

engagement. innovation. impact.

STRATEGIC PLAN

**CSU, LONG BEACH
COLLEGE OF BUSINESS**

2020-2025





VISION.

COB will be the number one choice in the region for students seeking the best value in a business education that prepares them to excel in and contribute to the regional and global economy.

MISSION.

COB is committed to promoting social mobility by providing our diverse student population an affordable, relevant, and high-quality education and to creating and disseminating knowledge through impactful research.

CORE VALUES.

Our core values serve as the foundation for fulfilling the mission and achieving the vision of the College of Business. We value academic excellence, diversity & inclusion, innovation, integrity, and sustainability.

Academic Excellence

We are committed to creating an environment that encourages accurate understanding of business concepts and enables continuous acquisition of knowledge and skills that benefit the regional and global economy.

Diversity & Inclusion

We promote active participation of our diverse community as a source of creativity, energy, and strength.

Innovation

We continuously explore new approaches and concepts that enrich the student experience and disseminate cutting-edge research.

Integrity

We aim to act with dignity, honesty, responsibility and accountability through ethical decisions and actions.

Sustainability

We strive to maintain student and faculty success by increasing the financial capacity of the college in an ever-changing landscape.

SHARED COMMITMENT.

We are committed to maintaining an AACSB-accredited institution where innovation, impact, and community engagement drive educational and scholarly excellence.



Goal #1: Ensure the success of a diverse body of students with strong business functional knowledge, relevant real-world training, and well-developed soft skills.

Objective #1: Provide career support and employment seeking services for our students.

- 1.1.1 Collect career related data (job, internship, promotion) from graduating students and update it regularly to monitor their performance in the job market.
- 1.1.2 Increase the participation of local and regional businesses in COB-specific job fairs held by the Career Development Center through the help of all departments, advisory boards, and student organizations.
- 1.1.3 Increase student access to and use of SCPD resources and services.

Objective #2: Provide excellent soft skills training for our students.

- 1.2.1 Increase student participation in soft-skills related workshops held by SCPD and the Graduate Office.
- 1.2.2 Update the curriculum to expand training in relevant and required soft skills based on student needs.

Objective #3: Provide strong practical training for our students.

- 1.3.1 Increase spreadsheet training and expand the use of other business software throughout the curriculum.
- 1.3.2 Increase use of real-world projects and case studies in the upper division and graduate courses as applicable.
- 1.3.3 Track and increase relevant classroom visits by guest speakers from industry in order to familiarize the students with industry trends.
- 1.3.4 Arrange company visit for students through relevant courses.

Objective #4: Develop a system for monitoring and rapidly updating our curriculum.

- 1.4.1 Conduct periodic review of curriculum for currency
- 1.4.2 Benchmark top-ranked business schools for the materials that should be included in each course.
- 1.4.3 Ensure faculty awareness of the current needs of global and regional businesses.
- 1.4.4 Develop a structure for monitoring SCO compliance and improving course coordination across multi-section courses.



Goal #2: Provide ongoing support for faculty research and professional development for all employees in order to successfully fulfill college mission.

Objective #1: Reduce teaching load for tenured faculty who maintain their faculty qualifications.

- 2.1.1 Implement a teaching load of 9 units per semester for tenured faculty who maintain AACSB qualification status.
- 2.1.2 Establish criteria to prioritize funding of re-assigned time in case budget is insufficient to support all eligible faculty.

Objective #2: Incentivize lecturers who maintain their faculty qualifications.

- 2.2.1 Publicize lecturer accomplishments across multiple outlets.
- 2.2.2 Encourage personal interaction between department chairs and lecturers in order to foster increased involvement in college mission and vision.
- 2.2.3 Explore and develop options for recognizing and rewarding lecturers for maintaining qualifications.

Objective #3: Provide high-quality staff development and empowerment opportunities based on staff-defined needs.

- 2.3.1 Conduct staff survey to identify challenges faced and support needed.
- 2.3.2 Use the survey data to direct resources toward efforts to enhance staff empowerment and development.
- 2.3.3 Publish available staff resources on the COB website for easy access.

Objective #4: Secure funding for faculty research efforts.

- 2.4.1 Increase support for data subscriptions, journal submission fees, and research-related travel when appropriate.
- 2.4.2 Secure funding to specifically support faculty research. For example, naming classrooms and computer labs.
- 2.4.3 Provide endowed professorship for tenured faculty that excel in research productivity as evaluated by the quality and number of peer-reviewed publications and other intellectual contributions.



Goal #3: Develop an engaged community and active alumni network that enhances the value and brand of the College of Business.

Objective #1: Maintain a locally controlled COB alumni database.

- 3.1.1 Obtain COB alumni information from the university-level sources.
- 3.1.2 Set up a system to gather alumni information and employment data from students prior to graduation
- 3.1.3 Gather legacy alumni data from current faculty.
- 3.1.4 Coordinate with Director of Development to explore what resources are available.

Objective #2: Increase alumni and local business/stakeholders engagement with COB.

- 3.2.1 Construct a database of local business contacts (targeting medium-sized companies in the LA and OC areas) who are interested in hiring COB graduates or current students.
- 3.2.2 Hold and promote panel workshops made up of industry professionals and alumni geared towards student attendance.
- 3.2.3 Hold and promote relevant and well-attended mixers for all students, faculty, advisory boards, and local businesses.
- 3.2.4 Hold training sessions on special topics as needed by alumni.
- 3.2.5 Utilize campus news channel, social network, and external media to reach out to alumni and local businesses to build a strong COB brand image.
- 3.2.6 Create a meaningful hashtag or badge to easily identify alumni across social media.



Goal #4: Secure sufficient resources through effective fundraising and profitable graduate programs to supplement state funding.

Objective #1: Develop a marketing plan and sales process (with accountability benchmarks) for Graduate programs.

- 4.1.1 Build an effective revenue-cost tracking system (e.g. administrative and operational cost vs. revenue generated through different programs) in order to assess the financial success of various programs.
- 4.1.2 Conduct periodic review of the role of different directors and the effectiveness and success of graduate programs.
- 4.1.3 Update the graduate program application/acceptance process to enable program director to ensure early faculty access to information.
- 4.1.4 Review staff support structure and ensure that sufficient resources are directed to hiring and retaining key staff roles to help support each program
- 4.1.5 Consolidate resources (e.g., advisory boards and lecturers with industry connections) for effective marketing of graduate programs (local, national, international).
- 4.1.6 Assign a focal point (director) responsible for marketing our graduate programs with

the goal of increasing enrollment and the overall visibility of our programs regionally and internationally.

Objective #2: Raise money (target \$30 million) over the next five years.

- 4.2.1 Secure a donation that leads to naming of the College.
- 4.2.2 Benchmark other comparable business schools' fundraising opportunities and demonstrate leadership among comparable business schools in fundraising.
- 4.2.3 Strengthen business relationships and develop incentive systems for corporate donating (e.g. naming on classrooms and building).
- 4.2.4 Highlight donors by name and recognize their efforts across multiple outlets such as COB website, social media, walls, and hallways.
- 4.2.5 Work consistently with current donors to secure more funding.

Objective #3: Explore additional revenue-generating opportunities such as certificates and new programs.

- 4.3.1 Develop a structured approach to understand the match between faculty expertise and current trends/demand in business education.
- 4.3.2 Leverage CPIE for resource sharing (e.g. summer teaching opportunities for faculty).
- 4.3.3 Establish non-degree short-term/certificate programs or workshops for enhancing specific skill sets for mid-career professionals.