

STRATEGIC PLAN FOR 2019-2024



This document outlines the strategic plan for the Martin V. Smith School of Business & Economics (MVS School) for the period of 2019-2024. The information contained within this report is based on information gathered through in-depth interviews, surveys, and focus groups with students, faculty, business partners, and administrators over 12 months. As part of the research conducted for this strategic plan, a survey was conducted in Spring and Fall 2018; the tenure-track faculty members worked through a full-day strategic planning session facilitated by Dr. Cheryl Wyrick, Associate Dean, College of Business, Cal Poly Pomona on Friday, October 19, 2018. Meetings were held with the MVS School's non-tenure-track faculty and current students, as well as with the Provost. The process for the strategic planning process is outlined more fully in Appendix C.

As the MVS School moves forward, the School is looking for ways to increase students' academic and post-graduate success, enhance our reputation, and strengthen and diversify the resources necessary to support students, faculty, and staff. This strategic plan recommends four strategic goals in the areas of developing academic and co-curricular programs, providing sufficient resources for MVS School faculty and staff, strengthening the MVS School's relationship with constituents (e.g., alumni, community partners, donors, etc.), and strengthening the MVS School's resources (funding, staff, and facilities). The plan lays out recommendations for the next five years and should be evaluated on an annual basis and revised, as necessary.

BACKGROUND

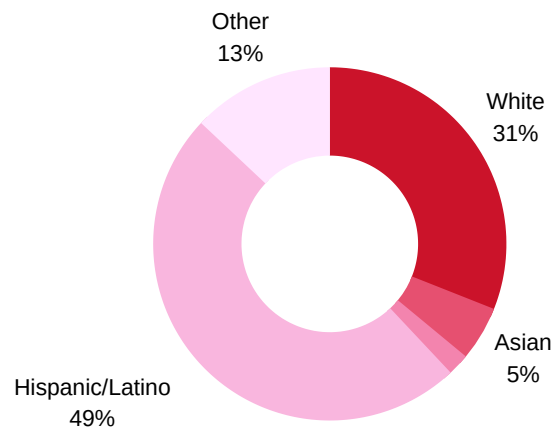
THE MARTIN V. SMITH SCHOOL OF BUSINESS & ECONOMICS

The University places students at the center of the educational experience by providing undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives. In May 2018, at California State University Channel Islands (CSUCI) released Strategic Initiatives for 2018-2023. The Strategic Initiatives were the result of an 18-month process that included several World Café open forums, meetings with key stakeholders, and feedback solicited on earlier drafts of the initiatives. The final Strategic Initiatives are categorized within four key areas (Student Success, Educational Excellence, Inclusive Excellence, and Capacity & Sustainability) and serve to advance the University’s commitment to our students and the community we serve.

The MVS School located at CSUCI combines traditional academic business education with innovative approaches to student learning, including interdisciplinary coursework taught from a liberal arts perspective, experiential and project-based learning, and partnerships with

60% First-
Generation

45% Female
55% Male



Business
Options in Finance, Marketing, Entrepreneurship, and Management

Economics

Master's in Business Administration

business and industry. The MVS School has an exceptional team of faculty members who integrate innovative pedagogical practices and research into their classrooms to enhance academic excellence and facilitate student success.

The MVS School currently serves over 1,000 students through two undergraduate programs (Business, B.S. and Economics, B.A.) and a Master of Business Administration. The MVS School also offers minors in Business Management or Economics, as well as a Certificate in Business Administration. The Business, B.S. and Economics, B.A. are offered through the University’s state-side programs, which received 854 Full-Time Equivalent Students (FTES) in the 2018-2019 Academic Year.

The MVS School also runs two business completion programs and two MBA programs through the University's Extended University Division. The Extended University courses are offered on CSUCI's main campus in Camarillo, as well as at the University's satellite campus in Goleta. The MVS School includes sixteen tenure-track faculty, thirty lecturers, and two staff members. During the 2017-2018 academic year, MVS faculty published over 16 scholarly publications, delivered 27 academic presentations, and shared their knowledge and expertise through various media outlets. The MVS School received accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) in 2017 for both the undergraduate and graduate business programs.



MVS STRATEGIC PLANNING PROCESS

The MVS School Strategic Planning Process began in this context: 1) The MVS School's last Strategic Plan is about to expire, 2) The University released the Strategic Initiatives in Spring of 2018 to advance the University's commitment to our students and the community we serve, 3) The Business Program Review external evaluators and ACBSP evaluators both emphasized the importance of strategic planning at the college level, and 4) During the summer of 2018, the MVS School's founding Dean left his position, and an

Interim Dean assumed the role through January 2020. In an effort to align the MVS School with the University's Strategic Initiatives and position the MVS School to attract a high-quality permanent Dean to assist in the implementation of the MVS School's mission and vision, the Strategic Initiatives Process was undertaken and completed during the 2018-2019 academic year.



The students, lecturer and tenure-track faculty, staff, administration, and business partners all had input into the strategic planning process. Through an online survey with students, faculty, staff, alumni, and business partners; in-person meetings; student focus groups; lecturer faculty focus groups; a day long retreat for tenure-track faculty with an external facilitator; then online sharing of draft documents; discussion at faculty meetings; and meetings with senior administrators; all stakeholders were invited to make their voices heard in the process.

New mission and vision statements were created and are presented below. The original mission and vision statements are documented in Appendix C.

Mission Statement

Our mission is to cultivate a learning environment that fosters excellence in business and economics education to prepare students to effectively engage with the ever-changing dynamics of organizational landscapes, and develop lifelong learners who remain committed to giving back to their communities. The school integrates a teacher/scholar framework supporting student & faculty research and learning.

Vision Statement

The MVS School aspires to be nationally recognized as a leader in providing high-quality Business and Economics education and research that positively impacts business and society.

MVS School Goals

This strategic plan includes four strategic goals in the areas of developing academic and co-curricular programs, providing sufficient resources for MVS School faculty and staff, strengthening the MVS School's relationship with constituents (e.g., alumni, community partners, donors, etc.), and strengthening the MVS School's resources (funding, staff, and faculty). Each of the four primary, broad, over-arching goals, along with specific objectives to achieve the goals are listed below. The summary document outlines the strategic goals, objectives, action items, anticipated outcomes, and alignment with the University's Strategic Initiatives. The objectives were reviewed by tenure-track and lecturer faculty, business advisory council members, professional staff, and undergraduate and graduate students. The objectives were edited with their feedback. In May 2019, the objectives were presented to tenure-track faculty and professional staff for assessment on a 5-point Likert scale. The scores were averaged with a higher score indicating more agreement for the objective. Only the top objectives are shown here, the entire list is documented in Appendix D.

Goal 1: Provide high-quality academic and co-curricular programs to support students' academic and post-graduate success.

Objective 1.1 Alignment of course syllabi and faculty expectations (e.g., workshop syllabi, update course learning outcomes, etc.).

Objective 1.2 Explore MVS School Foundation/Core.

Objective 1.3 Continue the MVS School's practice of continuous improvement and build upon our assessment plan.

Objective 1.4 Maintain requirements for ACBSP Accreditation.

Objective 1.5 Explore AACSB Accreditation Feasibility.

Objective 1.6 Improve MVS Student Success & Retention.

Objective 1.7 Expand MVS School opportunities for high-impact practices (e.g., undergraduate research, study abroad, internship, experiential learning, etc.).

Goal 2: Attract, develop, and retain faculty and staff to support progress towards the MVS School vision.

Objective 2.1 Increase tenure-track density.

Objective 2.2 Increase staff-support.

Objective 2.3 Develop, support, and sustain faculty research.

Objective 2.4 Hire and retain a well-qualified instructional base.

Goal 3: Strengthen the MVS School's connection with constituents (e.g., alumni, students, faculty, community partners).

Objective 3.1 Increase the number of MVS School partnerships throughout the University and within the local/global community.

Objective 3.2 Increase the MVS School's Brand Awareness.

Objective 3.3 Establish better connections with students after they graduate from the MVS School.

Objective 3.4 Leverage MVS School Institutes to engage with the external community.

Goal 4: Strengthen and diversify resources to support the MVS School.

Objective 4.1 Diversify revenue streams to facilitate implementation of the MVS School Strategic Plan (e.g., student and faculty support, Institutes, etc.).

Objective 4.2 Increase the engagement of the Business Advisory Board (BAC).

Monitoring Implementation and Updating the Plan

All strategic plans are "works in progress," and, as such, should be reviewed and adjusted based on new external factors, opportunities, and implementations. Strategic plans are most effectively implemented when there is shared responsibility among the Dean, Chairs, Faculty, Advisory Board, and Community Partners. Progress on the MVS School Strategic Plan will be evaluated at the end of every semester, and actions to move forward will be identified and assigned responsible parties at the start of every semester.

Appendix

Appendix A

Strategic Priorities from the Retreat

1. Alignment of faculty expectations from core courses.
2. Development of Foundation classes.
3. Improve reputation of MVS locally, nationally, and globally.
4. Increase fundraising for MVS programs and research.
5. Develop an Honors program.
6. Explore AACBS Accreditation.
7. Decisions on business options.
8. Increase number of tenure-track faculty.
9. Create more partnerships throughout the University and within the local/global community.

Appendix B

Martin V. Smith School of Business and Economics 2015 – 2020 Strategic Plan

Strategic Initiatives	2015 Target	2020 Target
1. Hire tenure track faculty	+7 (over 2010)	+ 6 (over 2015)
2. Online BSB degree	Launch classes	Build FTE
3. Assessment	Modify process for MBA assessment Implement CLA Start Program Review for MBA	Evidence of use of assessment results (close the loop)
4. Obtain funds for institutes and scholarships	\$50,000 per year	\$100,000 per year
5. Build curriculum	Management Option Marketing Option MS/MBA	Finance Option
6. Separate MVS accreditation	Start process	Be accredited

Appendix C

Mission Statement

Original

Actively promote the Mission of CSU Channel Islands (CI) by building and supporting a learning community of faculty and students who pursue excellence in all areas of business and economics education and scholarship.

Spring 2018 Modification

Enhance the learning environment of faculty and students to pursue excellence in business and economics education, scholarship, and their careers to give back to their communities.

Final

Our mission is to cultivate a learning environment that fosters excellence in business and economics education to prepare students to effectively engage with the ever-changing dynamics of organizational landscapes, and develop lifelong learners who remain committed to giving back to their communities. The school integrates a teacher/scholar framework supporting student & faculty research and learning.

Vision Statement

Original

A School of Business & Economics widely recognized for its excellent graduates, faculty, and curriculum.

Final

The MVS School aspires to be nationally recognized as a leader in providing high-quality Business and Economics education and research that positively impacts business and society.

Appendix D

May 2019 MVS Strategic Plan Objectives Survey Scores

Sixty-six % of the faculty and staff participated. The average score from the Likert scale survey follows each objective, and is presented bolded and in parentheses.

Goal 1: Provide high-quality academic and co-curricular programs to support students' academic and post-graduate success.

Objective 1.1 **(4.7)**

Objective 1.2 **(4.4)**

Objective 1.3 **(4.0)**

Objective 1.4 **(4.2)**

Objective 1.5 **(4.4)**

Objective 1.6 **(4.1)**

Objective 1.7 **(4.4)**

Goal 2: Attract, develop, and retain faculty and staff to support progress towards the MVS School vision.

Objective 2.1 **(4.5)**

Objective 2.2 **(3.9)**

Objective 2.3 **(4.3)**

Objective 2.4 **(4.3)**

Goal 3: Strengthen the MVS School's connection with constituents (e.g., alumni, students, faculty, community partners).

Objective 3.1 **(4.5)**

Objective 3.2 **(4.3)**

Objective 3.3 **(4.7)**

Objective 3.4 **(4.4)**

Goal 4: Strengthen and diversify resources to support the MVS School.

Objective 4.1 **(4.5)**

Objective 4.2 **(4.2)**

**CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS
MARTIN V. SMITH SCHOOL OF BUSINESS AND ECONOMICS
STRATEGIC PLANNING PROCESS 2018-2019**

