



Center *for*
SOCIAL
Entrepreneurship
Solving real problems together.

Strategic RoadMap
BUSINESS
Plan



Office of Research
and Strategic Initiatives
www.subr.edu/research

This Page Intentionally Left Blank

Table of Contents

Purpose/Scope.....	1
Coursework Assessment.....	2
Competitive Analysis.....	5
Financial Projections	11
Bibliography	15

Purpose/Scope

The Business Plan detailed below follows the overarching “Strategic Roadmap for Southern University’s Centers of Strength Initiative” and nests within it. It details the business case for the Center for Social Entrepreneurship. The Center, like the other four Centers at Southern, will utilize a common design that will link academics, research (innovation), and business partnering. From an academic standpoint, the Center’s primary function will be the development of interdisciplinary programs across colleges – degrees, certifications, and other forms of training that leverage Southern’s infrastructure to meet emerging needs. It is important to note that the Center, while operating within an academic and non-profit construct, has the potential for significant regional economic benefit. Analyses of key elements of this design and the subsequent economic impact form the heart of this plan.

This document reflects a bounded analysis of three key topics pertinent to the launch of Southern University’s Center for Social Entrepreneurship. First, it provides a “Coursework Assessment” that evaluates the current offerings of the Center considering the economic context of Louisiana. Second, it conducts a competitive analysis to consider the alternatives that students may consider when making a decision regarding attending Southern and pursuing a degree within the Center. Finally, a high level financial projection is included to ascertain the economic benefit derived from the Center when its outcomes achieve their projected result.

While traditional business plans are much larger and provide additional insights, the topics covered represent the priority topics Southern requires at this current point in time. As the Center moves forward, additional analysis and evaluation will be required to maximize the benefits to the state of Louisiana

Coursework Assessment

This Business Plans commences with a Coursework Assessment to impartially gauge the applicability of the programs of study offered within the Center for Social Entrepreneurship. Knowing what strengths, gaps, and challenges face the Center is crucial to charting an effective way forward. To conduct this Coursework Assessment, a review of the Center’s majors was performed in light of the anticipated 4 & 5 Star Jobs which align to those majors, as described below:

Step #1: Center’s Majors mapped to Baton Rouge area 4 & 5 Star Jobs - The Louisiana Workforce Commission’s “4 & 5 Star Jobs”ⁱ present an impartial, official view of forecasted job opportunities (“Long Term Projections for All Occupations to 2024”) for the broader state as well as specific regions within the state. This data set was filtered for as follows:

- 4 & 5 Star jobs (removal of all lower ranked jobs)
- 4 & 5 Star jobs which hire from candidates with the Center’s degree offerings. To ascertain appropriate majors, US Department of Labor’s Bureau of Labor Statistics, Occupational Outlook Handbook’s “How to Become One” educational recommendationsⁱⁱ provided primary majors that align with various occupations.
- The Baton Rouge area (“Regional Labor Market Area 2”)
- Jobs whose “most significant source of education or training” equals a Bachelor’s degree or higher (removal of all jobs requiring less than a Bachelor’s degree)

The table below contains jobs which fit the criteria above and align to Business School majors:

Stars	Occ. Code	Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Major	2014 Estimate	2024 Projected	10 Year Growth	Annual New Growth	Annual Replacement	Annual Total Openings
5	11-1021	General and Operations Managers	Business Administration	6,980	7,820	840	80	180	260
5	11-2021	Marketing Managers	Marketing	270	300	30	0	10	10
5	11-2022	Sales Managers	Marketing	840	910	70	10	20	30
5	11-3031	Financial Managers	Finance/Accounting/Economics/Business Administration	1,380	1,500	120	10	30	40
5	11-3051	Industrial Production Managers	Business Administration or Industrial Engineering	400	430	30	0	10	10
5	11-3061	Purchasing Managers	Not Specified	230	250	20	0	10	10
4	11-3111	Compensation and Benefits Managers	HR, Business Administration, Management, Finance	80	90	10	0	0	0
5	11-3121	Human Resources Managers	HR, Finance, Management, Education, IT	440	490	50	10	10	20
5	11-3131	Training and Development Managers	HR, Business Administration	190	230	40	0	10	10
5	11-9111	Medical and Health Services Managers	Health Admin/Mgmt, Nursing, PH Admin, Business Admin	610	670	60	10	20	30
4	11-9151	Social and Community Service Managers	Social Work, Urban Studies, Public or Bus. Admin, Health	690	740	50	0	20	20
4	13-1041	Compliance Officers	Not Specified	1,010	1,090	80	10	10	20
4	13-1051	Cost Estimators	Engineering, Business, Finance	820	880	60	10	20	30
5	13-1071	Human Resources Specialists	HR, Business	1,060	1,140	80	10	30	40
4	13-1081	Logisticians	Business, Systems Engineering, Supply Chain Mgmt	170	200	30	0	0	0
5	13-1111	Management Analysts	Business, Mgmt, Econ, Acct, Finan, Poly Sci, Psy, CIS/MIS	910	1,100	190	20	10	30
4	13-1151	Training and Development Specialists	HR, Education, Instruc Design, Bus Admin, Indust Psych	510	570	60	10	10	20
5	13-1161	Market Research Analysts, Marketing Specialists	Marketing, Statistics, Math, Comp Sci, Bus Admin	450	550	100	10	10	20
5	13-2011	Accountants and Auditors	Accounting	3,170	3,550	380	40	90	130
4	13-2031	Budget Analysts	Accounting, Statistics, Finance, Business, Pub Admin, Econ.	190	200	10	0	10	10
4	13-2051	Financial Analysts	Accounting, Finance, Economics, Math, Statistics	170	190	20	0	0	0
5	13-2052	Personal Financial Advisors	Finance, Econ, Accounting, Business, Law, Math	390	490	100	10	10	20
4	41-3031	Securities, Commodities, Financial Services Sales Agents	Not Specified	420	450	30	0	10	10
4	41-4011	Sales Representatives, Wholesale/Manufacturing Tech/Scien Products	Not Specified	600	630	30	0	10	10

The table below contains jobs filtered for the same criteria as above, except for jobs related to majors within the Mandela School of Public Policy:

Stars	Occ. Code	Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Major	2014 Estimate	2024 Projected	10 Year Growth	Annual New Growth	Annual Replacement	Annual Total Openings
5	13-1111	Management Analysts	Business, Mgmt, Econ, Acctnt, Finan, Poly Sci, Psy, CIS/MIS	910	1,100	190	20	10	30
5	11-9033	Education Administrators, Postsecondary	Social work, Accounting, Marketing	720	790	70	10	20	30
5	21-1012	Educ. Guidance, School, Vocational Counselors	Counseling	1,470	1,640	170	20	30	50
4	11-9151	Social and Community Service Managers	Social work, Urban Studies, Public Admin, Public Health	690	740	50	0	20	20
4	13-1041	Compliance Officers	Not Specified	1,010	1,090	80	10	10	20
4	13-2031	Budget Analysts	Accounting, Statistics, Finance, Business, Pub Admin, Econ.	190	200	10	0	10	10
4	21-1021	Child, Family, and School Social Workers	Social Work, Sociology, Psychology	170	190	20	0	0	0
4	21-2011	Clergy	Not Specified	90	110	20	0	0	0
4	27-2012	Producers and Directors	Not Specified	250	260	10	0	10	10
4	27-2022	Coaches and Scouts	Not Specified	440	470	30	0	20	20
4	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	Not Specified	600	630	30	0	10	10
4	21-1022	Healthcare Social Workers	Social Work, Sociology, Psychology	580	650	70	10	10	20

Step #2: Scoring System (means of scoring of majors based upon jobs) – With relevant majors mapped to specific job titles it becomes possible to assess the total number of roles available in the Baton Rouge areas for each Center for Social Entrepreneurship major using the Louisiana Workforce Commission’s forecast data. Many roles will draw from multiple majors, so to understand the scale of total jobs available for each major, the total number of jobs was replicated in each applicable major. Of note – this means that the following individual columns do not add up to the total number of jobs available for Southern’s graduates. Instead, since candidates with differing majors may each be viable for a type of job, the total available number was replicated for each major. Totaling up all job opportunities then gives insight into how to evaluate majors against each other for marketplace viability. The table below provides the total jobs available for each Business School major:

Stars	Occ. Code	Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Major	Annual Total Openings	Management	Accounting	Finance	Marketing
5	11-1021	General and Operations Managers	Business Administration	260	260			
5	11-2021	Marketing Managers	Marketing	10				10
5	11-2022	Sales Managers	Marketing	30				30
5	11-3031	Financial Managers	Finance/Accounting/Economics/Business Administration	40	40	40	40	
5	11-3051	Industrial Production Managers	Business Administration or Industrial Engineering	10	10			
5	11-3061	Purchasing Managers	Not Specified	10	10	10	10	10
4	11-3111	Compensation and Benefits Managers	HR, Business Administration, Management, Finance	0	0		0	
5	11-3121	Human Resources Managers	HR, Finance, Management, Education, IT	20	20			
5	11-3131	Training and Development Managers	HR, Business Administration	10	10			
5	11-9111	Medical and Health Services Managers	Health Admin/Mgmt, Nursing, PH Admin, Business Admin	30	30			
4	11-9151	Social and Community Service Managers	Social Work, Urban Studies, Public or Bus. Admin, Health	20	20			
4	13-1041	Compliance Officers	Not Specified	20	20	20	20	20
4	13-1051	Cost Estimators	Engineering, Business, Finance	30	30		30	
5	13-1071	Human Resources Specialists	HR, Business	40	40			
4	13-1081	Logisticians	Business, Systems Engineering, Supply Chain Mgmt	0	0			
5	13-1111	Management Analysts	Business, Mgmt, Econ, Acctnt, Finan, Poly Sci, Psy, CIS/MIS	30	30	30	30	
4	13-1151	Training and Development Specialists	HR, Education, Instruc Design, Bus Admin, Indust Psych	20	20			
5	13-1161	Market Research Analysts, Marketing Specialists	Marketing, Statistics, Math, Comp Sci, Bus Admin	20	20			20
5	13-2011	Accountants and Auditors	Accounting	130		130		
4	13-2031	Budget Analysts	Accounting, Statistics, Finance, Business, Pub Admin, Econ	10	10	10	10	
4	13-2051	Financial Analysts	Accounting, Finance, Economics, Math, Statistics	0		0	0	
5	13-2052	Personal Financial Advisors	Finance, Econ, Accounting, Business, Law, Math	20	20	20	20	
4	41-3031	Securities, Commodities, Financial Services Sales Agents	Not Specified	10	10	10	10	10
4	41-4011	Sales Representatives, Wholesale/Manufacturing/Tech/Scien.Products	Not Specified	10	10	10	10	10
Total Possible Jobs					610	280	180	110

The table below provides the total jobs available for each School of Public Policy major:

Stars	Occ. Code	Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Major	Annual Total Openings	BS Psychology	BA Political Science	BS Social Work	BS Sociology	BA Criminal Justice	MS Criminal Justice	MPA	MA Social Sciences	PhD Public Policy
5	13-1111	Management Analysts	Business, Mgmt, Econ, Acctnt, Finan, Poly Sci, Psy, CIS/MIS	30	30	30							
5	11-9033	Education Administrators, Postsecondary	Social work, Accounting, Marketing	30							30	30	30
5	21-1012	Educational, Guidance, School, and Vocational Counselors	Counseling	50									
4	11-9151	Social and Community Service Managers	Social work, Urban Studies, Public Admin, Public Health	20			20						
4	13-1041	Compliance Officers	Not Specified	20	20	20	20	20	20				
4	13-2031	Budget Analysts	Accounting, Statistics, Finance, Business, Pub Admin, Econ.	10							10		
4	21-1021	Child, Family, and School Social Workers	Social Work, Sociology, Psychology	0	0	0	0	0	0				
4	21-2011	Clergy	Not Specified	0	0	0	0	0	0				
4	27-2012	Producers and Directors	Not Specified	10	10	10	10	10	10				
4	27-2022	Coaches and Scouts	Not Specified	20	20	20	20	20	20				
4	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	Not Specified	10	10	10	10	10	10				
4	21-1022	Healthcare Social Workers	Social Work, Sociology, Psychology	20								20	
Total Possible Jobs					90	90	80	60	60	0	40	50	30

Key Summary Takeaways

- *Number of Different Job Types:* A total of 36 relevant types of 4 & 5 Star Jobs were identified: 24 for School of Business programs, while 12 were identified for Public Policy-related majors.
- *Total Number of Jobs:* Annually, 780 individual jobs aligned to School of Business majors are projected to be available per year in the Baton Rouge area. 220 individual jobs aligned to School of Public Policy majors are projected to be available per year in the Baton Rouge area.
- *Alignment of Jobs:* Eight of the 12 4 & 5 Star Jobs identified as aligning to Mandela School of Public Policy degrees are “generally aligned” – meaning that the role requires a Bachelor’s degree but can be fulfilled by a wide range of majors (not necessarily a Public Policy school discipline). These eight jobs represent 130 of the 220 total jobs available to Public Policy graduates

Strengths

- Business majors, especially in management, accounting and finance are forecasted to have strong market demand for their skillsets upon completion of their program of study
- Several of the majors in this Center have transferrable majors – Management, Psychology and other programs see some demand outside of core areas, showing the relative strength of these majors

Challenges/Issues

- Public Policy graduates may have more difficulty in securing employment since the majority of roles forecasted to be available are not closely related to their course of study.
- Public Policy graduates may not be as inclined to pursue the forecasted available roles since they do not deal with policy.

Opportunities

- Potential benefit by uniting Business and Public Policy within Center for Social Entrepreneurship: Mandela School students have increased access to opportunities that may naturally align to Business School majors, but have cross-over applicability.
- Southern may need to evaluate overall Return on Investment for those lagging majors which do not present significant numbers and/or natural alignment with Louisiana’s forecasted 4 & 5 Star Jobs. Specific majors to evaluate include all of the Public Policy degrees, but especially the graduate level offerings in the Mandela School.

Competitive Analysis

Academia, to its credit, places a strong value on collaboration. For purposes of assessing the academic “market” and options that prospective students may choose, however, it is imperative to identify and understand the available alternatives. The following analysis seeks to provide insight into who Southern’s key alternatives or “competitors” are, the characteristics they possess, and what insights Southern can draw from this understanding. The analysis assesses the competition from multiple perspectives, since customers employ a range of factors in making decisions. Of note – competition does not equate to antagonism – competitors often collaborate to achieve mutually beneficial results.

1) Who are Southern’s Competitors?

The first step in understanding the overall context in which Southern’s Center for Social Entrepreneurship operates is to define who the key competitors are. This analysis will attempt to answer the question from the following vantage points – competitors as defined by Southern’s customer’s recent behavior, competitors from a broader geographic perspective, competitors who have been previously identified, and HBCU competitors in the region. Given that the Center for Social Entrepreneurship’s “product” offerings are the majors offered, the analysis will examine which majors are offered by the various schools.

- a) **Current Customer Insights:** Competitive markets are dynamic environments as evidenced by customer preferences changing over time. Understanding current customer decision-making, however, serves as a critical starting point in assessing the competitive landscape. Only when we know the current status can we understand the broader context and emerging trends. While Southern does not possess current customer insights in the form of student surveys or Admissions data indicating other schools that applicants are considering, securing this information for ongoing insights is highly recommended.
- b) **Competitive Landscape:**

Beyond immediate customer data, an understanding of the broader “universe” of competitors is required. While technically any training program, in any location, may represent a competitor, most colleges operate in one or more “spheres” with like institutions. For Southern University’s Center for Social Entrepreneurship, this analysis will look at four different spheres – schools within Louisiana, previously identified “peer” institutions, other regional HBCU institutions, and non-traditional competition.

 - i. **Louisiana Competitors:** There are 65+ degree-granting institutions in Louisiana, but this analysis excludes community colleges, for profits, and smaller/non-competitive institutions.

State	Identified Competitor Institution	Enrollment	Tuition	BS Acntg	BS Fin.	BS Admin	BS Mgmt	BS Markt.	BS MIS	BS Econ	BS Entrepre.	BS Sup Chain	MBA	MPAcc	Other
LA	Louisiana State University (LSU)	31414	\$ 10,758	✓	✓	✓	✓	✓	✓	✓			✓	✓ & PhD	Numerous
LA	Grambling State University	4863	\$ 7,371	✓			✓	✓		✓					
LA	Louisiana Tech University (Ruston)	12694	\$ 5,553												
LA	McNeese State University (Lake Charles)	7626	\$ 7,474	✓	✓	✓	✓	✓			Minor		✓		
LA	Nicholls State University (Thibodaux)	6267	\$ 7,628	✓	✓	✓	✓	✓					✓		
LA	Northwestern State University (Natchitoches)	9819	\$ 5,180	✓		✓	✓		✓						
LA	Southeastern Louisiana University (Hammond)	14499	\$ 5,778	✓	✓	✓	✓	✓				✓	✓		
LA	University of Louisiana at Lafayette	17519	\$ 10,026	✓	✓	✓	✓	✓		✓			✓	✓	Numerous
LA	University of Louisiana at Monroe	9115	\$ 8,282	✓	✓	✓	✓	✓					✓		Risk/Insur.
LA	University of New Orleans	8037	\$ 7,150	✓	✓	✓	✓	✓					✓	✓	PhD Econ
LA	Tulane University	13581	\$ 51,010	✓	✓		✓	✓		✓	Minor		✓	✓	Numerous
LA	Centenary University (Shreveport)	630	\$ 31,156	✓		✓							✓		
LA	Cornerstone University (Lake Charles)	N/A	\$ 1,950												
LA	Dillard University (New Orleans)	1261	\$ 16,580	✓		✓	✓	✓		✓					
LA	Louisiana College (Pineville)	1126	\$ 13,800			✓									
LA	Loyola University New Orleans	4330	\$ 39,492	✓	✓	✓	✓	✓		✓			✓		Numerous
LA	University of Holy Cross (New Orleans)	1250	\$ 13,050	✓		✓									MS Mgmt
LA	Our Lady of the Lake College	3173	\$ 12,984												
LA	Xavier University of Louisiana	2359	\$ 21,212	✓		✓									
LA	Southern University & A&M College	5438	\$ 8,102	✓	✓		✓	✓				*	✓		

The table below displays the social science related offerings from these institutions:

State	Identified Competitor Institution	Enrollment	Tuition	Bachelor's Degrees							Graduate Degrees						
				Psych.	Social Work	Sociology	Crim. Just.	Pub. Admin	Poly Sci	Socio.	Crim. Just.	Rural P.Policy	Social Sci.	Social Work	Poly Sci	MPA	PhD Pub.Polic
LA	Louisiana State University (LSU)	31414	\$10,758	✓		✓			✓	Multiple				Multiple	Multiple	✓	
LA	Grambling State University	4863	\$ 7,371	✓	✓	✓	✓		✓		✓		✓				
LA	Louisiana Tech University (Ruston)	12694	\$ 5,553	✓		✓	✓		✓								
LA	McNeese State University (Lake Charles)	7626	\$ 7,474			✓	✓		✓		✓						
LA	Nicholls State University (Thibodaux)	6267	\$ 7,628	✓		✓											
LA	Northwestern State University (Natchitoches)	9819	\$ 5,180	✓	✓		✓										
LA	Southeastern Louisiana University (Hammond)	14499	\$ 5,778	✓	✓	✓	✓		✓	✓							
LA	University of Louisiana at Lafayette	17519	\$10,026	✓		✓	✓		✓	✓							
LA	University of Louisiana at Monroe	9115	\$ 8,282	✓	✓		✓		✓	✓							
LA	University of New Orleans	8037	\$ 7,150	✓		✓			✓	✓						✓	
LA	Tulane University	13581	\$51,010	✓		✓			✓	✓			Multiple				✓
LA	Centenary University (Shreveport)	630	\$31,156	✓	✓	✓	✓		✓							✓	
LA	Cornerstone University (Lake Charles)	N/A	\$ 1,950														
LA	Dillard University (New Orleans)	1261	\$16,580	✓		✓			✓								
LA	Louisiana College (Pineville)	1126	\$13,800	✓	✓		✓										
LA	Loyola University New Orleans	4330	\$39,492	✓		✓	✓		✓		✓						
LA	University of Holy Cross (New Orleans)	1250	\$13,050														
LA	Our Lady of the Lake College	3173	\$12,984														
LA	Xavier University of Louisiana	2359	\$21,212	✓		✓			✓								
LA	Southern University & A&M College	5438	\$ 8,102	✓	✓	✓	✓		✓	✓		✓			✓		✓

Takeaways:

- The state-funded institutions in Louisiana primarily offer the same suite of “core” business degrees and operate in the same price band. Therefore, differentiation is not readily achievable with these characteristics – opportunities must be established based on other factors.
- While undergraduate degrees in the public policy/social sciences arena have broad coverage, relatively few of the institutions in Louisiana offer graduate degrees in these disciplines. SU possesses no unique offerings, but if market demand and economic forecasts project strong job demand in the areas of SU’s offerings, this could be an area of strength.
- Given its charter, its status as a national research institution, and the state resources directed its way, there is no question that the largest and best funded institution in the state is LSU. Due to the disparity in funding, it is more advantageous to Southern to look for collaborative partnership opportunities or development of distinct market niches.
- Geographically, Southern’s location presents a key opportunity – the Baton Rouge labor market area (as defined by the Louisiana Workforce Commission) is, and will be, one of the most economically

vibrant sectors in the State. Linking Southern with Baton Rouge institutions and opportunities is something that most other universities in the state cannot effectively do. Marketing students who would otherwise attend other state schools in other regions of Louisiana may prove fruitful due to the economic benefits of Baton Rouge.

- No institution in the state offers a bachelor’s degree in Entrepreneurship (Tulane and McNeese State do offer a minor) and only one provides a BS in Supply Chain Management – these represent potential market niche areas for SU.
- ii. HBCU Competitors: One of Southern’s distinctions is its status as an HBCU institution. However, this is not a differentiating advantage because there are over 100 HBCUs in the US. Understanding the landscape of offerings related to Social Entrepreneurship at similar HBCUs in the immediate neighboring geographic area (LA, MS, AL, TX and AR) provides insights for Southern.

The following table captures the business-related offerings from these institutions:

State	Key Neighboring HBCU Competitor Insti.	Enrollm	Tuition	BS Acntg	BS Fin.	BS Admir	BS Mgmt	BS Marktg.	BS MIS	BS Econ	BS Entrepr	BS Sup Cha	MBA	MPAcc	MIS	MS AgBus
MS	Mississippi Valley State University	2210	\$ 3,114	✓		✓							✓			
LA	Xavier University (New Orleans)	2366	\$ 21,212													
AL	Tuskegee University	2485	\$ 19,210	✓	✓	✓	✓	✓		✓		✓				
AR	University of Arkansas at Pine Bluff	2545	\$ 10,740	✓		✓										
MS	Alcorn State University	2911	\$ 6,720	✓		✓							✓			
LA	Grambling State University (Grambling)	3583	\$ 7,371	✓			✓	✓	✓	✓						
AL	Alabama A&M University	4496	\$ 17,738	✓	✓	✓	✓	✓			✓	✓	✓			✓
AL	Miles College	4638	\$ 10,632	✓		✓	✓									
AL	Alabama State University	4764	\$ 16,156	✓	✓		✓	✓	✓					✓		
TX	Texas Southern University	6696	\$ 13,740	✓	✓		✓	✓	✓				✓		✓	
TX	Prairie View A&M University	6923	\$ 22,272	✓	✓		✓	✓	✓				✓	✓		
MS	Jackson State University	7475	\$ 17,494	✓		✓	✓	✓		✓	✓		✓	✓		
FL	Florida A&M University (Tallahassee)	8128	\$ 26,403	✓		✓				✓			✓			
LA	Southern University & A&M College (BR)	5438	\$ 8,102	✓	✓		✓	✓				*	✓			

The table below displays the social science related offerings from these institutions:

State	Key Neighboring HBCU Competitor Insti.	Enrollment	Tuition	Bachelor's Degrees						Graduate Degrees						
				Psych.	Social Work	Sociology	Crim. Just.	Pub. Admin	Poly Sci	Socio.	Crim. Just.	Rural P.Policy	Social Sci.	Social Work	Poly Sci	MPA
MS	Mississippi Valley State University	2210	\$ 3,114		✓		✓	✓	✓							
LA	Xavier University (New Orleans)	2366	\$ 21,212	✓		✓			✓							
AL	Tuskegee University	2485	\$ 19,210	✓	✓	✓			✓							✓
AR	University of Arkansas at Pine Bluff	2545	\$ 10,740	✓	✓	✓	✓									
MS	Alcorn State University	2911	\$ 6,720		✓	✓	✓		✓							
LA	Grambling State University (Grambling)	3583	\$ 7,371	✓	✓	✓	✓			✓		✓	✓		✓	
AL	Alabama A&M University	4496	\$ 17,738			✓	✓		✓							
AL	Miles College	4638	\$ 10,632		✓		✓		✓							
AL	Alabama State University	4764	\$ 16,156		✓	✓	✓		✓							
TX	Texas Southern University	6696	\$ 13,740	✓	✓	✓			✓							
TX	Prairie View A&M University	6923	\$ 22,272	✓	✓	✓	Multiple		✓	✓	Multiple					
MS	Jackson State University	7475	\$ 17,494		Multiple				✓	✓		Multiple	✓	✓	✓	✓
FL	Florida A&M University (Tallahassee)	8128	\$ 26,403	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓
LA	Southern University & A&M College (BR)	5438	\$ 8,102	✓	✓	✓	✓		✓			✓				✓

Takeaways:

- Students choose a University for many reasons, but cost is often a key consideration. Amongst the HBCU schools reviewed, Southern is well positioned within the <\$10,000/year tuition band. Of the 3 schools in this price category, Southern is the only one offering a Bachelor's degree in Finance, Management and Marketing, and the only school with a program around Supply Chain Management (certificate). Given that Southern's price for Louisiana students is at the low end of this group of institutions, customer perception data (if surveyed) would be anticipated to reflect Southern being associated with "value" and an excellent "investment."

- From a student population perspective, Southern resides in the upper third of the identified schools for size, and would have been in the top quartile if smaller (<2,000 students) HBCU schools were included. These larger schools share several common characteristics, including offering a range of undergraduate business degrees and providing MBA programs. Interestingly, only two schools on the entire list (Alabama A&M, Jackson State University (MS)) offer a program in Entrepreneurship (BS). Given that the only Entrepreneurship programs are in neighboring states and reside in a significantly higher price category, there appears to be a market gap at Southern's price point for a program in Entrepreneurship.
- From a market positioning standpoint, Southern is unique among local HBCU options in having a larger student body and yet offering low cost tuition for Louisiana residents. This is a differentiating advantage and something that other institutions would face steep barriers to replicate.
- For an institution establishing a Center of Strength in "Social Entrepreneurship," Southern may need to consider enhancing its academic offerings around Entrepreneurship. The timing of such a move would coincide with the Baton Rouge area emerging as a nationally-recognized entrepreneurial centerⁱⁱⁱ. Currently the School of Business, BS in Business Management program offers a Concentration in Entrepreneurship and Small Business Management. Three elective courses plus an internship comprise this emphasis. One solution would be to consider making a course in Entrepreneurship part of the core curriculum of the School or otherwise incorporate entrepreneurial focus opportunities, or business competitions within the core curriculum. Enhancing entrepreneurship would be a differentiator - only two other HBCU schools identified as having programs in Entrepreneurship.
- Within the School of Public Policy, Southern's undergraduate and graduate offerings represent substantially similar degrees to other institutions. Finding differentiating advantages or unique niches will be important to compete with these peer institutions.

iii. Previously-Identified Peer Institutions – SUBR possesses a 2011 report identifying “Peer” institutions, based upon criteria including enrollment similarity, land grant status, HBCU status, and number of PhD programs. There is some overlap with previous portions of this competitive analysis, but the institutions are included here as presented in 2011 to provide further context and comparison.

The following table captures the business-related offerings from these institutions:

State	Identified Competitor Institution	Enrollment	Tuition	BS Acntg	BS Fin.	BS Admin	BS Mgmt	BS Marktg.	BS MIS	BS Econ	BS Entrepre.	BS Sup Chain	MBA	MPAcc	MIS
TX	Prairie View A&M	6923	\$ 23,278	✓	✓		✓	✓	✓				✓	✓	
TX	Texas Southern	6696	\$ 13,740	✓	✓		✓	✓	✓				✓		✓
LA	U of Louisiana-Monroe	9115	\$ 8,282	✓	✓	✓	✓	✓					✓		
VA	Norfolk State University	6281	\$ 16,920	✓	✓		✓	✓	✓		✓				
AL	Alabama A&M	4496	\$ 17,738	✓	✓	✓	✓	✓			✓	✓	✓		
IN	Indiana State University	13565	\$ 18,876	✓	✓	✓	✓	✓	✓	✓		✓			
TX	Texas A&M – Corpus Ch	12174	\$ 18,258	✓	✓	✓	✓	✓	✓	✓			✓	✓	
VA	Virginia State University	5634	\$ 19,002	✓			✓	✓	✓	✓					
TN	Tennessee Tech	10492	\$ 15,864	✓	✓		✓	✓	✓	✓		✓	✓		
TX	Texas A&M - Kingsville	8300	\$ 20,356	✓	✓	✓	✓	✓	✓				✓		
LA	Southern University & A&M College	5438	\$ 8,102	✓	✓		✓	✓				*	✓		

The table below displays the social science related offerings from these institutions:

State	Identified Competitor Institution	Enrollment	Tuition	Bachelor's Degrees							Graduate Degrees						
				Psych.	Social Work	Sociology	Crim. Just.	Pub. Admin	Poly Sci	Socio.	Crim. Just.	Rural P.Policy	Social Sci.	Social Work	Poly Sci	MPA	PhD Pub.Polic
TX	Prairie View A&M	6923	\$ 23,278	✓	✓	✓	Multiple		✓	✓	Multiple						
TX	Texas Southern	6696	\$ 13,740	✓	✓	✓				✓							
LA	U of Louisiana-Monroe	9115	\$ 8,282	✓	✓		✓		✓	✓							
VA	Norfolk State University	6281	\$ 16,920	✓	✓	✓	✓		✓		✓			Multiple			
AL	Alabama A&M	4496	\$ 17,738			✓	✓		✓								
IN	Indiana State University	13565	\$ 18,876	✓	✓		✓		✓								
TX	Texas A&M – Corpus Ch	12174	\$ 18,258	✓		✓	✓		✓								✓
VA	Virginia State University	5634	\$ 19,002	✓	✓	✓	✓		✓		✓						
TN	Tennessee Tech	10492	\$ 15,864	✓		✓			✓								
TX	Texas A&M - Kingsville	8300	\$ 20,356	✓	✓	✓	Multiple		✓		✓						
LA	Southern University & A&M College	5438	\$ 8,102	✓	✓	✓	✓		✓	✓	✓		✓			✓	✓

Takeaways:

- Southern’s price point is dramatically lower than these peer institutions, when viewed from the perspective of a Louisiana resident. Because the difference is so great, these peer institution’s price points represent a significant barrier and a differentiating advantage for Southern.
- There is significant uniformity in the majors offered by these institutions – nearly all provide undergraduate Accounting, Finance, Management, Marketing and MIS degrees, and most provide MBAs. For prospective students, the lack of differences will result in business-minded students focusing on other differences when making their college selection.
- There continues to be a market gap around programs in Entrepreneurship. Amongst these peer institutions, only Norfolk State and Alabama A&M have majors in this area.
- While SU’s undergraduate offerings in the public policy arena substantially reflect the identified peer institutions, its graduate programs are broader than any other university in this group. This may represent a competitive advantage if Louisiana prioritizes these degrees and if market demand exists.

iv. Non-Traditional Competitors – while generally considering other traditional four-year colleges as Southern’s primary competitors, several other options are available to learners seeking training:

Online education: For traditional “brick and mortar” colleges, online options represent both an opportunity and a competitive alternative. More than 28% of higher education students in the US now take at least one online course as part of their studies. That represents a growth trajectory that has continued for 13 straight years^{iv}. As online education continues to mature and become mainstream, business/entrepreneurship students may view it as an attractive option.

Community colleges/No college: To the extent allowed by legislative and higher education authorities, community colleges may seek to offer courses that cater specifically to those interested in entrepreneurial/business activity and not interested in securing a traditional degree. The success of numerous billionaire entrepreneurs who did not secure a traditional 4-year degree (Branson, Zuckerberg, Geffen, Green, etc.^v) serve as exemplars for other entrepreneurs who may seek to follow their example and *only take those classes they deem necessary*. Community colleges, due to their low cost, geographic proximity, and tendency to hire practitioners for instructors may be well positioned to serve this market.

“Boot Camp” training programs: as society continues to struggle with the cost-benefit analysis of traditional educational models, “boot camps,” module-based learning and executive education style education will continue to rise. Southern needs to consider how

to partner to deliver its brand into the market in these arenas and gain revenue/market share without abandoning its traditional model. Upcoming BRAC “Conscious Capitalism Boot camp/Business Plan competition is a near term partnership opportunity.

2) SWOT analysis

The following analysis focuses on the strengths, weaknesses, opportunities and threats (SWOT) that Southern’s Center for Social Entrepreneurship faces:

<p><u>Strengths</u> <i>People</i> – leadership, faculty, staff <i>Location</i> – positioning in BR <i>History/Track Record</i> – experience, reputation & institutional knowledge <i>Relative Price</i> – inexpensive option compared to many alternatives <i>HBCU status</i> – differentiating advantage</p>	<p><u>Weaknesses</u> <i>Lack of current emphasis/degree in Entrepreneurship</i> <i>Demand</i> – poor market demand for Public Policy degrees <i>Cost/Time Commitment</i> – significant barrier for many students <i>Organizational Inertia</i> – difficult to rapidly adjust to a dynamic market</p>
<p><u>Opportunities</u> <i>Market Gap</i> – lack of programs in Entrepreneurship <i>Baton Rouge</i> – anticipated growth and potential for start-ups <i>Partnerships</i> – LSU, BRAC, others present means to extend SU’s capabilities <i>Economic Growth</i> – state-wide and national economic growth</p>	<p><u>Threats</u> <i>Direct Competitors</i> – LSU, Grambling, Alabama A & M <i>Community Colleges</i> – watch for alternatives to traditional programs <i>Online Education</i> – especially for working professionals <i>“Boot Camps”</i> – non-traditional means of imparting knowledge, especially for entrepreneurs</p>

3) Competitive Analysis Key Takeaways

- a) Evaluate expanding academic offerings in Entrepreneurship: There is a discrete market gap in education for entrepreneurs with few other institutions offering programs. The combination of SU’s location in the Baton Rouge area, its existing ties to the Baton Rouge Area Chamber of Commerce (BRAC), the creation of a Center for Social Entrepreneurship, and the market gap in entrepreneurial educational programs makes investigation via an in-depth market analysis warranted.
- b) Exploit differentiating advantages compared to HBCU peer institutions: SU’s combination of size, price and location makes it a unique package for students considering attending a HBCU institution. Competitors will face significant barriers in replicating these advantages, so SU should aggressively pursue marketing to students with interest in an HBCU education.

- c) Aggressively pursue key partnerships: Numerous partnership opportunities exist for Southern which present important means of leveraging the creation of a Center for Social Entrepreneurship for Southern's advantage:
- i. BRAC – partnering with the Baton Rouge Area Chamber of Commerce (BRAC) is a natural early step. This will serve as a pipeline of prospective students, a means of accessing prospective donors, natural environments for student experiences and mentorship, a vehicle for communicating about the Center's initiatives, and immediate credibility for the Center
 - ii. LSU – Partnership opportunities to leverage LSU research, technologies and initiatives may benefit SU via enhanced prestige and access to funding sources.
 - iii. Industry groups – cultivating partnerships with investment sources (angel, venture, traditional finance) consortiums/entities (Louisiana Technology Park, health care groups, etc.), port districts, etc. provides an environment where incubation of new business entities can occur.
 - iv. Sources of patents/technology – creating/enhancing relationships with National Laboratories, Science incubators (i.e. Gates Foundation, NSF), government research organizations (DARPA, etc.) and others will provide ideas and technologies that businesses can be built around

Financial Projections

Projecting the fiscal impact of any new entity is an inexact science. However, by clearly capturing the detailed costs and carefully/conservatively projecting the anticipated financial benefit, an overall measure of the impact can be obtained.

Center Cost Structure

The following items represent the identified costs associated with operating the Center:

Staffing: \$400,000. For staffing, the Center will be very streamlined, relying upon minimal staffing focused on driving economic impact, as described below:

- Center Director – key leaders tasked with building partnerships across stakeholder groups both within and outside of Southern. Oversees engagement activities, research projects and grants and partnerships.
- Project/Engagement Manager – responsible for coordinating projects and facilitating events designed to drive economic growth through the Center's initiatives
- Research Associates – graduate student roles, performing assigned research into new opportunities, partnerships, supporting grant writing and center initiatives
- Administrative Assistant – office management, scheduling, coordination, administrative support to Center staff and participation in events/initiatives

Offices/Facilities: \$0. The Center will leverage existing SUBR infrastructure, enabling a highly streamlined operational structure. For office facilities, the Center will be located on Southern's main campus and utilize currently underutilized space. These offices will enable close collaboration between faculty, staff, students and external stakeholders while keeping overhead costs low.

Marketing/Advertising/Outreach/Partnerships: \$50,000. While various forms of free advertising (news releases, speaking engagements, etc.) are useful, achieving the needed return on investment

involves active marketing and outreach initiatives. The forms these activities take will vary depending upon both opportunity and need, but may include sponsoring events, paying for high profile speakers/luminaries, marketing and financial participation in initiatives that raise the Center's profile.

Additional costs: \$20,000. Office operations, travel and miscellaneous needs

Total Annual Operating Budget: **\$470,000**

Regional Economic Benefit

An estimated forecast for the economic impact of the Center for Social Entrepreneurship can be created by evaluating several key factors:

Baton Rouge's need for increased economic activity: Recent reports indicate that the Baton Rouge area has performed significantly below the US large metropolitan area average from 2010-2015^{vi}. Gross Metropolitan Product (GMP) for the Baton Rouge market ranks in the bottom 20 (out of 100) with economic growth of only 3.2% over the five-year period. Further, hiring by firms 0-5 years old shrank by 12.7% during the period, indicating weakness in entrepreneurial ventures. For most other metropolitan areas in the US, these years following the economic downturn of 2007-2008 saw significantly more growth. While there are positive indications of future growth in the region (see Louisiana Economic Development forecasts), the region lags its peers nationwide.

A Contributing Factor to Baton Rouge's Economic Challenges: While many factors contribute to an area's growth, or lack thereof, one merits specific attention. The demographics of entrepreneurship in the United States (80.2% white and 64.5% male) differ from the overall US population (77.1% white and 49.2% male).^{vii viii} Accordingly, Southern's location in Baton Rouge and student demographics uniquely position it to drive economic growth by helping address this deficiency.

Factoring in Entrepreneurial Impact

The Center as an Economic Engine: Data shows that programs teaching entrepreneurship lead to increased economic activity by the graduates^{ix} and those who complete a program within a Center-type structure in Entrepreneurship are three times more likely to be involved in the creation of a new business.^x

Given the room for economic growth in the Baton Rouge area, a minor increase in entrepreneurship will have a significant impact on the area's employment and Gross Metropolitan Product. For 2016, the area's GMP was \$51.6 billion^{xi}. Accordingly, for every 0.1% increase in GMP, the region will accrue an additional \$51.6 million in GMP. This translates to an estimated \$4.64 million in additional sales tax revenue.^{xii}

By creating the Center for Social Entrepreneurship, SUBR will facilitate and enhance an ecosystem of entrepreneurship in the Baton Rouge area that will enable start-up of high-growth ventures. These sorts of ventures have been shown to stimulate regional economic development^{xiii}. Determining the amount of economic activity directly linked to the Center is an inexact science, but the following illustrates potential impact.

If Southern creates the Center and is successful in creating an environment of entrepreneurship, successful new ventures will form each year. We forecast that the Center can foster and facilitate creation of 7-10 new ventures per year which would generate an average GMP of \$1,000,000 each within five years. Using this as a baseline, a total of 50 new ventures with combined GMP impact of \$50 million would be an approximate increase of 0.1% to the area's GMP by 2022.

A 0.1% increase in the area's BMP translates to noteworthy financial impacts to the state. Total projected sales tax revenue solely from product sales by these firms would be \$4,640,000 by 2022. Further, the hundreds of additional jobs created would also create further economic activity, additional sales tax revenue and positively impact income tax receipts by the state.

The Center's creation of an Entrepreneurship Ecosystem: As part of the aforementioned BMP increase, it is anticipated that many additional four and five star jobs would be created. As these are in addition to the current Louisiana Economic Development forecasts, the region stands to secure additional gains due to this ecosystem of entrepreneurship. Science, Technology Engineering, and Mathematics (STEM)-related jobs would be a natural outgrowth of this entrepreneurial environment.

Further, studies have shown that entrepreneurial activity is "contagious" – there is a direct correlation between knowing an entrepreneur and being one.^{xiv} Therefore both student ideation (Southern student entrepreneurship) and secondary ecosystem initiatives (Outside stakeholders leveraging the Southern environment) are anticipated to grow and further enhance Baton Rouge and the surrounding area's economic vitality.

The Center as a Focal Point for Federal Contracting: Federal contracting regulations incentivize contractor firms to partner with HBCU institutions. Southern has built a successful foundation in this arena and stands to benefit from additional university revenue by expanding this focus. The Center for Social Entrepreneurship stands as a natural entry point for engaging federal contractors. Direct university revenue is accessible at each center, but will be accounted in the Business Plans for the Centers for Digital Innovation, Integrative Sustainability, Sustainable Health & Wellness and Informed Learning due to federal contracting dollars flowing primarily towards their arenas.

University Financial Sustainability

For Southern University, creation of the Center portends direct economic benefit associated with increased student enrollment and new outside investment. Conservative forecasting based upon market demand and successful initiatives in other universities leads to the following:

- Estimated Tuition Revenue from Increased Student Enrollment/Retention: **\$500,000/year**
 - o Current data^{xv} indicates that the School of Business student enrollment is at/near 600 FTEs. Strong market demand for Business graduates coupled with enhanced opportunities generated by the Center's entrepreneurial ecosystem is forecasted to result in additional 100 FTEs (\$5,000/student revenue) within five years
- Estimated Gift Revenue from Increased Donor Development: **\$500,000/year**
 - o Advancement efforts centered on Entrepreneurship cater to a market segment with some of the greatest giving capacity. As the Baby Boomer generation retires and transitions its wealth, an estimated \$40 trillion is set to change hands within the next few decades. Outreach for giving in support of the Center is conservatively estimated to achieve \$500,000/ year if actively pursued
- Estimated Grant Revenue from Increased STEM/Entrepreneurship proposals: **\$1,000,000/year**
 - o The previously identified data around lagging entrepreneurship in key demographics presents a powerful opportunity to engage with foundations around addressing the deficiency. Southern's leadership in this arena could achieve significant investment and operating revenue, but is modestly targeted at \$1 million for planning purposes.
- Estimated Local Baton Rouge Increased Corporate Investment: **\$500,000/year**

- Linkages between entrepreneurship/STEM-related disciplines can help enhance the economic vitality of the region which will directly enhance existing local businesses. Active solicitation of local partnerships that involve financial investments is targeted at \$500,000 per year for planning purposes.

Return on Academic Investment

Like weather forecasting, identifying the total return on any investment is an inexact science. However, as described above, numerous benefits are derived from establishment of the Center for Social Entrepreneurship. The following table captures the previously identified costs and compares them to the identified benefits, presenting them in a “Return on Academic Investment” structure so decision-makers can readily see payoffs.

Investment			Return	
- Staffing	\$400,000		- Government Sales Tax Revenue	\$4,640,000
- Marketing/Ad.	\$50,000		- Tuition Revenue	\$500,000
- Office/Support	\$20,000		- Donor Revenue	\$500,000
Total Investment	\$470,000		- Grant Revenue	\$1,000,000
			- Corporate Investment	\$500,000
			Total Return	\$7,140,000
Total Return on Academic Investment	1,519.15%			

The total Return on Academic Investment (Total Return/Total Investment) is calculated to be 1,519.15%. Stated differently, for every \$1 the State of Louisiana invests in this Center, it is forecasted that over \$15 will be returned to the State and University from various sources. Further, this analysis does not incorporate broader economic benefits associated with the initiative.

Bibliography

- ⁱ Source: “Long Term Occupational Projections for all Occupations to 2024,” Louisiana Workforce Commission, available at: http://www.laworks.net/LaborMarketInfo/LMI_OccAllProj.asp?years=20142024
- ⁱⁱ Source: United States Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook: available at: <https://www.bls.gov/ooh/>
- ⁱⁱⁱ Note: The Baton Rouge Chamber of Commerce’s Nov 2016 report entitled “Catalyzing Growth: Economic Innovation and Expanding Entrepreneurship,” provides national and local data detailing the entrepreneurial activity of the area. Available at: <http://www.brac.org/publications/catalyzing-growth/?wpdmdl=3182>
- ^{iv} Source: 2015 Online Report Card – Tracking Online Education in the United States, Babson Survey Research Group and the Online Learning Consortium, available at: <https://onlinelearningconsortium.org/read/online-report-card-tracking-online-education-united-states-2015>
- ^v Source: “The Self-Made Billionaire Entrepreneurs Who Said No to College,” Sept 23, 2011, Forbes Magazine, available at: <http://www.forbes.com/sites/worldviews/2011/09/23/forbes-400-the-self-made-billionaire-entrepreneurs-who-said-no-to-college/2/#213ed2ce109f>
- ^{vi} Source: The Brookings Institute, Metropolitan Policy Program, “Metro Monitor,” March 2017, available at: https://www.brookings.edu/wp-content/uploads/2017/02/metro-monitor_full_af2.pdf
- ^{vii} Source: The State of Entrepreneurship 2017, Zero Barriers: Three Mega Trends Shaping the Future of Entrepreneurship, The Kaufman Foundation, http://www.kauffman.org/~media/kauffman_org/resources/2017/state_of_entrepreneurship_address_report_2017.pdf
- ^{viii} Source: US Quick Facts, US Census Bureau, based upon 1 July 2015 data, available at: <https://www.census.gov/quickfacts/table/PST045215/00>
- ^{ix} Source: “Effects and Impact of Entrepreneurship Programmes in Higher Education,” European Commission, March 2012, available at: ec.europa.eu/DocsRoom/documents/375/attachments/1/translations/en/
- ^x Source: “Impact of Entrepreneurship Education,” Charney & Libecap, The Kaufman Center for Entrepreneurial Leadership, Kaufman Foundation, available at: http://cfed.org/assets/documents/Youth_Eship_Materials/Impact_of_Entrepreneurship_Education.pdf
- ^{xi} Source: Forbes’ “Best Places For Business and Careers,” 2016 Ranking, available at: <https://www.forbes.com/places/la/baton-rouge/>
- ^{xii} Note: Based upon 9% sales tax rate comprised of 4% state and 5% local. Source: http://www.tax-rates.org/louisiana/baton_rouge_sales_tax
- ^{xiii} Source: Entrepreneurship and Start-ups in the Boston Region: Differentiating High-Growth Ventures from Micro-Ventures,” Small Business Economics 21(2):145-52 February 2003, available at: https://www.researchgate.net/publication/5158176_Entrepreneurship_and_Start-Ups_in_the_Boston_Region_Factors_Differentiating_High-Growth_Ventures_from_Micro-Ventures
- ^{xiv} Source: “Getting the Bug: Is (Growth) Entrepreneurship Contagious?” Kaufman Foundation, 16 October 2013, available at: <http://www.kauffman.org/newsroom/2013/10/people-who-know-entrepreneurs-are-more-likely-to-become-entrepreneurs>
- ^{xv} Source: Southern University College of Business data, available at: <http://www.subr.edu/assets/IRA/CollegeofBusiness0712.pdf>