COLLEGE OF BUSINESS ADMINISTRATION STRATEGIC PLAN FOR 2015-2019

Approved May 2015, Revised March 2018

This document lays out the strategic plan for the College of Business Administration (CBA) for the 2015-2019 period. This will assist CBA in having effective strategic management and mission driven decision-making. CBA's faculty collaboratively developed the college mission, vision, and core values through meetings and workshops in a process that stretches back nearly a decade. These elements provide a foundation for the formulation of the goals and objectives that CBA will strive to achieve over the five-year planning period. This strategic plan is developed with the current mission, vision, and core values firmly in mind.

Strategic planning is an important part of strategic management. Strategic planning is the process of defining strategy or directions, deciding how to allocate resources to achieve the strategy, and outlining ways to implement the strategy. Typically, strategy involves setting goals, the actions that achieve the goals, and the resources that support the actions. In a sense, strategy involves both what is to be accomplished (goals) and how it is to be accomplished (actions and resources), and strategic planning is a process for combining analysis and long-term thinking with the formulation and implementation of strategy.

Vision Statement

The CBA will be a globally recognized college of choice for scholarly and educational excellence that prepares graduates to succeed in business and society.

Mission Statement

Our mission is to graduate highly valued, ethical business professionals prepared to excel in a dynamic global business environment.

Core Values

Engagement, execution, and excellence embody our approach to achieving our mission.

Shared Commitment

Our faculty members strive to build an academic community where creative minds meet, collaborative spirits flourish, and educational and scholarly contributions thrive.

CONNECTION TO UNIVERSITY MISSION AND CORE VALUES

According to its mission statement, California State University, Long Beach (CSULB) is a diverse, student-centered, globally engaged public university committed to providing highly valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity, and service for the people of California and the world.

Both the university and CBA missions focus on producing highly valued degrees and achieving student success in a global context. The university is committed to access, affordability, community engagement, diversity, globalization, and student success, and CBA also subscribes to these concepts.

The university's core values are educational opportunity, excellence, diversity, integrity, and service. Excellence is perhaps the central value. Both the university and CBA emphasize excellence as an important value, and AACSB's emphasis on quality education and continuous improvement is consistent with a quest for excellence. Without excellence in our curriculum and programs, current and prospective employers will look elsewhere for graduates, so students and alumni benefit from CBA excellence. CBA will strive for excellence in all that it does.

CBA's other values—engage and execute— are also crucial to helping us achieve our mission. Unless CBA engages with its stakeholders and various communities, it will not achieve excellence. If CBA does not execute plans and actions, excellence will be elusive.

Many opportunities to engage and execute exist with stakeholders across the university and with our external partners. For example, curricula need to be reviewed, assessed, and updated to maintain relevance and timeliness. Also, faculty members need to be continuously engaged in professional development and scholarship to assure that they provide educational value that contributes to student success in the classroom and on the career path. Likewise, the opportunity to involve both students and faculty in meaningful community engagement activities and projects brings CBA and all our stakeholders together in productive partnerships.

Educational opportunity is inherent in the purpose of the university and CBA; we strive to produce graduates with highly valued degrees. Diversity reflects our local population as well as the global business environment that our students will encounter after they graduate. We also want to recognize and reflect diversity in our faculty and programs.

We want our students and alumni to approach their careers with integrity, and ethical behavior is embedded in our learning goals. Service is required of our faculty as citizens of the university, supporting shared governance across the university while building a collegial and professional environment within the college.

As CBA engages, executes, and excels in ways that reflect both the core values of both the college and university, CBA will move toward its vision of becoming a globally recognized college of choice.

CBA TODAY

CBA received full reaccreditation from AACSB in 2009 and 2014 for both our undergraduate and graduate programs. Two new graduate degrees, Master of Science in Accountancy (MSA) and Master of Science in Supply Chain Management (MSSCM), will intake their first cohorts in fall 2015. A Master of Science in Information Systems (MSIS) and a Master of Science in Finance (MSF) are in the planning stages.

From a peak of 5,640 undergraduate students in 2008-2009, enrollments fell to 4,080 students in 2011-2012 because of budget cutbacks. With the increases in state allocations, undergraduate enrollments have increased to 4,250 in 2014-2015. Similar reductions occurred in graduate enrollments, with a total of 190 MBA students in 2011-2012. Enrollment has rebounded, and in 2014-2015, there are 174 students in the Evening MBA, 31 students in the Accelerated MBA, and 43 students in the Saturday MBA, for a total of 248 MBA students.

In fall 2014, seven new tenure-track faculty members joined CBA's faculty, and five more will join us in fall 2015. From 2009 to 2014, CBA faculty members published 167 peer-reviewed journal articles, 15 of which were in elite journals and another 57 were published in high quality or high quality plus journals.

Over the last several years, CBA and the university have weathered a very challenging budget environment. From 2008 to 2012, CBA's state-allocated budget declined by over 20%. With the passage of Proposition 30 in 2012, our budget stabilized, although it was at the lowest level of state funding. Since then, university budgets have been growing roughly 5% each year, which has enabled us to restore many parts of college life, particularly allowing for increased travel and student assistant support for faculty, release time for teaching, and hiring more lecturers for teaching a growing number of sections.

PREVIOUS STRATEGIC PLANNING EFFORTS

CBA has long acknowledged the importance of strategic management. CBA held a faculty retreat in September 2008 to examine its vision, mission, and strategic initiatives. A strategic plan was approved by faculty vote in December 2008, and an updated version was approved by faculty vote in December 2010. Each CBA department developed a strategic plan in 2010-2011, and CBA advisory boards reviewed CBA strategic initiatives in 2012. CBA faculty met twice in fall 2012 to discuss long-range strategic issues: the first meeting focusing on graduate education and the second on distance learning. CBA faculty met again in spring 2013 to discuss strategic initiatives and to review the vision statement; the current vision statement was approved by faculty vote in September 2013.

Following the Maintenance of Accreditation review in February 2014, CBA received full reaccreditation for another five years. With the next AACSB review scheduled for February 2019, updating the 2010 strategic plan as part of the strategic management process was needed. The Strategic Planning Committee initiated a complete review of the 2010 strategic plan in fall 2014 and determined that the best course of action was to completely rewrite the CBA strategic plan. While SPC understood the importance of developing a new strategic plan, as faculty members of the college, they felt that the CBA leadership was better positioned to express the vision for CBA over the coming years and to lay out strategic directions for the college. During fall 2014, the CBA leadership team (Dean, Associate Deans, and Graduate Programs Director) began a draft of a new strategic plan. This draft was completed in early 2015, and during spring 2015, SPC members discussed the draft plan with their respective departments and provided comments, suggestions, and critiques of the draft. Together, CBA leadership and SPC produced a new version of the CBA strategic plan that was passed by CBA faculty vote in May 2015.

The strategic plan and its action items continue to be reviewed annually and revised as necessary by CBA's Strategic Planning Committee (SPC).

Appendix A presents the strategic priorities developed at CBA's faculty retreat in September 2008. These priorities are consistent with the primary goals listed below. CBA's top strategic priority in 2008 was to maintain AACSB accreditation. Since then, CBA has received full re-accreditation twice. Today, maintaining accreditation is embedded in CBA's culture, especially in terms of faculty qualifications and assurance of learning. As faculty members strive to maintain their AACSB

qualifications and help students meet learning objectives, they help CBA maintain accreditation. This focus is consistent with current efforts to provide highly valued degrees and to promote academic and career success for our students.

CBA GOALS

A strategic plan is a roadmap for going from Point A to Point B that involves formulating goals and objectives to measure progress of the journey. Goals are primary, broad, and over-arching, while objectives are sub-goals that move toward achieving primary goals. Goals are long-term in nature and are durable with long lives.

Objectives have a more short-term character and are determined after goals are set. Objectives are specific, achievable, and measurable.

After objectives are determined, actions—the specific activities undertaken to achieve objectives—can be laid out. If objectives indicate where we want to go (the ends), then specifying actions will help us get there (the means). Completing actions and measuring objectives will allow us to determine progress in achieving goals.

From work that CBA faculty has done over the previous decade, there is a long-expressed intention to achieve the following long-term goals:

> *Goal One:* Provide high-quality degree and support programs to prepare students to excel in a dynamic global environment.
>
> *Goal Two:* Develop and assess students' business function knowledge, critical thinking ability, and communication, ethical, interpersonal, and quantitative skills.
>
> *Goal Three:* Facilitate faculty continuous commitment to research, professional development, and service.
>
> *Goal Four:* Strengthen our resource base (funding and facilities) to ensure continued excellence. These primary goals can endure even if CBA's strategic plan changes over time. These goals provide a framework that can guide CBA in laying out objectives and actions in a coherent, flexible, and adaptable manner.

The focus of the last part of this strategic plan is on action and implementation: What will CBA accomplish over the next five years and how will the accomplishments be measured? What objectives will move CBA toward the long-term, primary goals and who will be tasked with achieving the objectives? The remainder of this strategic plan will be aimed at answering these questions.

GOAL, OBJECTIVES, AND ACTIONS
This section presents the goals, objectives, and actions for CBA for the coming years. While details of the actions are elaborated after each objective, Table 1 provides an overview of the goals and objectives.

Table 1: CBA Goals and Objectives, 2015-2019

Goal/Objective	Description
Goal One	**Provide high-quality educational and support programs for an exceptionally diverse student body from California, the nation, and the world**
Objective 1	Leverage AACSB processes to institutionalize continuous improvement of undergraduate and graduate programs
Objective 2	Improve student success and retention
Objective 3	Improve undergraduate curricula
Objective 4	Improve graduate curricula and services
Objective 5	Develop the professional skills and attributes necessary for students to achieve satisfactory progression in their careers
Goal Two	**Develop and assess students' business function knowledge, critical thinking ability, and communication, ethical, interpersonal, and quantitative skills**
Objective 1	Review student learning objectives for undergraduate and graduate programs, and implement assessment and feedback loops
Objective 2	Develop new graduate programs within both CBA and partners across the university
Objective 3	Expand and develop international collaborations for CBA faculty and students to gain knowledge of today's global business environment
Goal Three	**Facilitate faculty commitment to continuous research, professional development, and service**
Objective 1	Enable departments to achieve appropriate ratios of Scholarly Academic (SA), Practice Academic (PA), Scholarly Practitioner (SP), and Instructional Practitioner (IP) faculty who participate in college life to ensure CBA faculty excellence.
Objective 2	Encourage research collaboration across departments, CSULB, and other universities

Objective 3	Develop, support, and sustain a high quality learning facility
Objective 4	Encourage CBA faculty to participate in professional development activities and engage in developing good community relations
Goal Four	**Strengthen our resource base (funding and facilities) to ensure continued excellence**
Objective 1	Meet university targets for fundraising
Objective 2	Enhance the role and engagement of existing CBA advisory boards
Objective 3	Develop enthusiastic and effective advisory boards for graduate programs
Objective 4	Expand alumni connections and increase engagement in the community

The actions that are necessary to achieve the objectives are presented in the tables below each objective.

> *Goal One*
> *Provide high quality educational and support programs for an exceptionally diverse student body from California, the nation and the world.*

Objective 1: Leverage AACSB processes to institutionalize continuous improvement of undergraduate and graduate programs.

Actions	Intended Outcomes	Responsible Parties
Inform CBA faculty and staff about 2013 AACSB accreditation standards	Conduct faculty meetings to discuss AACSB status and standard once each year	Associate Dean (AD) for Accreditation and Dean
Develop and implement CBA guidelines for AACSB standards	Finalize CBA faculty qualification guidelines by June 2015	Faculty Council (FC), AD for Accreditation, and Dean
Evaluate undergraduate and graduate curricula to improve CBA teaching effectiveness	Review all CBA course descriptions and prerequisites once each year	Department chairs, Undergraduate Programs Committee (UPC), and Graduate Programs Committee (GPC)

| Implement and Review CBA Strategic Plan | Achieve progress on strategic priorities | Strategic Planning Committee (SPC), FC, Graduate Programs Director, ADs, and Dean |

Objective 2: Improve student success and retention.

Actions	Intended Outcomes	Responsible Parties
Improve graduation and retention rates	Meet targets set by Academic Affairs (AA) and Chancellor's Office (CO) each year	Center for Student Success (CSS) Director, AD for Administration, and Dean
Reduce average time to degree completion	Meet targets set by AA and CO each year	CSS Director, AD for Administration, and Dean
Reduce graduation gap between underrepresented and non-underrepresented minority students	Meet targets set by AA and CO each year	CSS Director, AD for Administration, and Dean
Submit proposals for every round of Student Excellence Funds (SEF)	Be awarded SEF to support proposed initiatives each year	CSS Director, Head of IT, AD for Administration, Dean, and ASI CBA Senators
Ensure prospective freshmen and transfer students are well prepared through systematic outreach	Increase percentage of fully qualified applicants to CBA programs each year	CSS Outreach Coordinator, CSS Director, and AD for Administration
Provide pro-active and intrusive advising, tutoring, and supplemental instruction	Increase in one-on-one advising sessions and learning assistance services each year	CSS Director and AD for Administration
Provide right courses at right times to ensure timely graduation	Attain zero-student-complaints at the end of each registration cycle	Special Assistant for Enrollment Management, AD for Administration, and Dean
Increase the participation of undergraduate business students	Increase the number of CBA students in UHP each year	AD for Administration and Dean

CBA Strategic Plan – Spring 2018

in the University Honors Program (UHP)		
Review recommendations from Spring 2015 Provost's Task Force on Graduate Student Success final report	Implement applicable recommendations by Spring 2016	Graduate Programs Director and Dean

Objective 3: Improve undergraduate curricula.

Actions	Intended Outcomes	Responsible Parties
Review curricula for California Senate Bill 1440 compatibility	Meet requirements of Transfer Model Curriculum (TMC) in all options by spring 2016	UPC, AD for Administration, and Dean
Create discipline specific General Education (GE) Capstone Courses	Each option to have at least one discipline specific GE Capstone Courses by spring 2019	Departmental curriculum committees, UPC, and AD for Administration
Review and update Standard Course Outlines (SCOs) for each CBA core course	Annually review and update SCO for each Core Course	UPC and AD for Administration
Conduct periodic reviews of curricula to ensure coverage of essential knowledge and skills	AD Accreditation will review curriculum discussions in UPC and GPC minutes once every academic year	Departmental curriculum committees, UPC, and AD for Administration
Review prerequisite requirements to ensure applicability in every course	Review reports from departmental curriculum committees each year	CSS Director, CSS Outreach Coordinator, and AD for Administration

Objective 4: Improve graduate curricula and services.

Actions	Intended Outcomes	Responsible Parties
Review department and GBA graduate curricula	Revise SCOs; propose new courses and SCOs each year	Departmental curriculum committees, GPC, and Graduate Programs Director

CBA Strategic Plan – Spring 2018

| Review and institute orientations for all graduate programs | Review existing orientations; propose new orientations in Spring 2015 | MS Directors, Graduate Programs Coordinators and Advisors, and Graduate Programs Director |
| Engage graduate students in post-program career development | Expand offerings of Career Development Center (CDC); embed career development in existing or new course work | CDC Graduate Business Advisor, GPC, MS Directors, and Graduate Programs Director |

Objective 5: Develop the professional skills and attributes necessary for students to achieve satisfactory progression in their careers.

Actions	Intended Outcomes	Responsible Parties
Develop CBA alumni database to track employment records	Consolidate various college databases in fall 2015 and expand college database in spring 2016	Director of Development and Dean
Improve the quantity and quality of Student Center for Professional Development (SCPD) services	Increase student participation in SCPD activities each year	SCPD Programs Coordinator, SCPD Director, and AD for Administration
Provide relevant internships for students	Increase the number of students participating in internships each year	SCPD Internship Coordinator, SCPD Director, and AD for Administration
Goal Two *Develop and assess students' business function knowledge, critical thinking ability, and communication, ethical, interpersonal, and quantitative skills.*		

CBA Strategic Plan – Spring 2018

Objective 1: Review student-learning objectives for undergraduate and graduate programs, and implement assessment and feedback loops.

Actions	Intended Outcomes	Responsible Parties
Develop learning objectives for Master of Science in Accountancy (MSA) and Master of Science in Supply Chain Management (MSSCM)	Learning objectives and assessment schedule developed by July 1, 2015	MSA Director, MSSCM Director, and Graduate Programs Director
Continue Assurance of Learning efforts for CBA BS program, three MBA programs, and two MS programs	Assess each learning goal of each program at least twice within each 5-year period.	Accreditation Coordinator and AD for Accreditation
Attend AACSB conferences and workshops and participate in AACSB reviews for other peer schools	Attend one AACSB annual conference and one assessment conference each year	AD for Accreditation and Dean
Maintain CSU Business Assessment Test (BAT) and provide online testing capability	Update BAT questions every three years, maintain BAT website, and offer BAT online by June 2015	Accreditation Coordinator and AD for Accreditation
Improve outcomes of student learning objectives	Meet all benchmarks before next AACSB review	Accreditation Coordinator, Assessment Workgroup, and AD for Accreditation

Objective 2: Develop new graduate programs within both CBA and partners across the university.

Actions	Intended Outcomes	Responsible Parties
Facilitate Master of Science in Information	Obtain CO approval in spring	MSIS Director and Graduate Programs Director

Systems (MSIS) Proposal	2015; enroll first cohort in fall 2016	
Facilitate Master of Science in Global Financial Management (MSGFM) Proposal	Obtain campus approval in spring 2016; CO approval in fall 2016; enroll first cohort in fall 2017	MSGFM Director and Graduate Programs Director
Facilitate MBA/Master of Arts in Modern Languages and Culture (MBA/MA) Proposal	Obtain campus approval in fall 2015; CO approval in spring 2016; offer to students in fall 2017	Chair of Romance, German, Russian Languages and Literature Department in College of Liberal Arts and Graduate Programs Director
Facilitate Master of Science in Engineering Management (MSEM) Proposal	Obtain campus approval in spring 2015; CO approval in fall 2015; enroll first cohort in fall 2016	MSEM Director from College of Engineering and Graduate Programs Director

Objective 3: Expand and develop international collaborations for CBA faculty and students to gain knowledge of today's global business environment.

Actions	Intended Outcomes	Responsible Parties
Encourage undergraduate and graduate student participation in long-term and short-term study abroad programs	Ninety students participate in short-term and twenty in long-term study abroad programs each year	Participating faculty members, International Business (IB) Director, and Graduate Programs Director
Maintain current relationships and initiatives with Xiamen University and China University of Political Science and Law (CUPL), and Hamburg University of Applied Sciences	Develop a student exchange agreement with Xiamen University by August 2015; recruit CUPL Daytime AMBA students for fall 2016	IB Director, Associate Deans, and Dean

CBA Strategic Plan – Spring 2018

Maintain current relationships and initiatives with National Economic University (NEU) in Hanoi, Vietnam, and extend to other Vietnamese business schools	Develop collaboration programs with NEU in fall 2015	Participating faculty members, IB Director, Associate Deans, and Dean
Develop additional international collaborations	Evaluate as opportunities arise	Interested faculty members and IB Director

Goal Three
Facilitate faculty commitment to continuous research, professional development, and service.

Objective 1: Enable departments to achieve appropriate ratios of Scholarly Academic (SA), Practice Academic (PA), Scholarly Practitioner (SP), and Instructional Practitioner (IP) faculty who participate in college life to ensure CBA faculty excellence.

Actions	Intended Outcomes	Responsible Parties
Replace retiring senior faculty with new SA faculty members	Hire two additional CBA faculty in 2015-2016	Department chairs and Dean
Encourage faculty members in "Other" category to become PA or SA	Each department meets the 2013 AACSB standard in fall 2016	Department chairs and AD for Accreditation
Provide CBA Assigned Time to encourage tenured faculty to maintain PA or SA status	Implement a research incentive program for tenured faculty who publish	Dean
Develop strategies and motivations for lecturers to become participating faculty	Meet CBA participating faculty ratio of 75% in fall 2015	Department chairs, AD for Accreditation, and Dean

Objective 2: Encourage research collaboration across departments, CSULB, and other universities.

Actions	Intended Outcomes	Responsible Parties
Support visiting scholars from other universities and institutes for research activities	Host at least one visiting scholar per academic year	Department faculty host and department chairs
Provide funds to support faculty attendance at academic conferences and workshops	Allocate each faculty member at least $1,500 in travel funds each year	Dean

Objective 3: Develop, support, and sustain a high quality learning facility.

Actions	Intended Outcomes	Responsible Parties
Increase use of new teaching pedagogies	Achieve at least one course redesign each year	Graduate Programs Director, ADs, and Dean
Fund faculty attendance at teaching workshops	Send at least five faculty members to such workshops each year	Dean
Renovate classrooms and improve instructional technology	Support at least 3 classroom upgrades each year	Building Manager, Head of IT, AD for Administration, and Dean, and ASI CBA Senators

Objective 4: Encourage CBA faculty to participate in professional development activities and engage in developing good community relations.

Actions	Intended Outcomes	Responsible Parties
Fund faculty participation in professional activities	Fund three requests each year	Department Chairs, AD for Accreditation, and Dean

Support faculty publication in practitioner journals	CBA faculty publish ten practitioner journal articles each year	Department Chairs, AD for Accreditation, and Dean
Encourage and support undergraduate participation in community engagement projects and activities	Complete at least one community engagement class project per department each year	Participating faculty members and department chairs
Encourage and support graduate participation in community engagement projects and activities	Complete at least fifteen community engagement class projects each year	Participating faculty members and Graduate Programs Director

Goal Four
Strengthen our resource base (funding and facilities) to ensure continued excellence.

Objective 1: Meet university targets for fundraising.

Actions	Intended Outcomes	Responsible Parties
Raise funds for: ‣ Scholarships for both undergraduate and graduate students ‣ Building and technology improvements ‣ Programs and centers ‣ Faculty professional development	Raise $2.0M annually	Director of Development and Dean

Objective 2: Enhance the role and engagement of existing CBA advisory boards.

Actions	Intended Outcomes	Responsible Parties

Engage Finance Department Advisory Board	Strengthen community connections and provide five mentors and/or internships each year	Department Chair, Director of Development, and Dean
Engage Human Resource Management Advisory Board	Strengthen community connections and provide five mentors and/or internships each year	Department Chair, Director of Development, and Dean
Engage SCPD Advisory Board	Strengthen community connections and provide five mentors and/or internships each year	Director of Development and Dean
Engage Student Managed Investment Fund Advisory Board (SMIF)	Strengthen community connections and provide five mentors and/or internships each year	Department Chair, SMIF instructor, Director of Development, and Dean
Engage Supply Chain Management Advisory Board	Strengthen community connections and provide five mentors and/or internships each year	MSSCM Director, department chair, Director of Development, and Dean
Engage Ukleja Center for Ethical Leadership (UCEL) Advisory Board	Strengthen community connections and provide $60,000 in funding to center each year	UCEL Managing Director, Director of Development, and Dean

Objective 3: Develop enthusiastic and effective Advisory Boards for graduate programs.

Actions	Intended Outcomes	Responsible Parties
Create advisory boards for: ‣ Evening MBA program ‣ Saturday MBA program ‣ Accelerated Daytime MBA program	Provide guidance and support for curriculum, internships, and career management in 2015-2016	Graduate Programs Director and Dean
Create advisory boards for: ‣ MS in Accountancy ‣ MS in Information Systems	Provide guidance and support for curriculum, internships, and career management in 2015-2016	Department chairs, MS Directors, Graduate Programs Director, and Dean
Extend the Finance Department Advisory Board to incorporate MSGFM	Provide guidance and support for curriculum, internships, and career management in 2015-2016	Department chair, MSGFM Director, Graduate Programs Director, and Dean

Objective 4: Expand alumni connections and increase engagement in the community.

Actions	Intended Outcomes	Responsible Parties
Engage and execute CBA Alumni & Friends network	Rethink and restart efforts to provide networking and professional opportunities in 2015-2016	Interested faculty members and Dean
Extend the MBA Association Spotlight on Success	Develop more concrete support from MBA alumni by spring 2016	Interested faculty members and Graduate Programs Director

Increase the number of internships and mentoring opportunities with CBA alumni for current students	Develop plan during 2015-2016	SCPD Director, CDC Graduate Business Advisor, and Dean
Expand and enhance connections with community organizations	Participate on boards of Long Beach Chamber of Commerce and Regional Hispanic Chamber of Commerce; participate as member of Orange County Business Council and Long Beach Green Business Council in 2015-2016	Interested faculty members and Dean
Expand and enhance the Innovation Challenge (IC) business plan competition that is open to all CSULB students	Get more CBA faculty involved and secure funding to endow IC prize and operating expenses by spring 2016	Interested faculty members and Dean

SUMMARY

The thrust of all the goals, objectives, and actions in this strategic plan are consistent with CBA's mission and vision and will help make CBA the best it can be. Developing and strengthening programs, achieving student success, maintaining faculty qualifications, and raising necessary funds are instrumental to achieving CBA's mission. Through engagement with stakeholders and execution of this plan, CBA will move toward achieving excellence in all that it does.

Appendix A

Strategic Priorities from the 2008 CBA Faculty Retreat

	Strategic Priority	Description
1	Maintain AACSB accreditation	AACSB pursues educational quality and focuses on mission-driven decision-making, faculty qualifications, and assurance of student

		learning; all stakeholders recognize the centrality of this initiative to CBA's mission
2	Restructure the undergraduate and graduate curricula	To attain educational quality, our curriculum needs to be continuously evaluated for timeliness, relevance, and usefulness
3	Keep senior faculty AQ	Having an Academically Qualified (AQ) faculty is primary for AACSB accreditation; Non-AQ senior faculty members jeopardize our accreditation, and incentives and financial support to achieve this initiative must be developed
4	Recruit/retain faculty	As senior faculty retire, we must renew faculty—both tenure-track and lecturers—through hiring; relative to other business schools, our levels of pay, teaching loads, and cost of living make recruiting faculty challenging
5	Continuously improve teaching quality	For CBA to excel, we must enhance what we do to increase student success, and this involves teaching effectiveness, pedagogical issues (such as online and active learning), and curriculum
6	Raise funds	State funding is our major source of funds, and we generate additional funds through non-state programs like Accelerated and Saturday MBA programs; raising funds from alumni and other supporters is an important source that is used to invest in faculty, students, and programs
7	Reduce teaching loads	This initiative aims at providing faculty with time to produce and publish quality peer-reviewed research in order to maintain AQ status
8	Emphasize students' critical thinking skills	A Student Learning Task Force found that critical thinking skills are an important shortfall of our students; several additional learning objectives will also be pursued, but improving students' critical thinking skills is important