Objective II: Secure Endowed Professorships
Endowed professorships will facilitate building an identity and reputation for our departments and centers.

Action 1: Grow the number of endowed professorships in the CBA. The following have been identified as areas that would benefit the college strategically from these endowments: Integrated Marketing Communications, Global Corporate Financial Management, Entrepreneurship, International Entrepreneurship, International Human Resources/Organizational Behavior, Information Systems and Homeland Security, Directorship for the School of Accountancy, Corporate Governance, International Accounting Practices.

Objective III: Complete and Execute the CBA Branding Strategy
Fundraising efforts are more likely to be successful if they are accompanied by a promotional program that positions the CBA in a compelling manner to its constituencies.

To fulfill this vision, this strategic plan addresses six key areas of initiative:

1. The CBA Culture: To foster an environment that rewards faculty and staff for pursuing activities that support students, are individually fulfilling and help the CBA realize its vision.

2. The Business Community: To develop policies and pursue activities that integrate the CBA with the business community.

3. Core CBA Curriculum: To be recognized for developing professional talent that can enhance the competitive position of San Diego and Southern California.

4. External Programs & Partners: To develop and grow programs that create synergy between the CBA and trends impacting the 21st century business environment in San Diego, enhance the reputation of the CBA, and bolster the CBA's financial position.

5. Basic Research: To expand our faculty’s research potential by forging human and financial relationships with government, business and academic institutions inside and outside the United States.

6. Capital Campaigns: To enhance the CBA’s ability to attract and retain outstanding, faculty, staff and students by proactively supporting fundraising and branding efforts at the college and university.

Leadership for the Global Marketplace
1 The CBA Culture:

To foster an environment that rewards faculty and staff for pursuing activities that support students, are individually fulfilling and help the CBA realize its vision.

Objective I: Operationalize the Shared Vision
A shared CBA vision is essential for focusing the energy and effort of faculty, staff and administration.

This vision must energize the faculty and staff and be compatible with the pursuit of individual goals.

Action 1: Secure faculty and staff approval of the vision statement and the six initiatives. Approval shall be sought at a full college meeting. The plan shall be made available prior to the meeting and will be presented at the meeting.

Action 2: Arrange for each department, program and center to select three objectives to achieve in the next 12 months that relate to the initiatives communicated in the plan and move us towards realizing the objectives of the plan. These three objectives will be posted on the CBA website. As progress is made on the initial objectives, additional objectives will be developed in subsequent years.

Action 3: Report at the end of each 12-month period the progress and outcomes related to each of their three objectives selected by departments, programs and centers. Other departments, programs and centers can use this information to check for potential overlap when they pursue similar objectives. These reports will help the CBA both to experiment in approaches to achieve objectives and to ‘iterate’ towards optimal solutions.

Objective II: Improve the CBA’s Organizational Climate
The CBA aspires to have an organizational climate that fosters communication, understanding, transparency, and trust.

Action 1: Evaluate the climate of the CBA, using the Organizational Climate Measure©. All faculty, staff and administration should complete the measure. The results will be distributed to all departments, programs and centers. Differences in the perceptions of faculty, staff and administration will be identified. Differences among departments, programs and centers will also be identified. The Organizational Climate Measure will be readministered every 12 months for the next three years.

Action 2: Employ “dialogue” sessions in each department, program and center to discuss potential problem areas identified in the survey. These sessions will surface and address vital perceptions. Sessions should lead to the proposal and adoption of solutions. Outcomes of these meetings shall be posted on the CBA website.

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Action 4: Incorporate a system for requesting clarification/improving communications on a broad range of issues. These issues can then be addressed in the proper forum, reducing the spread of rumors and misinformation.

2 Basic Research:

To expand the faculty’s research potential by forging human and financial relationships with government, business and academic institutions inside and outside the United States.

Objective I: Facilitate Faculty Participation in Securing External Grants
We will encourage faculty participation in securing external grants through an education program that walks faculty step by step through the grant writing process and an incentive program that values secured grants in the evaluation of professional growth.

Action 1: Develop and institute an incentive program that rewards the attainment of grants in a manner similar to that currently existing for research publications.

Objective II: Promote Cross-Disciplinary Research
We will create a research grant program specifically to encourage cross-disciplinary research among SDSU faculty.

Action 1: Allocate a portion of grants to CBA faculty who propose joint research with those from other departments in CBA or from other SDSU departments outside of CBA.

Objective III: Deliver Center-Sponsored Research Conferences
Each CBA center (CIBER, EMC, IMC, CGI, etc.) will sponsor a research conference in San Diego by 2010. CBA-sponsored research grants will be set aside for faculty to produce research for these conferences.

Action 1: Develop revenue generating activities (memberships, seminars, etc.) within each center to provide funding for research activities to be awarded for faculty conducting research in that area.

3 Capital & Promotional Campaigns:

To enhance the CBA’s ability to attract and retain outstanding, faculty, staff and students by proactively supporting fundraising and branding efforts at the college and university.

Objective I: Secure Naming Endowments for Centers and Schools
To ensure that the CBA has the funds needed to attract and retain top talent, the CBA will secure major gifts from both the private and public sector.

Action 1: Name CIBER ($10M). CIBER is a national resource center, which serves as the engine behind the development and growth of international education and research. The naming endowment will secure CIBER’s role within the College of Business Administration.

Action 2: Name EMC ($10M). The EMC helps to foster entrepreneurial education, research, and practice. The EMC has established an extensive network of industry experts instrumental in initial viability scans (preceding market studies). Since 2001, the EMC has conducted over 60 market analysis of technologies submitted by startup companies, regional universities (including SDSU) and government laboratories for applications in homeland security and anti-terrorism.

Action 3: Name the School of Accountancy ($10M). A major goal is to endow and name the School of Accountancy (SOA). For years, the SOA has earned its reputation as one of the most highly regarded programs in the country. The SOA offers innovative accounting education that is attuned to the needs of our community. An endowment in will ensure funding of the programs, faculty excellence and student support to allow us to leverage our expertise with the experience of the accounting community to be the major provider of accountants in San Diego and Southern California.
To develop and grow programs that create synergy between the CBA and trends impacting the 21st century business environment in San Diego, enhance the reputation of the CBA, and bolster the CBA’s financial position.

Objective I: Expand and Develop the Sports Business Management MBA
The CBA will continue to grow and strengthen the program to achieve a top five status.

Action 1: Enhance curriculum, executive lectureships, and internship.
Action 2: Host an annual sports business case competition and sports business research conference.
Action 3: Analyze the market options to grow the Sports MBA program.

Objective II: Differentiate the EMBA and Explore other Executive Education Opportunities
The CBA will continue to grow and strengthen the program to achieve a top #35 ranking by 2010. Explore additional opportunities for non-degree Executive Education seminars and workshops.

Action 1: Develop key EMBA strengths in International Business, Entrepreneurship, and Accounting and Governance principles.
Action 2: Increase executive lectureships in each area in EMBA. Formalize the international experience for the program.
Action 3: Explore the development of non-degree external Executive Programs (seminars, workshops) that emphasize CBA strengths using determination criteria that includes but is not limited to program interest, alignment with CBA goals, feasibility in producing high quality programs given available resources and ability of proposed program to contribute to the reputation and financial stature of the college.

Objective III: Explore and Develop Programs with Corporate and Academic Strategic Partnerships.
The CBA will form strategic partnerships to develop cutting edge programs that build on the strengths and enhance the reputation of the CBA.

Action 1: Develop the Global Entrepreneurship MBA program with 3-4 international academic partners and 3-5 global corporate partners.
Action 2: Develop the EMBA in Life Sciences with Gallup.
Action 3: Continue to explore other academic and corporate partnerships that can enhance the reputation of the CBA.

Objective III: Improve CBA Communication
The CBA needs to maximize the ability of all personnel to access, process and respond to information on a timely basis.

Action 1: Set all personal computer homepages to a CBA communication “dashboard” that includes meeting schedules, committee reports, departmental meeting summaries, program updates, white papers, faculty and staff achievements, etc. The dashboard shall be designed to signal the presence of new information in any of the information categories that are developed.
Action 2: Create a discussion forum/message board on the dashboard where any CBA faculty, administration or staff can raise an issue, ask a question, discuss a topic of interest, etc.
Action 3: Arrange for the Dean and the Associate Dean to each sit in on at least one faculty meeting in each department every academic year. Every semester, each department, program and center should have a meeting open to all college personnel to share successes, problems, shared initiatives, etc.

Objective IV: Institute the “CBA Incentive Program”
We must find ways to reward outstanding performance. All faculty, staff and administrators are encouraged to pursue and be rewarded for achieving individual objectives that are both personally fulfilling and compatible with the vision of the CBA.

Action 1: Make incentive programs available to all faculty, administrators and staff, except for the Dean, Associate Dean and Program Coordinators in MPP positions. Every individual shall propose his/her own incentive program. To maximize focus and output, no individual shall have more than three approved incentive initiatives in progress at any one time. It is the responsibility of the appropriate department chair, center coordinator or program coordinator and the Dean to approve each incentive program proposal.
Action 2: Make incentive programs available to faculty relating to research, service and teaching. The Executive Committee shall establish guidelines for research (e.g., rewards for ‘A’ and ‘A+’ journal hits), service (e.g., rewards for chairing committees, writing white papers, editorial review board memberships, prominent positions in academic associations, etc.) and teaching (e.g., developing new courses, adopting new technologies, sponsoring groups in case competitions, etc.). However, guidelines cannot be foreseen for all potential incentive programs. Once awards are created, they may be considered precedent for future considerations.
The Business Community:

To develop policies and pursue activities that integrate the CBA with the business community.

Objective I: Formalize the “CBA Career Planning Center.”
Develop a CBA career planning center to (1) attract top firms to recruit undergraduate and graduate students, (2) assist and prepare students in their career development plans and (3) increase internship opportunities for students.

Action 1: Initiate and develop alliances with prestigious local, national and international firms interested in hiring CBA graduates in a variety of functional areas and across industrial spectrums.
Action 2: Develop an alliance with University Career Services to develop adequate workshops to assist students in their career development.
Action 3: Seek a wide variety of internship opportunities across functional and industrial spectrums. Emphasize benefits of internship importance to undergraduate and graduate students.

Objective II: The “Expertise Exchange” with Business Partners
The CBA will establish regional business partnerships to bring business partner executives into undergraduate and graduate classrooms as speakers, student project clients and executives in residence. These partnerships will bring faculty into the business environment through paid project consulting, advisory board memberships and summer “faculty-in-residence” positions at local organizations. This will also bring students into the business environment through class projects and internships.

Action 1: Develop database of local business leaders willing to speak to students on a variety of subject areas. Make this ‘Community in the Classroom’ database available to faculty and student groups to allow maximum exposure to students.
Action 2: Continue to seek challenging consulting projects for graduate students with local companies across a wide spectrum of industries. Expand opportunities for credit earning projects at both the graduate and undergraduate levels.
Action 3*: Initiate and develop expertise exchange with local businesses that will bring CBA faculty to teach courses requiring major and/or ongoing updating.
* This action item requires further assessment of the current situation in regards to current faculty inclusion on e-mail distribution lists based on interest factors. These factors should include regional, specialty or special interest. Also offer options to include or exclude particular areas.

Objective III: Expand the CBA Alumni Network
The CBA will continue and expand efforts to CBA alumni connected to SDSU and the CBA through luncheons, chapter meeting speaker series, award programs such as “Rising Stars,” and information sharing through press releases, news stories and Inside Business. The CBA will seek greater alumni involvement in internships, mentorship and job placement, i.e., seek involvement with the proposed CBA Career Planning Center. Likewise, it will publicize and utilize alumni to build the Expertise Exchange program.

Action 1: Utilize contacts with CBA alumni to create initial push for increase in internships, community in the classroom, and job bank. Foster alumni relationships to increase connection between CBA and the community.
Action 2: Develop opportunities for alumni to connect via a virtual community on a variety of factors. These factors should include regional, specialty or special interest. Also offer inclusion on e-mail distribution lists based on interest factors.
Action 3: Develop career posting opportunities available to Alumni through the Career Services Alliance (Obj. 1, Act 2).

Objective IV: Offer Teaching Related Grants and Stipends
The curriculum must be consistently updated to reflect currency and issues which can cause shifts in economic and global conditions.

Action 1: Institute a curriculum development stipend program with priority given to faculty who teach courses requiring major and/or ongoing updating.
Action 2: Institute a pedagogy stipend that will allow faculty to attend teaching-related conferences.
Action 3: Set aside a portion of CBA grant money every year to encourage teaching related research.

Core CBA Curriculum:

To be recognized for developing professional talent that enhances the competitive position of San Diego and Southern California.

Objective I: Audit Curriculum
All departments and programs will evaluate their curriculum in the context of current trends, student demand and application to the current business environment. At the course level, every effort should be made to integrate content relating to the global business environment and the knowledge economy.

Action 1: Assess the undergraduate curriculum in a mode of continuous improvement with emphasis on student learning, architecture and content.
Action 2: Assess the graduate curriculum in a mode of continuous improvement with emphasis on student learning, architecture and content.
Action 3: Study online/hybrid/flexible teaching models and develop where appropriate.

Objective II: Enhance the Reputation of the Undergraduate Programs
We will enhance the reputation of SDSU undergraduate business programs by improving quality and our ranking.

Action 1: Have the Dean talk with other Deans about criteria used to evaluate undergraduate programs.
Action 2: Survey alumni on metrics associated with ranking criteria and quality programs. Use these data to improve program quality and to produce PR materials which feature areas of excellence from the surveys.
Action 3: Feature recent success stories of outstanding alumni on CBA and department web sites.
Action 4: Publicize outstanding efforts by faculty and specific classes. Focus once a month on a team that competed on a national competition, work of BA 404/SIFE students, business clubs, and other exceptional accomplishments by undergraduate students and classes.

Objective III: Grow and Enhance the Reputation of the Graduate Programs
The CBA will increase graduate enrollments and the quality of SDSU business graduates by developing and promoting new graduate programs.

Action 1: Study five-year undergraduate/graduate (3/2 or 4/1) programs to determine appropriateness.
Action 2: Explore and develop new joint programs across departments or with other colleges.
Action 3: Explore opportunities for online programs.
Action 4: Survey graduates on metrics to be used in ranking surveys. Actively submit metrics to valid venues to ensure inclusion of SDSU in national rankings.

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Action 1: Develop database of local business leaders willing to speak to students on a variety of subject areas. Make this ‘Community in the Classroom’ database available to faculty and student groups to allow maximum exposure to students.
Action 2: Continue to seek challenging consulting projects for graduate students with local companies across a wide spectrum of industries. Expand opportunities for credit earning projects at both the graduate and undergraduate levels.
Action 3*: Initiate and develop expertise exchange with local businesses that will bring CBA faculty into their environments. Propose offerings both in conjunction with student consulting projects, or for faculty alone.

* This action item requires further assessment of the current situation in regards to current faculty obligations and expectations.

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4. **External Programs & Partners:**

To develop and grow programs that create synergy between the CBA and trends impacting the 21st century business environment in San Diego, enhance the reputation of the CBA, and bolster the CBA’s financial position.

**Objective I: Expand and Develop the Sports Business Management MBA**

The CBA will continue to grow and strengthen the program to achieve a top five status.

- **Action 1:** Enhance curriculum, executive lectureships, and internship.
- **Action 2:** Host an annual sports business case competition and sports business research conference.
- **Action 3:** Analyze the market options to grow the Sports MBA program.

**Objective II: Differentiate the EMBA and Explore other Executive Education Opportunities**

The CBA will continue to grow and strengthen the program to achieve a top #35 ranking by 2010.

- **Action 1:** Develop key EMBA strengths in International Business, Entrepreneurship, and Accounting and Governance principles.
- **Action 2:** Increase executive lectureships in each area in EMBA. Formalize the international experience for the program.
- **Action 3:** Explore the development of non-degree external Executive Programs (seminars, workshops) that emphasize CBA strengths using determination criteria that includes but is not limited to program interest, alignment with CBA goals, feasibility in producing high quality programs given available resources and ability of proposed program to contribute to the reputation and financial stature of the college.

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1. **The CBA Culture (continued):**

**Objective III: Improve CBA Communication**

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Action 3: Name the School of Accountancy ($10M). A major goal is to endow and name the School of Accountancy (SOA). For years, the SOA has earned its reputation as one of the most highly regarded programs in the country. The SOA offers innovative accounting education that is attuned to the needs of our community. An endowment in will ensure funding of the programs, faculty excellence and student support to allow us to leverage our expertise with the experience of the accounting community to be the major provider of accountants in San Diego and Southern California.
6  Capital & Promotional Campaigns (continued):

Action 4: Name the Center for the Study of Personal Financial Planning ($2M). Many financial services firms are competing to position themselves as leaders in the personal financial planning field. Naming SDSU’s new Center for the Study of Personal Financial Planning could help them in that effort and help attract recognition to the Department and College of our established programs in that area. It is the only such center in the U.S.

Objective II: Secure Endowed Professorships

Endowed professorships will facilitate building an identity and reputation for our departments and centers.

Action 1: Grow the number of endowed professorships in the CBA. The following have been identified as areas that would benefit the college strategically from these endowments: Integrated Marketing Communications, Global Corporate Financial Management, Entrepreneurship, International Entrepreneurship, International Human Resources/Organizational Behavior, Information Systems and Homeland Security, Directorship for the School of Accountancy, Corporate Governance, International Accounting Practices.

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