Technology Integration	Stakeholders wanted flexible, technology-enhanced, and industry-aligned programs that keep pace with evolving business practices. Faculty identify AI, analytics, and hybrid learning as opportunities to modernize delivery and content.	Continuously innovate programs and pedagogy through emerging technologies and adaptable learning pathways to ensure modern, career-ready curricula.	Priority 1: Transform Students into Business Professionals (1.2) Priority 4: Ensure the Sustainable Success of the TU College of Business and Economics (4.1)
Mentorship & Faculty Engagement	Students and alumni value approachable faculty; employers link this to job readiness; faculty see mentoring as a core strength.	Strengthen mentorship networks connecting students, alumni, faculty, and staff to promote professional growth and shared success.	Priority 1: Transform Students into Business Professionals (1.3) Priority 2: Support Faculty and Staff Excellence (2.3)
Community, Connection & Lifelong Engagement	Students and alumni seek belonging and connection; employers and alumni want sustained relationships with the college; faculty view diversity and community ties as key strengths.	Foster lifelong belonging and pride through deep connections among students, faculty and staff, alumni, employers, and community partners.	Priority 3: Engage Alumni and Community for Economic and Societal Impact (3.1; 3.2)
Resources & Sustainability	Faculty stressed limited funding; others noted hidden costs and outreach capacity constraints.	Invest in people, technology, and infrastructure to ensure CBE's long-term sustainability, success and growth.	Priority 4: Ensure the Sustainable Success of the TU College of Business and Economics (4.2; 4.3)

Vision, Mission, Values

OUR VISION

The College of Business and Economics strives to be nationally recognized for advancing business education and research, empowering students to drive sustainable economic growth and societal well-being in Maryland and beyond.

OUR MISSION

We empower students to become impactful business professionals through transformative learning experiences led by dedicated faculty and staff, strengthened by deep connections with business and community partners and enriched by research that drives economic and societal progress in Maryland and beyond.

OUR CORE VALUES

- Innovation** – Embracing forward-thinking ideas and technology to enhance education and business practices
- Integrity** – Upholding ethical leadership, accountability and professionalism
- Inclusion** – Fostering a welcoming environment for all
- Collaboration** – Building strong industry, community and alumni partnerships
- Excellence** – Striving for the highest standards in student development, research and education

Our 4 Strategic Priorities

PRIORITY 1

Transform Students into Business Professionals



PRIORITY 2

Support Faculty and Staff Excellence



PRIORITY 3

Engage Alumni and Community for Economic and Societal Impact



PRIORITY 4


Advance Opportunities for Long-Term Success



KEY PERFORMANCE INDICATORS

1. Placement rate

2. Time to graduation



- Alignment to TU's Strategic Goals
- Educate
 - Innovate
 - Engage
 - Include
 - Support

Strategic Priority 1:

TRANSFORM STUDENTS INTO BUSINESS PROFESSIONALS

CBE prepares students to excel as business professionals through hands-on, industry-connected learning and real-world projects. We focus on building leadership, technology and problem-solving skills while fostering engagement, pride and involvement within the college. Our approach ensures students are confident, capable and ready to thrive in their careers.

GOAL 1:
DELIVER INNOVATIVE, HANDS-ON, INDUSTRY-CONNECTED CURRICULA

- Objective 1a:** Build leadership, technology and problem-solving skills through real-world business projects
- Objective 1b:** Incorporate new technologies into the curriculum to enhance career readiness

GOAL 2:
ENHANCE STUDENT READINESS FOR PROFESSIONAL SUCCESS

- Objective 2a:** Increase employer satisfaction with graduates' skills and preparedness
- Objective 2b:** Expand opportunities for students to strengthen professional skills

GOAL 3:
FOSTER STUDENT BELONGING, PRIDE, AND SUCCESS

- Objective 3a:** Increase student engagement with CBE to build CBE Tiger pride
- Objective 3b:** Encourage student involvement with CBE organizations

KEY PERFORMANCE INDICATORS

1. Amount spent on research
2. Number of peer-reviewed journals



Alignment to TU's Strategic Goals

- Educate
- Engage
- Include
- Innovate
- Support

Strategic Priority 2:

SUPPORT FACULTY AND STAFF EXCELLENCE

CBE is dedicated to fostering excellence among faculty and staff by advancing scholarship, thought leadership and professional development. We promote collaboration, mentorship and an inclusive culture that strengthens connections within the college and across campus. By supporting and recognizing the contributions of our people, we ensure a thriving, innovative and high-performing community.

GOAL 1:

ADVANCE SCHOLARSHIP AND THOUGHT LEADERSHIP

- **Objective 1a:** Increase support for high-impact research, innovation and grant opportunities
- **Object 1b:** Expand visibility of the work of faculty and staff

GOAL 2:

SUPPORT FACULTY AND STAFF DEVELOPMENT

- **Objective 2a:** Offer professional development that enhances teaching, research and student support
- **Objective 2b:** Develop initiatives that attract and retain high-quality faculty and staff

GOAL 3:

PROMOTE INTERNAL COLLABORATION AND INCLUSIVE CULTURE

- **Objective 3a:** Foster stronger connections between faculty, staff and students within CBE and across campus
- **Objective 3b:** Strengthen communication and support systems to promote mentorship and shared success

KEY PERFORMANCE INDICATORS

1. Number of corporate partnerships
2. Number of alumni engagements



Alignment to TU's Strategic Goals

- Educate
- Engage
- Include
- Support

Strategic Priority 3:

ENGAGE ALUMNI AND COMMUNITY FOR ECONOMIC AND SOCIETAL IMPACT

CBE strengthens connections with alumni and community partners to drive meaningful economic and societal impact. Through events, networking and collaborative projects, we create career pathways, experiential learning opportunities and initiatives that address local challenges. By highlighting achievements and promoting CBE as a hub for innovation and entrepreneurship, we enhance our visibility and reputation while contributing to the broader community.

GOAL 1:

STRENGTHEN CONNECTIONS WITH ALUMNI

- **Objective 1a:** Expand alumni engagement through events and networking
- **Objective 1b:** Contribute to alumni leadership and professional development

GOAL 2:

EXPAND COLLABORATIONS WITH BUSINESSES AND NONPROFITS

- **Objective 2a:** Expand community partnerships to create career pathways and experiential learning opportunities
- **Objective 2b:** Engage in community projects that address Maryland's economic and social challenges

GOAL 3:

REINFORCE CBE'S VISIBILITY AND REPUTATION

- **Objective 3a.** Promote faculty, student, staff and alumni achievements through media, conferences, and industry recognition
- **Objective 3b.** Promote CBE as a hub for business innovation, entrepreneurship, workforce development and financial literacy



KEY
PERFORMANCE
INDICATORS

1. Student credit hours

2. Amount of donations

Alignment to TU's Strategic Goals

- Engage
- Innovate
- Support
- Sustain

Strategic Priority 4:

ENSURE THE SUSTAINABLE SUCCESS OF THE TU COLLEGE OF BUSINESS AND ECONOMICS

CBE is committed to securing its long-term success by growing enrollment, improving retention and supporting timely degree completion. We modernized the learning environment through up-to-date curricula, technology and facilities while ensuring the college has the financial and human resources needed to thrive. These efforts position CBE to continue delivering high-quality business education and preparing students for future success.

GOAL 1:
PRIORITIZE LEARNER ENROLLMENT, RETENTION, AND COMPLETION

- Objective 1a: Expand outreach and recruitment initiatives to grow undergraduate and graduate enrollment
- Objective 1b: Improve student retention and completion by strengthening advising, support services and engagement programs

GOAL 2:
DRIVE THE MODERNIZATION OF THE LEARNING ENVIRONMENT

- Objective 2a: Regularly review curriculum to keep it current and relevant
- Objective 2b: Ensure that technology, resources and facilities support modern business education

GOAL 3:
SECURE FINANCIAL, HUMAN AND PHYSICAL RESOURCES

- Objective 3a: Increase external funding through grants, corporate partnerships and alumni donations
- Objective 3b: Ensure sufficient physical space for faculty, staff and students

Forward Momentum

As we look ahead, the College of Business and Economics is energized by the opportunities before us. Guided by this strategic plan, we will continue transforming students into confident, capable professionals, supporting the excellence of our faculty and staff and engaging our alumni and community to create meaningful impact. By strengthening our programs, resources and connections, we are building a sustainable foundation for innovation, growth and success for our students, our college and the broader community. Together, we move forward with purpose, pride and a shared commitment to excellence.

Strategic Planning Committee

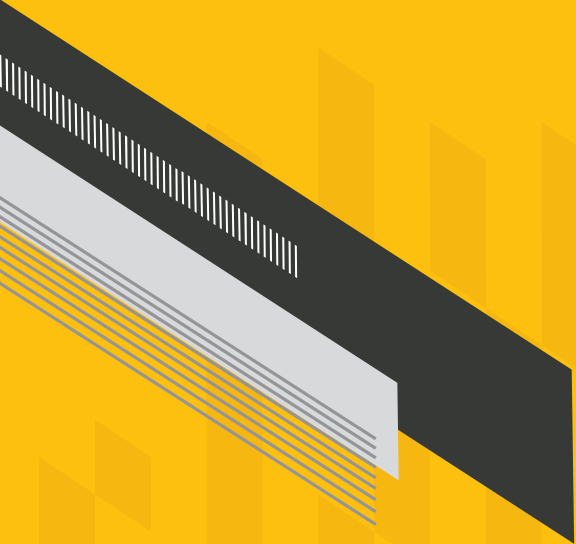
DEAN'S OFFICE STAFF

- Prabakar Kothandaraman, Ph.D.
Dean
- Judy Harris, Ph.D.
Associate Dean
- Lisa Simmons
Assistant Dean
- Meghan Behm
Director of Academic Advising
- Kate Powers
Coordinator for Strategic Communications
- Cassandra McCarthy
Executive Assistant
- Lisa Michocki
Director of Career Services
- Frank Sneeringer
Major Gift Officer
- Joy Hall
Outreach Coordinator

DEPARTMENT CHAIRS

- Bart Debicki, Ph.D.
Department of Management
- Susan Flaherty, Ph.D.
Department of Finance
- Melissa Groves, Ph.D.
Department of Economics
- Chaodong Han, Ph.D.
Department of Business Analytics and Technology Management
- Steven Isberg, Ph.D.
Department of Accounting
- Erin Steffes, Ph.D.
Department of Marketing





**College of Business
& Economics**

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