

# Colorado State University

COLLEGE OF BUSINESS

## **I. MISSION**

We are in the business of transforming lives. We believe business has the power to inspire change and solve complex challenges in Colorado and around the globe. Through our undergraduate and graduate programs, research, and service to our communities, we will make our world a better place.

## **II. VALUES**

With ethics and citizenship as our grounding, we uphold a set of values that drive our decisions and actions. Through innovative teaching and research we do our part every day to inspire future business leaders to change the world for the better.

**Student-development.** Students are why we're here. Every student's learning, personal growth and professional development is a priority to us. We offer support in the classroom and beyond to ensure that we are giving all business students the opportunities they need to realize their full potential as leaders ready to change the world for the better.

**Excellence.** We dedicate ourselves to preeminent teaching and research that inspire change and create value in our community and in the world. We will uphold our high standards as we make decisions for our future.

**Integrity.** We create a culture that expects professionalism and empowers students, faculty, and staff to make choices and take action using the highest ethical standards as a guide.

**Innovation.** We look to the future with the agility and confidence needed to take risks, try new methods, and anticipate and respond to market changes. We will seek and deploy new approaches to keep pace with a changing world and to engage 21st century students and businesses.

**Inclusion.** We hold ourselves accountable, as people with diverse views and backgrounds, to recognize and respect the contributions of every College of Business community member. Our work environments and relationships will honor and support the people who through their focus on excellence and high performance every day make our College great. Our learning environments welcome and support a diverse student body's success.

**Fiscal Responsibility.** Accountability and transparency will guide our decisions as responsible stewards of our financial resources. We will be self-reliant, creative, and entrepreneurial as we seek opportunities to secure our future.

## **III. VISION**

We are the preferred destination for business knowledge for personal, professional, and organizational development. Our approach to business education will attract students, employers, donors, faculty, and staff who believe in the power of business to make a difference.

OVERALL SUCCESS INDICATORS						
CSI #	Critical Success Indicator (CSI)	Goal		2013-14	2014-15	2019-20
1	Colorado Ranking	#1 in Colorado		#2	#2	#1
2	Land Grant Ranking	Top 15 Land Grant COB (Bloomberg Business Week)		18	Top 15	Top 15
3	Undergraduate Ranking	Top 25 Undergraduate COB- Public University (Bloomberg Business Week)		31	Top 30	Top 25
4	Undergraduate Ranking	Top 50 Among Public and Private Universities		73		Top 50
5	Part-time MBA Ranking	Top 50 Part-Time MBA (US News & World Reports)		31	Top 50	Top 50
6	Online MBA Ranking	To be determined		NA	TBD	TBD
7	Research Ranking	Be in the 75th percentile of our peer group		NA	Baseline	75th percentile
8	Placement Rate (UG)	Increase and maintain the three-year moving average for job-seeking undergraduates to 90% within 90 days of graduation.	90 day placement rate	81% (2011-2012)	83%	90%
9	Target Journal Publications	Increase the number of COB faculty-authored articles accepted for publication in the target journals to a minimum of 40 per year.	Annual count	TBD	40	40
10	Employee engagement score	Results of an engagement survey will indicate 90% engagement		NA	Baseline	90%
11	Net Private Support	Net Private Support achieves goal each year.		\$10M goal/\$3.8M actual	\$8M goal	\$80M cumulative
12	Enterprise revenue	Achieve \$20M in annual enterprise revenue		\$12.7M	\$11.5M Est	\$20M

**IV. MACRO STRATEGY**

We will achieve our vision by:

- Attracting and retaining faculty with high quality knowledge and skills in teaching and research as well as administrative professionals and classified staff committed to students and with strong experience in their field.
- Providing a superior undergraduate and graduate educational experience for a competitive cost using faculty with outstanding teaching skills, leveraging technology-mediated instructional delivery, and investing in high-touch student support systems.
- Building a high quality research reputation by continuously improving infrastructure for research support, capitalizing on our growing reputation, and leveraging local quality-of-life attributes to attract strong research faculty.
- Funding the educational and research strategies by seeking endowments and developing and managing innovative and entrepreneurial enterprise revenues.

**VI. STRATEGIC ACADEMIC PRIORITIES**

Consistent with our mission and vision, we have taken pride in ensuring that our students are thoroughly versed in fundamental business processes and receive state-of-the-art theoretical and practical training within their chosen area of study. Excellent classroom teaching has been a hallmark of our College. Our graduates are able to identify and solve business problems, work well in teams, utilize technology effectively and communicate professionally.

While ensuring continuous improvement in each of the above areas, we have identified four key priorities for greater emphasis: (1) Global Orientation, (2) Sustainable Enterprise, (3) Ethics & Social Responsibility, and (4) Distance and Instructional Innovation. These priorities will provide a common thread across our sub-disciplines and Key Result Areas and enhance the accomplishment of our mission. The framework below emphasizes the cross-disciplinary nature of these priorities, and serves as a foundation from which many of our major goals are derived. These key priorities will guide our curriculum development, alliances and internal support processes during the life of this plan.

	Marketing	Management	Finance & Real Estate	CIS	Accounting	
<b>Strategic Priorities</b>	<b>GLOBAL ORIENTATION</b> <ul style="list-style-type: none"> <li>Curriculum Integration</li> <li>Specialized Courses</li> <li>Experiential Learning</li> <li>Study Abroad</li> <li>Research</li> </ul>		The increasing integration of economies around the world, particularly through trade and financial flows, the movement of people and knowledge across national borders, and to broader dimensions such as foreign cultures, politics and environment.			<b>Student Support Services</b>
	<b>SUSTAINABLE ENTERPRISE</b> <ul style="list-style-type: none"> <li>Curriculum Integration</li> <li>Specialized Courses</li> <li>Specialized Program</li> <li>Experiential Learning</li> <li>Center Development</li> <li>Research</li> </ul>		A focus on the triple bottom line, i.e., the development and integration of economically, socially and environmentally sustainable business practices. We believe private enterprise is a solution to the challenges of our times.			
	<b>ETHICS</b> <ul style="list-style-type: none"> <li>Course Integration</li> <li>Specialized Courses</li> <li>Experiential Learning</li> <li>Research</li> </ul>		A commitment to imbue the highest possible level of integrity in our students, faculty and staff, along with acceptance and adoption of rigorous ethical, professional and legal standards in the practice of business and management in general.			
	<b>DISTANCE &amp; INSTRUCTIONAL INNOVATION</b> <ul style="list-style-type: none"> <li>Course Integration</li> <li>Research</li> </ul>		A commitment to continuous exploration of delivering value through new products and technology-mediated learning. We focus on innovation for impact, efficiency, and effectiveness.			

**VII. PLANNING ASSUMPTIONS AND KEY DRIVERS OF OUR STRATEGY:**

1. State funding will decline in general and tuition increases will be 6% or less annually.
2. State funding will decrease and enterprise revenues are critical to funding our research and teaching missions. We must find revenue sources to replace approximately \$3 - \$5 million of state funding at current resident instruction levels and not accounting for growth.
3. An operating endowment of \$75 – \$125 million generating 4% payout is one way to provide the \$3 - \$5 million to cover the state funding shortfall.
4. Enterprise revenues in FY14 cover \$2.5 million of resident instruction expenses; those expenses will continue to be funded and will grow as student numbers grow.
5. Increased competition in distance education from traditional and non-traditional academic organizations can threaten our enterprise revenues and resident instruction models.

6. On campus student body will increase to 35,000 by 2024. Business major student count will increase by 30% to 3,000, assuming our current ratio of 9.2%-10% of total university RI students remains the same.
7. Our student body will become more diverse and in order to uphold our land-grant mission to provide access to a varied student population increasing available financial aid is important and necessary.
8. The COB is focused on student development.
9. Net Generation (8-18 year olds) will be a smaller generation and will require us to provide a different learning environment and to teach differently. The web will provide content and our differentiator will be application and engagement with faculty and staff. The COB must provide resources to assist faculty in bringing content to life. Personal engagement with faculty members is important to the students.
10. As a result of these factors, our strategy will be driven by these strategic drivers: quality and rigor in teaching and research, innovation, adaptability, student –faculty relations, student geographic diversity, leveraging practical application of research, promotion & marketing of research excellence, corporate collaborations, wider involvement across the college in tapping into the multi-generational wealth, and improving the performance management infrastructure to support strategic objectives (implicit and explicit rewards).

## **VIII. KEY RESULT AREAS**

Our plan focuses on five Key Result Areas which align with the CSU Strategic Plan: Teaching & Learning, Research & Discovery, Outreach & Engagement, People, and Resources & Support.

### **1. TEACHING & LEARNING**

1.1. Goal: Optimize the learning experience and process by implementing instructional innovations.

1.1.1. Strategy: Develop an instructional innovation initiative that identifies high potential instructional innovations, assists early adopter faculty with instructional innovations, and provides leadership in developing plans to improve COB learning spaces to meet the needs of student learners and instructors.

1.1.1.1. Who: AD/Academic Programs, Grad Programs Academic Director, Faculty Brainstorming Group (Summer 2014)

1.1.1.2. When: By the end of 2014, develop a structure for this initiative. Annually AdCom should receive progress reports regarding new innovations and their adoption across faculty. As well, AdCom should receive recommendations from this team in collaboration with program directors/program committees on physical and technology resource improvements/changes.

1.1.2. Strategy: Implement a COB teaching evaluation system that: (a) encourages instructors to adopt new (proven effective) instructional techniques; and (b) rewards successful adoptions that are shown to enhance learning, (c) invests in faculty fellowships for innovation, (d) rewards self-reflection and directed response to feedback on teaching performance.

1.1.2.1. Who: AD/Administration and Department Chairs, AD/Academic Programs

1.1.2.2. When: Have in place for AY2016 annual evaluations. AD develop a memo that is endorsed by AdCom and distributed to Departments via Department chairs during spring 2015.

1.1.3. Strategy: To deploy proven instructional innovations across the whole faculty implement an instructional innovation initiative which: (a) identifies instructional innovators; (b) details ground rules; (c) incentivizes innovation development; (d) monitors innovations; and (e) communicates successes/failures.

1.1.3.1. Who: AD/Academic Programs, Task Force

1.1.3.2. When:

1.2. Goal: Improve and measure teaching effectiveness and achievement of learning outcomes.

1.2.1.Strategy: The annual evaluations of Program Directors, Academic Directors, and Department Chairs will be based, in part, on their performance in collecting assurance of learning data and the use of this data to implement specific curricular/program changes to address gaps and enhance learning. Programs must include a pre- and post-matriculation assessment component.

1.2.1.1. Who: AD/Academic Programs, UG & Graduate Program Academic Directors

1.2.1.2. When: During remainder of 2014 AdCom will communicate this new approach and prepare for this change. Preparations could include changing the evaluation form such that instructors report back to Department Chairs on their performance in achieving course and program learning objectives.

1.2.2.Strategy: Department chairs develop and share their comprehensive, integrated methods of evaluating teaching effectiveness for annual performance evaluations. Faculty's annual reviews demonstrate how they achieved learning objectives for the courses they taught.

1.2.2.1. Who: AD/Academic Programs, Department Chairs, Task Force

1.2.2.2. When: Begin preparing in Fall 2014.

1.3. Goal: Improve our student development focus to address the changing educational environment and the current generation of students.

1.3.1.Strategy: Further develop our student experience over a 5-year period to achieve and/or maintain: (a) student offer rates of 90% within 90 days after graduation; (b) persistence rates at 90%; (c) 5-year graduation rates at 75% or higher; (d) academic advising satisfaction at 90%; (e) increase scholarship assistance (f) increased faculty-directed or supervised practical experience (internship, practicum, research project, etc.) to 90% of students, (g) increased number of students with an international experience, (h) a student-faculty ratio of 24.5 or less compared to academic year 2013-14 baselines.

1.3.1.1. Who: AD/Academic Programs, Dept. Chairs, CMC, Development, Internship Coordinators, UG Program Academic Director, Director of UG Programs Office, Graduate Advisor

1.3.1.2. When: Ongoing, By 2020

1.4. Goal: Ensure that our Educational Program Portfolio is market driven and programs are rigorous and relevant and efficiently delivered.

1.4.1.Strategy: Develop a predominantly online COB Minor by May 2015 in order to: (a) provide CSU (non-business) students with an online or hybrid alternative to current offerings; (b) create resource efficiencies; and (c) have a new (minor in business online/hybrid) product offering that could be used to generate incremental revenue.

1.4.1.1. Who: AD/Academic Programs

1.4.1.2. When: Complete by May 2015

1.4.2.Strategy: To make more efficient use of faculty resources, reduce total number of graduate program classes and/or increase average class size (within the grad program).

1.4.2.1. Who: AD/Academic Programs

1.4.2.2. When: Ongoing. Establish baselines during summer 2014 and establish annual AdCom (April) review process to chart efficiency improvements.

1.4.3.Strategy: Bi-annually, AdComm, Program Directors, UPC, and GPC will review the educational program portfolio to assess whether they fit market demands and are competitively positioned.

1.4.3.1. Who: AD/Academic Programs

1.4.3.2. When: Begin assessment with UPC and GPC input during February and March followed by an AdCom assessment.

1.4.4.Strategy: Bi-annually, AdCom, UPC and GPC will review the educational program portfolio to assess the quality of the admit pool as well as the application of rigor within the program. We anticipate that entering cohorts (particularly with the OMBA) will not be smaller but that students who cannot handle the program will leave and reduce the cohort size. We will plan the P&L accordingly.

1.4.4.1. Who: AdCom, UPC, GPC

1.4.4.2. When: Start with UPC and GPC during September followed by AdCom.

1.4.5.Strategy: Explore educational programs in Denver South to diversify revenue streams, generate net income, and meet market demand.

1.4.5.1. Who: AD/Academic Programs, AdCom

1.4.5.2. When: Fall 2015. AdCom will evaluate financial performance of these programs annually in February.

1.5. Goal: Develop transformational experiences in one of the strategic priorities (Global Orientation, Sustainable Enterprise, Ethics, Distance and Instructional Innovation). Explore adding Leadership to the list.

1.5.1.Strategy: Transform student lives around Global Orientation by improving the integration of global or international aspects of the curriculum and increasing the number of students who gain an international experience from a 2012-13 baseline of 171 students with education abroad experience to 250 students annually by 2020.

1.5.1.1. Tactic: Increase the number of scholarships for education abroad to more than 20 per year.

1.5.1.1.1. Who: Development

1.5.1.1.2. When: Begin in FY2015 and ongoing

1.5.1.2. Tactic: Ensure that courses which should have international or global elements have the appropriate amount of international or global content.

1.5.1.2.1. Who: AD/Academic Programs, Department Chairs

1.5.1.2.2. When: Begin in AY2016

1.5.1.3. Strategy: Develop five (5) faculty-led courses taught overseas in which our students can participate across the Undergrad and Graduate programs combined.

1.5.1.3.1. Who: AD/Academic Programs, Department Chairs

1.5.1.3.2. When: Launch in AY2016

1.5.2.Strategy: Ensure our faculty has international experience by ensuring and supporting the opportunity to teach or research internationally every year.

1.5.2.1. Who: AD/Academic Programs

1.5.2.2. When: Launch in AY2016

1.5.3.Strategy: All academic departments and programs will integrate these strategic priorities in their curriculum over five years.

1.5.3.1. Who: Department Chairs

1.5.3.2. When: Begin in AY2015, report annually to AdCom and other stakeholders

**TEACHING & LEARNING (in addition to the overall metrics)**

CSI #	Critical Success Indicator (CSI)	Goal		2013-14	2014-15	2019-20
13	International experience rates	Increase the annual number of COB undergraduate business majors who study abroad to 250.	Total	TBD	200	250
14	Persistence rates	Maintain the percentage of entering freshmen who enroll for their second year at 90%.		TBD	90%	90%
15	Student/FT Faculty Ratio	Reduce the undergraduate student/full-time faculty ratio 24.5 or less (full-time faculty is defined as tenured, tenure-track and special appointment faculty).		24.8	< 24.5	< 24.5
16	Graduation Rates (UG)	The percentage of students who enrolled as Fall freshmen and graduated 5 years later. (for students starting in FA06 and graduating in SP11 the graduation rate is 77.6%.)		TBD	75%	75%
17	Graduation rates (Grad)	The percentage of students in a Masters program cohort who started and finished within 3 years.		TBD	85%	85%
18	Scholarship Funding (All)	Increase awarded funding for scholarships to \$750,000/year combined undergraduate and graduate.		TBD	500,000	750,000
19	Practical Experience (UG)	90% of graduating students will have an internship, practicum, field experience, resarch projects, clinical assignment, or volunteer while at COB.		TBD	65%	90%
20	Offer Rate (UG)	The percentage of graduating undergraduate students looking for a placement who received an offer within 90 days of graduation.	90 day <i>offer</i> rate (annual)	TBD	90%	90%
21	Advising Satisfaction Score (UG)	UG satisfaction with advising related to courses, scheduling, and selecting a major will be 90% (combining "better than average" and "excellent")		TBD	88%	90%
22	Advising Satisfaction Score (Grad)	Graduate satisfaction with advising related to courses, scheduling, and selecting a major will be 95% or better (combining "better than average" and "excellent")		TBD	95%	95%
23	Median Starting Salary (UG)	Improve the undergraduate median starting salary (feeds the BB Undergraduate rankings)	Fall	TBD	\$46,000	\$50,000
24			Spring	TBD	\$46,000	\$50,000
25	Net Promoter Score (UG)	Achieve an NPS of 55 or higher among graduating seniors.		NA	Baseline	55
26	Net Promoter Score (Grad)	Achieve an NPS of 55 or higher among graduating masters students.		NA	Baseline	55
27	Post-matriculation assessment score (UG)	95% of undergraduate students will have mastered the learning objectives of the core curriculum.		NA	Develop	95%

## 2. RESEARCH & DISCOVERY

2.1. Goal: Increase publications in target journals to 40 per year.

2.1.1. Strategy: Improve the infrastructure to support research productivity for all tenured and tenure-track faculty.

2.1.1.1. Tactic: Maximize efficiency in teaching schedules for research faculty. Review each year.

2.1.1.1.1. Who: AD/Administration, Department Chairs

2.1.1.1.2. When: Annually in Summer.

2.1.1.2. Tactic: Hire post-docs.

2.1.1.2.1. Who: Dean

2.1.1.2.2. When: Begin FY2016, Ongoing

2.1.1.3. Tactic: Implement two research methods workshop each year.

2.1.1.3.1. Who: AD/Administration

2.1.1.3.2. When: Begin FY2015, Ongoing

2.1.2. Strategy: Initiate cross-campus collaborations by hosting one research overview seminar each year.

2.1.2.1. Who: AD/Administration

2.1.2.2. When: Begin FY2015, Ongoing

2.1.3. Strategy: Develop three international collaborations with other similar colleges of business from FY2015 – FY 2020.

2.1.3.1. Who: AD/Administration, Department Chairs

2.1.3.2. When: Begin FY 2015

2.2. Goal: Build our reputation for research that impacts society /transforms lives / makes a difference.

2.2.1. Strategy: Increase the awareness within COB of current research throughout the COB.

2.2.1.1. Tactic: Launch a Brown Bag series – faculty present “how-to” topics with their own research as example.

2.2.1.1.1. Who: AD/Administration

2.2.1.1.2. When: Begin FY2015, ongoing

2.2.2. Strategy: Communicate and promote faculty publishing in target journal outlets within the College and in appropriate public media and explore translational research opportunities and develop the resources to execute beginning in FY2016.

2.2.2.1. Who: AD/Administration

2.2.2.2. When: Begin FY2015

2.2.3. Strategy: Support faculty interdisciplinary research where it benefits the COB even if it doesn't result in a premier or HQ publication.

2.2.3.1. Who: Department Chairs, AD/Administration

2.2.3.2. When: Begin 2014

2.2.4. Strategy: Increase the number of funded termed professorships/soft chairs from approximately 11 in AY 2014-15 to 22.

2.2.4.1. Who: Dean, Department Chairs, Development

2.2.4.2. When: By 2020

2.2.5. Strategy: Increase the number of endowed chairs to six.

2.2.5.1. Who: Dean, Associate Deans, Department Chairs, Development

2.2.5.2. When: By 2020

- 2.3. Goal: Increase the number of corporate and/or government partners engaging our faculty for research project grants to \$1,000,000 per year by 2020.
- 2.3.1. Strategy: Communicate and promote faculty research to corporate partners and potential corporate partners; explore translational research opportunities and develop the resources to execute beginning in 2016.
- 2.3.1.1. Who: AD/Administration, Department Chairs, Centers/Institutes, MarComm, Development
- 2.3.1.2. When: Begin in FY2106
- 2.3.2. Strategy: Establish more corporate collaborations that will provide access to data and funding support for research.
- 2.3.2.1. Who: AD/Administration, Dean
- 2.3.2.2. When: Begin FY2015

<b>RESEARCH &amp; DISCOVERY</b> (in addition to the overall metrics)						
CSI #	Critical Success Indicator (CSI)	Goal		2013-14	2014-15	2019-20
28	Board memberships	# of Board memberships in Target Journals each year		NA	Baseline	
29	Editorships	# of Editorships in Target Journals each year		NA	Baseline	
30	Citations	Research impact will be measured by cumulative citations.		87,404	Baseline	
31	Research grant funds	Increase the extra-mural research grants to \$1,000,000 per year by 2020		TBD	TBD	\$1 M

### 3. OUTREACH & ENGAGEMENT

- 3.1. Goal: Each year, increase the number of corporate partnerships and number of active alumni a minimum of 10% respectively by building upon existing opportunities for engagement and establishing and coordinating new opportunities for mutual benefit.
- 3.1.1. Strategy: Build a “COB for Life” Alumni Loyalty Development program to increase the number of alumni connected to the COB through time, talent, or treasure.
- 3.1.1.1.1. Who: Development, Department Chairs, Program/Center Directors, Unit Managers
- 3.1.1.1.2. When: Begin in FY 2015
- 3.1.1.2. Tactic: Develop reunion program to launch in 2016.
- 3.1.1.3. Tactic: By 2015, define and begin promoting a list of benefits/values and ways for alumni to engage.
- 3.1.2. Strategy: Create and support the infrastructure and database to build and maintain great alumni and corporate relations by end of 2016.
- 3.1.2.1. Who: Development, Program/Center Directors, Unit Managers, COB IT, CSU Advancement
- 3.1.2.2. When: Begin in FY 2015, ongoing
- 3.1.3. Strategy: Increase the number of COB corporate partners for each individual program/center/institute by 10% annually, including those with national and global operations by developing and coordinating programs and efforts across the College.
- 3.1.3.1. Who: Development, CMC, Department chairs, Graduate programs, Centers, Institutes, Enterprise programs.

- 3.1.3.2. When: Begin in FY 2015, ongoing
- 3.1.4.Strategy: Build the Executive Education/Professional Development unit by successfully differentiating educational programs, partnering with corporations and developing a financially sustainable model by 2017.
  - 3.1.4.1. Who: Dean, AdCom, CPDBR
  - 3.1.4.2. When: Begin in FY 2015, ongoing
- 3.1.5.Strategy: Increase our public relations mentions for research, educational programs, institutes & centers, and donors in the press by working with central communications office from a baseline of 111 in 2013-14.
  - 3.1.5.1. Who: Department Chairs, MarComm
  - 3.1.5.2. When: Begin in FY 2015, ongoing
- 3.1.6.Strategy: Develop and implement strategic and annual marketing plan to enhance the College's reputation and increase awareness of opportunities for involvement and connection by employers, alumni, the business community, potential students, and potential employees.
  - 3.1.6.1. Who: Marketing Communications
  - 3.1.6.2. When: Begin in FY 2015
- 3.2. Goal: Create a service-oriented "one-team" external relations culture for corporations, alumni, donors to work with.
  - 3.2.1.Strategy: Create and utilize an external relations committee to meet regularly to communicate review, assess, coordinate outreach and engagement activities and identify new outreach and engagement trends or methods for all the COB departments and units and centers and institutes to ensure we are upholding the brand and coordinated presence to corporations, alumni, and donors.
    - 3.2.1.1. Who: Dean, Director of Strategic Initiatives
    - 3.2.1.2. When: Begin in FY 2015, ongoing
    - 3.2.1.3. Tactic: Encourage and incent faculty outreach and engagement service for the benefit of the College and especially for research, speakers and practicums.
      - 3.2.1.3.1. Who: Department Chairs, Development
      - 3.2.1.3.2. When: Begin developing in FY 2015 for implementation in FY 2016
    - 3.2.1.4. Tactic: Develop a corporate/external relations function to provide coordination across COB by 2016.
      - 3.2.1.4.1. Who: Dean
      - 3.2.1.4.2. When: Begin in FY 2015

## OUTREACH & ENGAGEMENT (in addition to the overall metrics)

CSI #	Critical Success Indicator (CSI)	Goal		2013-14	2014-15	2019-20
32	Multi-year business partners	Increase the number of multi-year business partners to 50 (multi-year business partners are those companies who have donated in two of the past three academic years)		33	36	50
33	# of business partners	Grow the total number of business partners donating to 300. (Business partners are defined as corporations, private foundations, corporate foundations, and organizations/associations)		219	225	300
34	# of individual donors	Increase the number of individuals donating by 10% each year.		1962	2158	3476
35	Gift size	Increase the number of gifts over \$1000 by 10% each year.		246	271	436
36	Faculty outreach & engagement	Maintain 10% of department faculty involved in Outreach and Engagement work.		not avail	Baseline	10%
37	Press mentions	Increase the number of COB press mentions		111	TBD	TBD
38	Number of companies interviewing	Increase the number of companies interviewing COB students on campus from 49/year to 70 or more/year		63	TBD	70-plus
39	Net Promoter Score - Employers & Corporate Partners	Achieve an NPS of 55 or higher each year.		NA	Baseline	55
40	Net Promoter Score - Alumni 5-yrs out	Achieve an NPS of 55 or higher each year.		51, (2008-2013, n=53); all alumni is 44,( n=183)	Baseline	55

## 4. PEOPLE

4.1. **Goal:** Ensure this is a great place to work by measuring and increasing engagement levels among faculty and staff over the next 5 years with a goal of 90% employee engagement. (*Note: Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. Source: Engage for Success website*)

4.1.1. **Strategy:** Ensure that all faculty and staff have opportunity for professional development on an annual basis. Provide opportunities for developing leadership capabilities (planning, organizing, leading, decision making).

4.1.1.1. **Who:** AdCom, HR, Department Chairs

4.1.1.2. **When:** FY 2015 create development process and forms for manager-employee discussion, define budget for development activities that are formalized via workshops and other activities that have a cost associated with them. FY 2016 and FY 2017 apply development discussion between manager and employee

4.1.1.3. **Measurement:** Track usage, cost, and employee satisfaction

4.1.2.Strategy: Create communication systems to allow faculty and staff to share ideas, concerns, goals, and accomplishments. Develop internal communication system to promote open and transparent information sharing to employees and students and encourage feedback and suggestions from and discussion with them.

4.1.2.1. Who: Marketing Communications

4.1.2.2. When: Ongoing, quarterly

4.1.2.3. Measurement: Two focus groups each semester, one academic and one staff respectively, to gain input/feedback from approximately 40 employees each year. People will be invited to participate on a rotating basis so everyone has an opportunity to voice their views.

4.1.3.Strategy: Enact COB systems, in addition to CSU's processes, that facilitate fulfillment of faculty and staff needs for whole life balance via policies, procedures, and support of managers and co-workers.

4.1.3.1. Who: HR

4.1.3.2. When: Begin FY 2015

4.1.4.Strategy: Create and maintain performance management systems that provide on-going feedback (both administrative and developmental) and discussion between employees and their managers for enhancing employee performance.

4.1.4.1.1. Who: HR, AdCom

4.1.4.1.2. When: Fall 2014 complete design; AdCom for faculty and HR for staff; apply annually.

4.1.4.1.3. Measurement: Track completion of the process annually, and include in the annual survey satisfaction with the performance review system and the process.

4.1.4.2. Tactic: AdComm will examine the performance management process related to topics that arose from this strategic plan around faculty outreach, recognition of research transforming lives, teaching vs research balance, and instructional innovation implementation.

4.1.4.2.1. Who: AdCom

4.1.4.2.2. When: Begin FY 2015

4.1.4.3. Tactic: Clearly define roles with documentation (job descriptions) and reporting structures to provide role clarity to job holders and those who coordinate with job holders.

4.1.4.3.1. Who: HR

4.1.4.3.2. When: Begin FY 2015

4.1.5.Strategy: Implement recognition and award programs in a manner that is transparent and fair and covers a variety of contributions to the college.

4.1.5.1. Who: AdCom, HR

4.1.5.2. When: Begin FY 2015

4.1.6.Strategy: Develop and apply onboarding practices and procedures for new employees to help them adjust to their work environment and perform effectively.

4.1.6.1. Who: HR, Department Chairs

4.1.6.2. When: In FY 2015 develop welcome packet, list of activities needed by Dept Chairs and Supervisors

4.2. Goal: Cultivate a diverse workforce and foster an inclusive culture within the College to ensure better decisions and retention of talented faculty and staff.

4.2.1.Strategy: Diversity of perspectives and backgrounds are recognized and appreciated by COB leaders in all decision-making processes (committees, strategic planning, policy-making).

4.2.1.1. Who: AdCom, HR, Associate Deans

4.2.1.2. When: Spring 2015, ongoing

4.2.1.3. Measurement: Annual engagement survey

- 4.2.2.Strategy: Designing and supporting activities that are enjoyable and help create a sense of belonging to a community among faculty and staff.
    - 4.2.2.1. Who: Marketing & Communications
    - 4.2.2.2. When: Fall 2014, ongoing
    - 4.2.2.3. Measurement: implement a quantitative survey among all faculty and staff to measure appeal of different kinds of activities in addition to current activities such as Lagoon Concert sponsorship, Homecoming, GLC receptions, etc. Look at belonging perceptions in engagement survey. Design questions based on focus groups (4.1.2)
  - 4.2.3.Strategy: Increase the racial/ethnic diversity of faculty and staff to the same proportions or more as the College's undergraduate resident instruction student body. Increase the proportion of women faculty members to reflect the 48% women in the College's undergraduate resident instruction student body in AY 2013-14.
    - 4.2.3.1. Who: Department Chairs, Unit Managers
    - 4.2.3.2. When: Fall 2014, ongoing
    - 4.2.3.3. Measurement: Annual Institutional Research report
  - 4.2.4.Strategy: Develop mentoring and other support efforts for all new faculty and staff to retain faculty and staff.
    - 4.2.4.1. Who: AdCom, HR
    - 4.2.4.2. When: Begin FY 2015
- 4.3. Goal: Recruit, retain, and graduate a diverse undergraduate student body.
- 4.3.1.Strategy: Increase undergraduate diversity to 20% racial/ethnicity and 8% international students.
    - 4.3.1.1. Who AD/Academic Programs
    - 4.3.1.2. When: Begin FY 2015
  - 4.3.2.Strategy: By 2020, develop and provide 100 recruiting scholarships and 100 retention scholarships.
    - 4.3.2.1. Who: AD/Academic Programs, COB Scholarship Committee
    - 4.3.2.2. When: Begin FY 2015
  - 4.3.3.Strategy: Work with CSU admissions to increase the speed at which students are admitted.
    - 4.3.3.1. Who: AD/Academic Programs, Director of UG Student Services
    - 4.3.3.2. When: Begin FY 2016

## PEOPLE (in addition to the overall metrics)

CSI #	Critical Success Indicator (CSI)	Goal		2013-14	2014-15	2019-20
41	Training & Development	100% of employees have a professional development experience each year		NA	85%	100%
42	Percentage Minority Students	Increase enrollment of minority students (excluding international students) at the undergraduate level to 20% of business majors.		16%		20%
43	International UG Business Major	Increase the number of international undergraduate business majors to 8% of the student body.	Fall Semester	97 (4%)	4%	8%
44	Count		Spring Semester	97 (4%)	4%	8%
45	Women Faculty Percentage	Increase and maintain the proportion of women faculty to better reflect the student body within each discipline.	Women	26.8%		
46	Faculty & Staff Racial/Ethnic Diversity	Increase and maintain racial/ethnic diversity of the faculty and staff to better reflect the student body.	Faculty/Staff	9% / 9%		
47	International Faculty & Staff	Increase and maintain the number of international faculty and staff to better reflect the student body.	Faculty/Staff	4% / 1%		

## 5. RESOURCES & SUPPORT

5.1. **Goal:** Raise \$80 Million toward the campaign by 2020 and increase the COB endowment from \$8M to \$18M by 2020. Ensure that private support increases by at least 5% annually to fund key projects – including scholarships, endowed faculty positions, facilities and program enhancements.

5.1.1. **Strategy:** Continue to invest, build, and maintain COB development infrastructure to substantially increase annual giving, planned giving and student awareness.

5.1.1.1. **Who:** Dean, Development

5.1.1.2. **When:** Ongoing

5.1.2. **Strategy:** Support ongoing, comprehensive professional development for COB development team including department chairs, program directors, and others. Continue to provide essential resources and key technology to empower development team and utilize best practices to ensure donor-centric service and stewardship.

5.1.2.1. **Who:** Dean, Department Chairs, Program/Center Directors, Development

5.1.2.2. **When:** Begin FY2015, ongoing

5.1.3. **Strategy:** Grow the College's base of support by creating a strong annual giving culture that fosters COB donor loyalty and leadership annual giving.

5.1.3.1. **Tactic:** Increase the annual discretionary funds for student-related services, scholarships, recruiting and retention from \$400K to \$1M by increasing annual gifts over \$1000 and increasing the number of donors by 10% each year.

5.1.3.2. **Tactic:** Grow endowed chairs from 1 to 30 by 2020 (\$3.0M)

5.1.3.3. **Tactic:** Increase the number of fellowships and the fellowship award amount by 50% respectively by 2020 by increasing annual discretionary funds and/or endowments.

5.1.3.4. **Who:** Dean, Development, All Faculty and Staff

5.1.3.5. **When:** Ongoing

- 5.2. Goal: Offer a diversified portfolio of enterprise programs to meet the educational needs of students and provide \$20 Million in enterprise revenues for the College of Business by 2020.
- 5.2.1.Strategy: Develop department-based enterprise programs to respond to student and market demand including undergraduate, graduate and certificate and course offerings. Launch 2 new department-based enterprise program offerings by Fall 2017.
- 5.2.1.1. Who: Department Chairs, AD/Academic Programs, AdComm
- 5.2.1.2. When: By Fall 2017
- 5.2.2.Strategy: Pursue enterprise program collaborative partnerships in new markets such as the Denver South initiative. Launch one new department-based enterprise program offering in Denver South by Fall 2015.
- 5.2.2.1. Who: AD/Academic Programs, AdCom
- 5.2.2.2. When: Fall 2015, ongoing
- 5.2.3.Strategy: Manage enterprise program marketing and recruitment efforts to attract academically qualified candidates to grow inquiries, applications, and student enrollments to COB enterprise programs.
- 5.2.3.1. Who: Marketing Communications, MBA Program Director, AD/Academic Programs
- 5.2.3.2. When: Ongoing
- 5.3. Goal: Continue to explore options to provide additional resources for Residential Instruction programs to fund increased costs, faculty needs and student enrollment.
- 5.3.1.Strategy: Explore graduated increases in differential tuition rates at the undergraduate level and professional program assessment at the graduate level as necessary to fund increased costs attributable to high cost/high demand College of Business programs.
- 5.3.1.1. Who: Dean, AD/Academic Programs, AdCom
- 5.3.1.2. When: Ongoing
- 5.3.2.Strategy: Encourage the University to develop a base funding model with an element that would include additional resources for increases in student enrollments over a baseline student enrollment growth number.
- 5.3.2.1. Who: Dean
- 5.3.2.2. When: Ongoing
- 5.3.3.Strategy: Increase enrollment of non-resident undergraduate business major to 450.
- 5.3.3.1. Who: Undergraduate programs
- 5.3.3.2. When: By Fall 2020
- 5.3.3.3. Measurement: Fall census
- 5.3.4.Strategy: Increase enrollment of business minor students to 2,200.
- 5.3.4.1. Who: AD/Academic Programs, UG Student Services Director
- 5.3.4.2. When: By Fall 2020
- 5.3.4.3. Measurement: Annual Fall census
- 5.4. Goal: Engage in continuous improvement processes to increase efficient and effective deployment and stewardship of College of Business resources in support of the mission of the College.
- 5.4.1.Strategy: Explore partnerships with other CSU units, with international/national/Colorado higher education institutions, and with private organizations to provide operational efficiencies to program delivery and support, instruction, and/or research opportunities.
- 5.4.1.1. Who: AdCom
- 5.4.1.2. When: Ongoing
- 5.4.2.Strategy: Explore shared administrative service models within the college to provide efficient and effective accounting, business and administrative support to COB units.
- 5.4.2.1. Who: AdCom, AD/Academic Programs
- 5.4.2.2. When: Fall 2014

- 5.4.3.Strategy: Emphasize the importance of strategic utilization of authorized business functions to further the mission of the College. Provide ongoing training about authorized business function requirements and procedures.
- 5.4.3.1. Who: Dean, College Business Officer, AdCom
- 5.4.3.2. When: Fall 2014
- 5.4.4.Strategy: Manage enterprise program budget and operating expenditures to maintain operating reserve of 10 – 20% of enterprise revenue
- 5.4.4.1. Who: Dean
- 5.4.4.2. When: Ongoing
- 5.5. Goal: Provide business and administrative support processes to the COB that are efficient and effective in support of college operations and CSU central administrative processes, procedures, and internal control provisions.
- 5.5.1.Strategy: Establish and consistently maintain business and administrative systems, processes and staffing that meet and support COB resident instruction, enterprise programs, research, and administrative support needs while maintaining security, flexibility, efficiency, and compliance with applicable University provisions.
- 5.5.1.1. Who: College Business Officer, AdCom
- 5.5.1.2. When: Ongoing
- 5.5.2.Strategy: Maintain a COB administrative process committee chaired by the Business Officer with administrative representatives from each unit. Utilize this forum to communicate about University business and administrative items of interest, existing COB process and procedures and brainstorming ways to continually improve business and administrative processes and efficiencies. Facilitate staff training on business and administrative process, procedures, and internal controls.
- 5.5.2.1. Who: College Business Officer
- 5.5.2.2. When: Fall 2014
- 5.5.3.Strategy: Conduct an annual assessment of internal control systems in the COB.
- 5.5.3.1. Who: College Business Officer
- 5.5.3.2. When: Begin Summer 2014
- 5.5.4.Strategy: Continue to emphasize operational and strategic collaborations among central university and college level business and administrative staff.
- 5.5.4.1. Who: Dean, AD, College Business Officer, AdCom
- 5.5.4.2. When: Ongoing
- 5.6. Goal: Establish and consistently maintain Information Technology and Production systems and processes that meet and support COB resident instruction, enterprise programs, research, and administrative support needs while maintaining security, flexibility, and efficiency.
- 5.6.1.Strategy: Maintain an open, transparent COB IT governance structure. Continue to seek/undertake/employ operational and strategic collaborations among central university IT staff and IT staff university-wide.
- 5.6.1.1. Who: AD, IT, AdCom
- 5.6.1.2. When: Ongoing
- 5.6.2.Strategy: Implement, operate, and maintain a robust IT, Web and Production Infrastructure to support COB operations. Maintain excellent physical network infrastructure and internet connectivity in the COB.
- 5.6.2.1. Who: AD, IT, AdCom
- 5.6.2.2. When: Ongoing
- 5.6.3.Strategy: Provide state-of-the art IT support systems including help-desk services and training and development for faculty and staff.
- 5.6.3.1. Who: AD, IT, AdCom

5.6.3.2. When: Ongoing

5.7. Goal: Develop and maintain inspired high quality buildings, facilities, and grounds in the College of Business. Invest/raise \$40M toward new buildings to accommodate growth and COB needs.

5.7.1.Strategy: Annually review and update the COB Facilities Master Plan

5.7.1.1. Who: Dean, AdCom

5.7.1.2. When: Annually

5.7.2.Strategy: Preserve the integrity and appearance of COB buildings, grounds, and facilities by working with central university facilities and CSURF (for the Sherwood facility) to insure cost-effective controlled maintenance is performed.

5.7.2.1. Who: Dean, College Business Officer, IT, AdCom

5.7.2.2. When: Ongoing

5.7.3.Strategy: Proactively plan to design, develop program plans and fund new COB facilities to accommodate growth and support COB operations.

5.7.3.1. Who: Dean, AdCom

5.7.3.2. When: Ongoing

**RESOURCES & SUPPORT** (in addition to the overall metrics)

CSI #	Critical Success Indicator (CSI)	Goal	2013-14	2014-15	2019-20
48	Soft Chair Count	Increase number of soft chairs to 22		11	22
49	Endowed Chair Count	Increase number of endowed chairs and professorships from one to three	1	1	3
50	Business Majors	Increase the enrollment of undergraduate business majors to 3000	2290		3000
51	Non-resident UG Business Major Count	Increase enrollment of nonresident undergraduate business majors to 450.	327	335	450
52	Business Minor Student Count	Increase the number of students enrolled in the business minor/RE minor to 2,200.	1714	1775	2200
53	Enterprise enrollments	Total applications and enrollments across all enterprise programs will increase to support the \$20M revenue goal		1153	2005
54	Enterprise Reserve	Enterprise Program reserve (fund balance) is between 10% - 20% of total enterprise revenues.	28%	20%	20%
55	IT Service Satisfaction	User satisfaction will be 85% very satisfied and satisfied.	TBD	70%	85%