

# **COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION: STRATEGIC PLAN – 2016-2020**

## **Foreword**

The College of Business and Public Administration (CBPA) at CSUSB allows students, faculty, staff and the community access to manifold resources with extraordinary opportunities. The unique economic and cultural setting of our campus allows us to accomplish much more than other schools that may offer similar programs.

The CBPA's academic programs and scholarly activities have the most impact when connected to the social needs of the communities we serve. We demonstrate the quality of our programs by meeting demanding standards of professional accreditations that encourage innovation, and values entrepreneurial approaches, by creating mutually beneficial partnerships with business, government and other organizations.

The CBPA engages our communities locally, nationally and internationally while always being committed to the unique path of each of our students. Their success will transcend any academic degree, as demonstrated by the leadership they provide to their professions and to their community.

## **Strategic Planning Process**

The CBPA regularly reviews its strategic direction through consultation with faculty, staff, students, and alumni to ensure that the College is aware of, and considers, changes to its environment and how these changes are impacting all parties involved in achieving their objectives.

In late 2015 and early 2016, the Strategic Planning Committee, in collaboration with the CBPA undertook a process to align its goals and strategies with the University's Strategic Plan. The various departments, centers and institutes in the CBPA identified and undertook actions and initiatives to give effect to this plan.

# Mission, Vision and Shared Values

## ***Mission Statement***

The College of Business and Public Administration is committed to nurturing a high quality educational environment that ensures student, faculty, and staff success in its pursuit of academic excellence and achievement. We seek to transform the lives of our students and alumni, ensuring that they become responsible management professionals within a dynamic region and a globally connected world.

## ***Vision Statement***

We strive to be an exemplary regional educational institution that serves our students, community, and alumni. We will emphasize teaching, partnerships/service to our region, and research in business and public administration.

## ***CBPA Shared Values***

Our Mission and Vision are supported by a set of shared values that form the foundation of all our activities. These are not presented in order of preference or importance – we view all as equally important:

- We prioritize student success. Our actions are judged first on the effect on the education and career achievement of the students. We value the input and points of view presented by the diversity of our student body. We strive for excellence in classroom teaching and in supporting students in all aspects of their academic careers at the University.
- We value faculty and staff. The College values the opinions and perspectives of each individual and strives for a collegial atmosphere for the interchange of ideas and diverse points of view. We provide professional development opportunities for faculty and staff and are a productive and cooperative unit within the greater University. We recognize the value of the faculty's efforts in teaching, research, and university and community service.
- We value and are proud of our alumni. Our alumni are in leadership positions in business, the community, and public organizations. We work to keep them involved in the University and College, and we recognize them for their long-term accomplishments.
- We value the local community and region. As a state-supported regional university, our Mission is to serve the local region through our programs and community partnerships. We serve as a respected regional resource for business and public administration data, education and research.
- We value opportunities to infuse the curriculum and programs with knowledge and experience from the international environment.

## Strategic Objectives

The following matrix presents the strategic objectives of the University and the College of Business and Public Administration (CBPA). The format allows the reader to see how the CBPA focus and objectives align with those of the University.

UNIVERSITY LEVEL		COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION LEVEL		
	CSUSB Strategic Focus	CSUSB Strategic Objectives	CBPA Focus	CBPA Strategic Objectives
<b>Goal #1 – Student Success</b>	<b><i>Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.</i></b>	<ol style="list-style-type: none"> <li>All undergraduate students will participate in at least three High Impact Practices (HIPs) by graduation, starting with the fall 2015 cohort of incoming first-year students, preferably including one HIP within the context of each student's major.</li> <li>Adopt the Institutional Learning Outcomes and use the assessment of them to guide continuous program improvement.</li> <li>Conduct annual surveys to assess students' sense of belonging, engagement, and inclusion. Establish baseline measures and then design programming to ensure continual improvement.</li> <li>Increase student success by maintaining high academic standards while reducing the overall DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10%, and aim to reduce the upper division rate from 8% to 6%, particularly through providing</li> </ol>	<b>Provide quality instruction and support student success through additional resources and experiences, preparing CBPA students to become active and ethical members in business, government, and a global society</b>	<ol style="list-style-type: none"> <li>Increase student experiences through High Impact Practices (HIP) such as mentoring, service learning, core curriculum, internships, and student/faculty research opportunities by 15% by 2020 per 2015 activity.</li> <li>Increase community and student engagement through workshops, industry speakers, alumni, networking mixers, association/club involvement, and other career development services by 10% by 2020 over 2015 base.</li> <li>Identify and address DFWI rates in the top five bottleneck courses and allocate resources to improve learning conditions by 2018 over 2015 baseline.</li> <li>Improve four- and six-year graduation rates by 5% at PDC and the San Bernardino campus by 2020 based on 2015 rates.</li> <li>Review and implement new, state-of-the-art teaching methods, technology, and other support structures in curriculum and spaces (including online environment) to remain current with industry standards and to contribute to academic success by 2020.</li> <li>Review and improve student success measures such as retention and graduation rates through an evaluation of the MBA, MSA, and MPA programs by 5% by 2020.</li> </ol>

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<p><b>...continued</b>  <b>Goal #1 – Student Success</b></p>		<p>additional supports for students in courses with the highest DFWI rates.</p> <p>5. Stay on track to meet or exceed the CSU’s Graduation Initiative 2025 targets with a four-year graduation rate in 2020 of 15% or higher, a six-year graduation rate of 52% or higher, and an underrepresented minority (URM)/non-URM achievement gap of 0%. For transfer students, by 2020 achieve a 36% two-year graduation rate and a 72% four-year graduation rate. Reduce by half the achievement gaps for males and Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years by 2020. For transfer students, decrease average time-to-completion from 3.1 to 2.7 years by 2020.</p> <p>6. To foster the success of graduate students, by June 2017, the campus will complete a program evaluation of graduate education at CSUSB. From 2017 through 2020, these recommendations will be implemented.</p>		<p>g) Evaluate service quality provided by Student Services Center, MBA, MPA, MSA, IT, College office, and departments by 2019 over 2016 baseline.</p>

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<b>Goal #2 – Faculty and Staff Success</b>	<i>Foster innovation, scholarship, and discovery for faculty and staff success.</i>	<p>1. Foster excellence in teaching to increase High Impact Practices and promote course redesign for contemporary teaching practices by increasing the number of faculty served by the Teaching Resource Center.</p> <p><b>2:</b> By fall 2017, create a Center of Excellence to promote high impact research, creative activities, and scholarship involving interdisciplinary and international collaborators, and develop a tracking system to do the same.</p> <p><b>3:</b> Increase funding, incentives, reassigned time, and recognition for research, creative activities, and scholarship to enhance the university's reputation as a center of scholarship</p> <p><b>4:</b> Increase funding and faculty reassigned time to provide more student opportunities for supervised research and creative activities.</p> <p><b>5:</b> By 2017, develop a plan to increase training opportunities for staff.</p> <p><b>6:</b> Increase the diversity of tenure/tenure-track faculty, adjunct faculty, and staff as well as improve the climate of inclusion and support.</p> <p><b>7:</b> Increase Tenure Track Density (TTD) based on projected student demand and FTES growth, and decrease Student to Faculty Ratio (SFR).</p>	<b>Engage in relevant and impactful research and achievement.</b> The CBPA will deliver research/creative activities that makes academic, practical and pedagogical impact. The CBPA will promote staff excellence in service and professional achievement.	<p>a) Provide faculty support for training in developing HIPs in teaching by use of reassign times, stipends, and/or professional development. In promoting the adoption of HIPs in course redesign, CBPA will evaluate their performance through metrics outlined in assurance of learning measures by 2017.</p> <p>b) Increase funding to provide faculty support for High Impact publications, by use of reassign times, stipends, and/or professional development funds by 10% over 2015 levels by 2020.</p> <p>c) Support faculty research through funding for graduate student assistants, for international and domestic conferences, for research software and databases. Increase college support for presentations at high-impact conferences by faculty and staff by \$40,000 by 2020.</p> <p>d) Develop benchmarks, incentives, and recognition that promote continual staff development and achievement by 2017.</p> <p>e) Continue to seek diversity in faculty and staff hires to reflect the diverse student population served by 2020.</p> <p>f) Increase self-generated funds by 20% by 2020 over 2015 levels, to enhance salaries of new faculty hires.</p> <p>g) Increase Tenure Track Density (TTD) based on projected student demand, strategic direction, and FTE growth to decrease Student to Faculty Ratio (SFR) by 10% over 2015 baseline by 2020.</p> <p>h) Develop benchmarks, incentives and recognition to increase the number of adjunct faculty that are AACSB “participating” in the College by 20% by 2020 over 2015 baseline.</p>

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<b>Goal #3 – Resource Sustainability and Expansion</b>	<b><i>Steward resources for sustainability, and acquire new sources of funding.</i></b>	<p><b>1:</b> Secure at least two nationally-recognized public and/or private partnerships to facilitate growth and innovation.</p> <p><b>2:</b> Develop infrastructure; revise, update, and create new processes by fall 2017 to enable the university to launch and increase innovative entrepreneurial activities.</p> <p><b>3:</b> Increase non-resident revenue by 5% annually, and increase the five year philanthropic productivity average by 12% at the end of 2020.</p> <p><b>4:</b> Plan and implement a process by which existing resources (space, budget, staffing) are re-allocated efficiently, increase off-campus space utilization to 5% by 2020, and increase process efficiency by completing process mapping of 25 major and impactful functions across the university.</p> <p><b>5:</b> Increase the number of proposal submissions of contracts, grants, and philanthropic sectors by at least 5% annually with a targeted increase of 25% by 2020. Increase new award funding to at least \$25M/year by 2020.</p>	<b>Diversify funding sources and ensure resource sustainability.</b>	<p>a) By 2017, identify two faculty champions to work closely with DOD and sustain their efforts through reassigned times or stipends.</p> <p>b) By 2018 a process will be in place to identify inefficiencies and redirect those resources to more effectual activities.</p> <p>c) Increase self-support programs by 20% by 2020 from 2015 baseline.</p> <p>d) By 2017, create departmental advisory boards to engage local business leaders in identifying and securing sources of funding at PDC and the San Bernardino campus.</p> <p>e) By 2017, develop a community of scholars to encourage and promote grant writing and submissions. Increase the number of public and private grant proposal submissions by 15% by 2020 over 2015 baseline.</p> <p>f) Develop two financially sustainable partnerships with doctoral granting institutions by 2020.</p>

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<b>Goal #4 – Community Engagement and Partnerships</b>	<i>Serve and engage communities (local, regional, state, national, global) to enhance social, economic and cultural well-being.</i>	<p><b>1:</b> By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit.</p> <p><b>2:</b> Increase the number of strategic community-university engagement activities by 2020.</p> <p><b>3:</b> By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities and/or community engagement activities.</p> <p><b>4:</b> By fall 2018, publicize CSUSB’s commitment to community engagement as a key component of the university’s culture and image with the establishment of a recognition and reward system for excellence in community engagement and collaborative work.</p>	<p><b>Enhance community partnering and engagement.</b> Institutionalize community commitment and engagement as core values of CBPA’s culture and identity.</p>	<p>a) By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate departmental and college resources for mutual benefit at PDC and the San Bernardino campus.</p> <p>b) By 2018, develop a “dashboard-type-system” for tracking community engagement and partnership activities.</p> <p>c) Increase the number of strategic community-college engagement activities at PDC and the San Bernardino campus by 20 percent by 2020 from 2018 levels.</p> <p>d) By 2020, develop a centralized process that would increase, sustain, promote and reward research, curricular and co-curricula -community engagement activities.</p>

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<b>Goal #5 – Identity</b>	<b><i>Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.</i></b>	<p><b>1:</b> CSUSB will have a well-defined and supported university identity as measured by students, faculty, staff, alumni and community perceptions by June 2020.</p> <p><b>2:</b> Create a vibrant and memorable student life experience that reinforces the university’s identity to increase student engagement in campus activities by 10% by 2020.</p> <p><b>3:</b> Increase prospective students’ perceptions of CSUSB as a university of choice from 68% to 78% by 2020 as measured by 2012 Institutional Research (IR) Campus Quality Survey.</p> <p><b>4:</b> Increase positive perceptions of CSUSB with internal and external audiences by 10% over baseline by 2020.</p> <p><b>5:</b> Increase alumni engagement by 10% by 2020, as measured by the Alumni Affairs alumni activity report.</p>	<p><b>Build the Brand Identity.</b> CBPA will continue to build its brand identity that celebrates its uniqueness as “more than a degree.”</p>	<p>a) Develop and implement a branding campaign that builds top-of-mind awareness, knowledge and preference of CBPA’s programs, faculty, services, and facilities to internal and external stakeholders at PDC and the main campus by 2017. Activities will be guided by the plan and coordinated by an individual charged with marketing and communications. This dedicated position will better allow CBPA to leverage the financial resources of the college and the expertise of the faculty.</p> <p>b) Create a vibrant atmosphere as well as spaces that enhance students’ experiences and success and reinforce our identity as “more than a degree” in the CBPA by 2019.</p> <p>c) Identify and prioritize meaningful and effective communication channels and events to connect and engage students with faculty, staff and alumni at PDC and the main campus by 2018.</p> <p>d) Increase positive perceptions of CBPA as “more than a degree” with internal and external audiences by 25% by 2020 over 2016 baseline.</p>