



## **STRATEGIC PLAN<sup>1</sup>**

### **VISION**

The College of Business Administration (CBA) aspires to be a college of choice through the transformation of individuals by providing a high quality learning and research environment focused on preparing ethical business professionals.

### **MISSION**

Our mission is to provide high-quality teaching and support programs that prepare an exceptionally diverse student body from California, the nation and the world to become ethical business professionals who can succeed in a dynamic global environment. Our teaching is continuously enhanced by our faculty's commitment to ongoing research, professional development, and service.

### **CORE VALUES**

The CBA subscribes to California State University, Long Beach's core values of opportunity, diversity, excellence, integrity, and service. The CBA shares the University's commitment to access, affordability, excellence, community engagement, assurance of learning, diversity, globalization, ethical and social responsibility, knowledge creation and application, and student success.

#### **Opportunity**

- The CBA provides students broad access to affordable, quality education.
- The CBA supports learning and development beyond the classroom that connects theory to practice.
- The CBA promotes and supports professional faculty and staff development.

#### **Diversity**

- The CBA is recognized for rich diversity in perspectives, promotion of open dialogue, and mutual respect among individuals from different cultures and backgrounds.
- The CBA promotes a global perspective in its curriculum, scholarly work, and collaborative activities.

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<sup>1</sup> Approved by CBA Faculty, April 25, 2008.

## **Excellence**

- The CBA strives for excellence in teaching through academic rigor and relevance.
- CBA faculty engage in high quality basic (theoretical), applied and pedagogical (teaching) research.
- The CBA strives for continued quality improvement in our programs and services through ongoing assessment.

## **Integrity**

- The CBA is committed to honesty, integrity, ethical behavior, and social responsibility.
- The CBA develops responsible employees and leaders for the 21<sup>st</sup> century.

## **Service**

- Students receive advising and mentoring needed to realize their goals.
- The CBA provides high quality technical support to its students and faculty.

## **CONTINUOUS IMPROVEMENT OBJECTIVES (CIOs)**

1. Recruit, hire, develop and retain highly qualified faculty.
2. Strengthen and support faculty scholarship.
3. Maintain a relevant and current undergraduate business program.
4. Maintain a relevant and current MBA program.
5. Expand student support services related to outreach, recruitment, advising and professional development.
6. Build and strengthen relationships with the business community.
7. Increase student graduation rates.

<b>Initiatives to Support Continuous Improvement Objectives (CIOs)</b>							
<b>CIO</b>	<b>Initiative</b>	<b>Key Performance Targets/Metrics</b>	<b>Actions</b>	<b>Champion</b>	<b>Outcomes</b>	<b>Target Date</b>	<b>Source of Funding</b>
1	Secure funding for new faculty positions; hire new faculty	Number of new positions; Amount spent on recruiting	Request 8 new positions for 2008-2009	Dean Mo Khan	Phase I: Approval for new positions -- May 07	Complete hiring by May 2008	General Fund
1	Develop orientation and mentoring plan for new faculty	Documentation of orientation and mentoring plans; number of attendees; faculty retention after 1 year	Offer orientation and mentoring for new faculty	Department Chairs	CBA Orientation Event, September 14	Fall 2007	None
2	Develop a comprehensive policy to encourage sustained faculty research	Increase in academic qualifications of faculty; # of release times, summer stipends and sabbatical leaves	Work with faculty council to develop policies	Associate Dean (AD) Mary Wolfinbarger; Chair, Faculty Council		Ongoing; first policies to be passed by Faculty Council in Spring 2008	None
2	Expand internal and external resources for faculty research support	# of release times, summer stipends and sabbatical leaves; # of GA's	Allocate additional resources beyond University support	Dean Mo Khan		Ongoing	General Fund Foundation
2	Develop an information system to keep faculty apprised of their AQ status on an ongoing basis	Availability of yearly reports for faculty; increase in AQ status of faculty members	Implement Digital Measures	AD Mary Wolfinbarger; Stephenie Canavan, Director, Processing Center (IPC)		Complete form setup and data entry by Spring 2008; Provide information to faculty in Fall 2009	\$3500/year for 3 years + 20 hours/week GA support
3	Assess student learning and adjust curriculum and teaching approach based on outcome assessment	Number of positive changes identified, implemented and tested; number of courses assessed; number of learning goals assessed	Identify course coordinators; send faculty to assessment seminars; implement assessment program; train IPC Director Stephenie Canavan to use PARSCORE	AD Mary Wolfinbarger; Course Coordinators		All learning goals assessed by Fall 2007; all loops closed in Spring 2008	General Funding

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3	Review curriculum	# of courses reviewed; # of updates to curriculum; # of faculty involved in review; complete review of curriculum	Assemble faculty task force to discuss curriculum issues; compare to peer schools; make changes in curriculum	AD Mary Wolfinbarger; AD Phil Chong; Undergraduate Programs Committee (UPC)		Spring and Fall 2008; UPC decided changes in Spring 2009	General Funding
3	Ensure consistency in core curriculum	Number of core classes reviewed; Number of standard course outlines submitted	UPC begins revolving review of core courses, 2 departments/programs per year	AD Mary Wolfinbarger; Chair, UPC; Course Coordinators		Complete review of first 1/3 of core classes in 2008; Follow with reviews in 2009 and 2010.	None
4	Enhance marketing efforts to attract more high quality MBA students	Amount spent on marketing; average GMAT scores of incoming MBA students; number of students in MBA program	Review minimum requirements; more emphasis on work experience in recruiting; MBA fair	Michael Chung, Director, MBA Program		Ongoing	General Fund CERF (Continuing Education Reserve Fund)
4	Offer non-traditional graduate business programs	Number of students enrolled in non-traditional programs	Develop and implement joint degree programs and value-added collaborative offerings	Michael Chung, Director, MBA Program		Implement two new programs in 07-08	General Fund
4	Institute new data collection effort to measure MBA outcomes from earning degree	Report of findings and recommendations; changes made based on recommendations	Obtain list of names from alumni relations; Design survey; collect and analyze data	AD Mary Wolfinbarger; Michael Chung, Director, MBA Program		Spring or Fall 2008	Foundation

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5	Improve student satisfaction with student services	Improved satisfaction on EBI and internal student surveys	Collect and analyze data regarding student services; make changes based on survey findings	AD Mary Wolfinbarger; Carol Grutzmacher, Director, Advising; Michael Chung, Director, MBA Program; John Ferretti, Director, Instructional Technology; Jeanne Caveness, Associate Dean (AD) Student Services; Director, Student Center for Professional Development (SCPD)		Ongoing	General Fund
5	Increase student involvement with student organizations and events	Increased number of students in organizations; # of students who attend key events	Increase marketing effort; increase leadership opportunities; increase collaborations between student organizations and university centers	Director, SCPD; Jeanne Caveness, AD, Student Services; Kathleen Lacey, Associate Director and Jane Roeder, Managing Director, Ukleja Center for Ethical Leadership (UCEL)		Ongoing	General Fund Foundation
5	Improve student ease of performing graduation check	Number of students who attend workshops; student satisfaction with graduation check	Hold workshop	Carol Grutzmacher, Director of Advising		Spring 2008	General Fund
5	Expand opportunities for CBA students and employers to interact	Number of student internships; number of classroom and extra-curricular interactions with business leaders	Invite business leaders to provide internships to CBA students; invite business leaders to interact with students through CBA 495 and ethical leadership seminar	Michael Tomlin, Internship Coordinator; Jeanne Caveness, AD, Student Services; Kathleen Lacey, Associate Director and Jane Roeder, Managing Director, UCCEL; Director, SCPD		Ongoing	Foundation Endowment

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5	Expand opportunities for students to receive professional and career development support	Increase in corporate mentors; increase in students participating in SCPD	Recruit corporate mentors; recruit students to participate in SCPD	Director, SCPD		Ongoing	General Fund/ Foundation
5,7	Increase advising effort for at-risk students	Number of at-risk students advised	Webinar to address persistence; identify at risk students; invite to workshop; attend regional and national meetings on academic advising	Carol Grutzmacher, Director of Student Advising		Fall 07-Spring 08	General Fund
3,4	Update computer lab and computer classrooms to support teaching utilizing the latest available technologies	Computers updated; # of improvements made to lab and computer classrooms	Update hardware (82 computers) and software	John Ferretti, Director, Instructional Technology		Fall 07-Spring08	State of California Lottery, already approved
3,4	Provide faculty with state-of-the-art hardware and software	Quality and quantity of new computers provided to faculty; # of faculty computers updated	Provide new computers to faculty and update computers	John Ferretti, Director, Instructional Technology		Spring 2008	Lottery Fund General Fund
5	Offer more student scholarships	Number of meetings with employers; Number of student scholarships	Meet with potential donors	Director of Development		Ongoing	Scholarship Fund
3, 4	Grow the number of ethics modules within CBA courses	Increase the number of faculty receiving Ukleja Center support for development of ethics teaching modules	Invite CBA faculty to submit proposals for <i>Ethics Across the Curriculum</i> stipends	Kathleen Lacey, Associate Director and Jane Roeder, Managing Director, UCEL		Ongoing	Foundation Endowment
3, 4, 6	Establish two new centers for the Department of Finance	Amount of money raised to support center	Secure funds from private sources	Dean Mo Khan ;Director of Development		Ongoing	External Funding (through Development)

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5, 7	Expand availability of tutoring for high failure rate classes	Number of student visits to tutoring services; failure rate in classes for which tutoring is available	Identify high failure rate classes; monitor failure rates; provide tutoring for high failure rate courses	AD Phil Chong		Fall07-Spring08	Academic Affairs (general fund)
3, 4, 5	Expand opportunities for students and faculty to be involved in short term study abroad activities	Number of study abroad opportunities; number of students and faculty involved in study abroad activities	Recruit students and faculty to participate in Study Abroad activities	Terrence Witkowski Director, International Business Program		Fall07-Spring08	Lottery Foundation
3,4,5,6	Strengthen relationships with community business leaders	Increase in new opportunities for business leaders to interact with CBA	Reactivate Dean's Leadership Council; change structure of UCEL governing council; create Faculty Fellows program for UCEL; Create Leaders-in-Residence program for UCEL; restructure SCPD advisory board; engage CBA alumni involvement in CBA activities	Dean Mo Khan; Director of Development; Kathleen Lacey, Associate Director and Jane Roeder, Managing Director, UCEL; SCPD Director		Ongoing	Foundation Endowment
5,6	Increase service learning opportunities	Increase in service learning components in CBA core courses and in UCEL and SCPD	Increase service learning opportunities in SCPD and CBA 495	Dean Mo Khan; Kathleen Lacey, Associate Director and Jane Roeder, Managing Director, UCEL; Director, SCPD		Ongoing	None