### Strategic Initiatives (SI) & Action Imperatives

#### SI.1 STRENGTHEN ENROLLMENT, STUDENT SUCCESS AND GRADUATION RATES

<table>
<thead>
<tr>
<th>Action Imperative</th>
<th>Details</th>
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<tbody>
<tr>
<td><strong>1.1 Brand and Broadly Market COB</strong></td>
<td>Establish COB’s brand recognizing distinctive student, faculty and program features&lt;br&gt;Expand administrative support and budget to accommodate new marketing and outreach focus&lt;br&gt;Promote and distinguish the “brand”&lt;br&gt;Strengthen alumni and business/organization relationships&lt;br&gt;Develop and execute marketing plans for the College and its programs&lt;br&gt;Expand reach beyond traditional boundaries</td>
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<td><strong>1.2 Increase Number, Quality, and Diversity of Enrollment</strong></td>
<td>Promote COB among the “undecided” with appropriate information and encouragement&lt;br&gt;Team with Admissions to promote the College&lt;br&gt;Develop new student recruiting approaches with alumni&lt;br&gt;Establish and meet enrollment targets based on program size, gender, and ethnic distribution&lt;br&gt;Execute programs to attract high achievers</td>
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<td><strong>1.3 Increase Scholarship and Donor Stewardship</strong></td>
<td>Raise COB scholarship endowment from XX to YY by 2017 (Amount TBA)&lt;br&gt;Infuse/organize scholarship stewardship activities among COB, Admissions and the BU Foundation&lt;br&gt;Develop a COB Honors Program for high achieving students&lt;br&gt;Recognize scholarship pairings and celebrate student achievements&lt;br&gt;Utilize tuition waivers strategically to increase high quality international students&lt;br&gt;Institute a senior thesis option (6 credits) for student with minimum GPA of 3.5&lt;br&gt;Approved on 2/12/2014</td>
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<td><strong>1.4 Improve Student Performance and Graduation Rates</strong></td>
<td>Establish admission standards for undergraduate and graduate programs&lt;br&gt;Establish and maintain grade point requirements for fields of study&lt;br&gt;Enhance the academic rigor of all classes&lt;br&gt;Implement a First Year Experience program</td>
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<td><strong>Promote Living/Learning communities</strong></td>
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<td><strong>1.5 Enhance Academic Support Services</strong></td>
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<td>Establish and monitor pre-requisites and course sequencing for all students</td>
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<td>Encourage and promote student tutoring</td>
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<td>Develop a peer mentorship with high achieving juniors/seniors from each major</td>
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<td>Assure accessible professional advising</td>
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<td>Develop mentoring programs for students</td>
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<tr>
<td>Develop and execute intervention strategies</td>
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| **1.6 Increase Professional Development Programs and Career Services Efforts** |
| Implement required ZIPD curriculum |
| Increase the number and quality of internships – broaden program reach |
| Broaden the Business Conference – BU career fair and resume/interviewing workshops |
| Actively assist in career placement |
| Brand ZIPD – expand to other BU Colleges and PASSHE, seek professional recognition |
| Expand ZIPD to graduate programs |
| Benchmark ZIPD outcomes |

**Add an international requirement in the ZIPD Program**

**Approved on 2/12/2014**

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<table>
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<tr>
<th><strong>SI.2 OFFER THE BEST EVOLVING CURRICULUM</strong></th>
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<tbody>
<tr>
<td><strong>2.1 Review/Revise BSBA Core and Recommended GenEd Option</strong></td>
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<tr>
<td>Integrated review of COB Core Curriculum – faculty, alumni and other stakeholders</td>
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<tr>
<td>Course coordinators for each business core or business GenEd course</td>
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<tr>
<td>Map content across programs, minimize redundancy and infuse/add new concepts</td>
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<tr>
<td>Develop clear College curriculum requirements with departmental options</td>
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<tr>
<td>COB Pre-core GenEd program</td>
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<tr>
<td>Revise quantitative/technology/operations sequence to enhance student skills</td>
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Routine rigorous benchmarking of the Core (compare outcomes with the new core)

### 2.2 Current Majors/ New Majors and Minors

- Strengthen Finance and ITM majors
  - Small Business Management-Minor
  - *Global Management Minor*
  - *Human Resource Management Concentration to a Minor*

  Develop Supply Chain Management Concentration into a **new Major**

### 2.3 Investigate New Needed Minors

- *Financial Planning (CFP)*
- *Information/Technology Security*
- Professional Sales
- *Leadership*
- *Health Care Administration*

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- Insurance and Risk Analysis
- Business Analysis

### 2.4 Continually Evaluate the Effectiveness of Curriculum

- Map and align pre-Core, COB Core, major student and program learning objectives
- Identify student learning measures for all courses
- Assign program coordinators for major/minor – currency, continuity, assessment
- Track effectiveness of student volunteer efforts
- Infuse community outreach and global perspective into all facets of our curriculum
- Achieve higher integration within/among courses to enhance Assurance of Learning

### 2.5 Research and Adopt Online/ Mixed Mode Curriculum Additions

- Understand how students learn: advantages/constraints of new teaching technologies
- Obtain student and peer institution input on new approaches
- Explore feasibility of on-line/mixed mode graduate programs
Consider possibilities of on-line/mixed mode courses for remotely located students

### 2.6 Strengthen and Expand Graduate Programs

- Actively market current graduate programs
- Evaluate additional focused grad programs
  - Finance/CFP
  - International Business
- Explore joint programs with other BU Colleges
  - 5th year MBA program

Create and promote certificate/leadership programs

- Health Care Management-Graduate Certificate
- Public Administration/NGO Graduate Certificate

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### SI.3 ESTABLISH INTERNATIONAL PROGRAMS

#### 3.1 Develop a Strong Global Management Curriculum

- Require a 3 credit international course for each COB major
- Develop a global management major/minor
- Develop new courses in International Management/Global Business

#### 3.2 Create and Promote Study Abroad Programs

- Establish strong linkages for semester/year exchange programs
- Work with a select number of international universities
  - AACSB accredited
  - English taught programs/courses

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<table>
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<tr>
<th><strong>3.3 Expand International Internship and Career Opportunities</strong></th>
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<tr>
<td><strong>3.4 Market Undergraduate and and Graduate Programs Internationally</strong></td>
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<tr>
<td>Create undergraduate/graduate programs with selected partner institutions</td>
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<tr>
<td>• 2+2 BSBA</td>
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<tr>
<td>• 1+1 MBA</td>
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<tr>
<td>• Regular MBA for Overseas Executives</td>
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<tr>
<td>Promote the COB brand through international partner institutions</td>
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<tr>
<th><strong>SI.4 ATTRACT HIGH QUALITY FACULTY/STAFF</strong></th>
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<tr>
<td><strong>4.1 Create a Balanced Workload</strong></td>
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<tr>
<td>Schedule common meeting dates</td>
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<tr>
<td>Adjust teaching loads to levels at other AACSB and PASSHE institutions</td>
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<tr>
<td>• 4/3 for undergraduate faculty</td>
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<td>• 3/3 for graduate faculty</td>
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<td>Complement reductions by increasing productivity/scholarly activity</td>
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<tr>
<td><strong>Increase class sizes to 50 for intro-level courses</strong></td>
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<tr>
<td><strong>Increase quality and amount of scholarly activity</strong></td>
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<td>Establish service standards for all faculty</td>
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### 4.2 Establish Endowed Professorship
Endowment to recognize professor & support program enhancement
- Stipend for research
- Operating funds for program and student support
- Scholarships for students

Five of our specialties are strong and worthy of endowed professorship –
- Accounting, Fraud, HR, Management, and Supply Chain

Two emerging programs would be accelerated –
- Entrepreneurship/Small Business, Global Management

### 4.3 Support Doctoral Completion Program
Support doctoral programs of aspiring adjunct professors with
- Assurance of employment
- Tuition loans with assurance of continued service

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- Research/dissertation assistance

Select fields where COB salaries are most uncompetitive such as:
- Accounting and Finance

### 4.4 Support/Fund Enhanced Teaching and Scholarly Activity
Elevate and expand academic qualifications requirements (planning Fall 2013)
- Require increased level of scholarship
- Broaden to include teaching research and innovation

Raise external funds to increase research/scholarly activity for faculty
Raise external funds for new program development
Encourage faculty participation in Fulbright Fellowship program
Host foreign scholars under Fulbright Fellowship
4.5 Increase Administrative Support & Fund their Professional Development

Review COB administrative structure to assure efficiency/effectiveness

Add positions to support new initiatives

- Director of External Relations
- Director of Global Initiatives

Obtain budget support for professional development activities of staff

4.6 Encourage Adoption of New Instructional Technologies

Work to develop closer ties to TALE and Instructional Technology

- Enhancement of individual’s teaching skills
- Create new teaching methods and practices
- Encourage sharing of best teaching practices

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Encourage innovative approaches in course design and conduct

Consider new methods of delivery for courses and programs

Secure training and consulting space in BU’s downtown Greenley facility

4.7: Provide Excellent Teaching/Learning Facilities

Within Sutliff: Move to College scheduling of classrooms

- Expand seating in selected classrooms (planning to begin Fall 2013)
- Re-design Finance/Business Lab (planning to begin Fall 2013)
- Re-work white boards and screens for visibility (planning-Fall 2013)
- Provide additional computer stations (planning-Fall 2013)

Assign mentor/mentee pairings for all new faculty until tenured

Create, support and monitor personal development plans and

Provide constructive feedback and suggestions to interested faculty

Create Faculty Development Coordinator position

Celebrate mentor/mentee successes

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### 5.1 Increase Alumni Outreach/Involvement
Organize and initiate regular interactions with all COB alumni

- Dean’s office
- Within departments

Create a CEO series with alumni help
Create discipline specific boards with interested alumni and volunteers

### 5.2 Initiate Services and Support for Alumni
Sponsor alumni events – speaker series, social gatherings, networking

Increase the scope and staff of ZIPD to include alumni relations

Strengthen communications with alumni with:

- Newsletters/Blogs from COB and departments
- Employer’s Network and Career Services
- Career portal for alumni/Linked-in page/Alumni Handbook

### 5.3 Develop Strong Ties with Regional/National/International Business
Co-host Career Fairs and Internship Programs on campus

Broaden COB Board with senior representatives/alumni of key employers

Identify key medium and large local/national/international businesses

Develop program to cultivate relationships with senior management

### 5.4 Expand Community Service Activities and Involvement

- Seek public and private funding
- Encourage student groups and assist with community projects
- Secure space in the downtown Greenly Center
- Provide staff support

Create a Regional Center for Entrepreneurship and Small Business (CESB)

Develop student/faculty consultant-assist programs for local businesses/entrepreneurs

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