

Strategic Initiatives (SI) & Action Imperatives
SI. 1 STRENGTHEN ENROLLMENT, STUDENT SUCCESS AND GRADUATION RATES
<i>1.1 Brand and Broadly Market COB</i>
Establish COB's brand recognizing distinctive student, faculty and program features
Expand administrative support and budget to accommodate new marketing and outreach focus
Promote and distinguish the "brand"
Strengthen alumni and business/organization relationships
Develop and execute marketing plans for the College and its programs
Expand reach beyond traditional boundaries
<i>1.2 Increase Number, Quality, and Diversity of Enrollment</i>
Promote COB among the "undecided" with appropriate information and encouragement
Team with Admissions to promote the College
Develop new student recruiting approaches with alumni
Establish and meet enrollment targets based on program size, gender, and ethnic distribution
Execute programs to attract high achievers
<i>1.3 Increase Scholarship and Donor Stewardship</i>
Raise COB scholarship endowment from XX to YY by 2017 (Amount TBA)
Infuse/organize scholarship stewardship activities among COB, Admissions and the BU Foundation
Develop a COB Honors Program for high achieving students
Recognize scholarship pairings and celebrate student achievements
Utilize tuition waivers strategically to increase high quality international students
Institute a senior thesis option (6 credits) for student with minimum GPA of 3.5
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<i>1.4 Improve Student Performance and Graduation Rates</i>
Establish admission standards for undergraduate and graduate programs
Establish and maintain grade point requirements for fields of study
Enhance the academic rigor of all classes
Implement a First Year Experience program

Promote Living/Learning communities
<i>1.5 Enhance Academic Support Services</i>
Establish and monitor pre-requisites and course sequencing for all students
Encourage and promote student tutoring
Develop a peer mentorship with high achieving juniors/seniors from each major
Assure accessible professional advising
Develop mentoring programs for students
Develop and execute intervention strategies
<i>1.6 Increase Professional Development Programs and Career Services Efforts</i>
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
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SI.2 OFFER THE BEST EVOLVING CURRICULUM
<i>2.1 Review/Revise BSBA Core and Recommended GenEd Option</i>
Integrated review of COB Core Curriculum – faculty, alumni and other stakeholders
Course coordinators for each business core or business GenEd course
Map content across programs, minimize redundancy and infuse/add new concepts
Develop clear College curriculum requirements with departmental options
COB Pre-core GenEd program
Revise quantitative/technology/operations sequence to enhance student skills

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
<i>2.6 Strengthen and Expand Graduate Programs</i>
Actively market current graduate programs
Evaluate additional focused grad programs
•Finance/CFP
•International Business
Explore joint programs with other BU Colleges
•5 th 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
<i>3.1 Develop a Strong Global Management Curriculum</i>
Require a 3 credit international course for each COB major
Develop a global management major/minor
Develop new courses in International Management/Global Business
<i>3.2 Create and Promote Study Abroad Programs</i>
Establish strong linkages for semester/year exchange programs
Work with a select number of international universities
•AACSB accredited
•English taught programs/courses

•Geographically disperse
•Internship opportunities
Research offering a global-based MBA
Investigate joint degree programs
Participate in Fulbright program; host overseas scholars/specialists
Establish relationships with US-based multinational organizations
Research, establish/cultivate a strong network of international alumni
Partner with overseas AACSB universities to identify/source internships
Create database of qualified students and international employers
<i>3.3 Expand International Internship and Career Opportunities</i>
<i>3.4 Market Undergraduate and Graduate Programs Internationally</i>
Create undergraduate/graduate programs with selected partner institutions
•2+2 BSBA
•1+1 MBA
•Regular MBA for Overseas Executives
Promote the COB brand through international partner institutions
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SI.4 ATTRACT HIGH QUALITY FACULTY/STAFF
<i>4.1 Create a Balanced Workload</i>
Schedule common meeting dates
Adjust teaching loads to levels at other AACSB and PASSHE institutions
•4/3 for undergraduate faculty
•3/3 for graduate faculty
Complement reductions by increasing productivity/scholarly activity

•Increase class sizes to 50 for intro-level courses
•Increase quality and amount of scholarly activity
Establish service standards for all faculty
<i>4.2 Establish Endowed Professorship</i>
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
<i>4.3 Support Doctoral Completion Program</i>
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
<i>4.4 Support/Fund Enhanced Teaching and Scholarly Activity</i>
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

<i>4.5 Increase Administrative Support & Fund their Professional Development</i>
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
<i>4.6 Encourage Adoption of New Instructional Technologies</i>
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
<i>4.7: Provide Excellent Teaching/Learning Facilities</i>
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

SI.5: EXPAND STAKEHOLDER INVOLVEMENT

<i>5.1 Increase Alumni Outreach/Involvement</i>
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
<i>5.2 Initiate Services and Support for Alumni</i>
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
<i>5.3 Develop Strong Ties with Regional/ National/International Business</i>
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
<i>5.4 Expand Community Service Activities and Involvement</i>
•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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