Strategic Plan 2024-2029

Preamble: Charting a Course for the Future

The world of business is undergoing unprecedented change. The VUCA landscape (Volatile, Uncertain, Complex, and Ambiguous) presents both challenges and opportunities. At the LMU College of Business Administration (CBA), we are committed to preparing the next generation of leaders to thrive in this dynamic environment.

As we move forward, our strategic plan for 2024-2029 builds on the foundation of our previous efforts while embracing the evolving needs of our stakeholders. This plan is designed to address the complexities of the modern business landscape by integrating insights from our community, industry partners, alumni, and other key stakeholders. By focusing on collaboration and engagement, we aim to create a cohesive and innovative environment that supports our mission and vision all in the context of the *Inspirational Paradigm (IP) for Jesuit Business Education*.[i]

This strategic plan outlines three core commitments that will guide our path to excellence through curriculum, research, and engagement with key stakeholder groups (students, faculty/staff, alumni, CBA partners):

1. **Integrated Values-Based Approach to Curriculum and Research:** We believe business can be a powerful force for good. Our curriculum integrates ethics, sustainability, and critical thinking to produce graduates who can solve global problems.
2. **Lifelong Learning:** The business landscape is constantly evolving. We offer a robust suite of graduate programs, dynamic certificates, and continuous learning opportunities to ensure our students and alumni remain at the forefront of their fields.
3. **Collaborative Engagement for Purposeful Impact:** We believe collaboration is key to tackling the world's most pressing challenges. By fostering strong partnerships with industry, communities, and alumni, we empower our students to make a positive impact as soon as they enter the workforce, transition careers, or create something new.

Through this strategic plan, the CBA aspires to be a leader in developing future-ready business leaders who can navigate the complexities of the VUCA world and contribute meaningfully to a just and sustainable future.

Mission

We advance knowledge and develop business leaders with moral courage and creative confidence to be a force for good in the global community.

Vision

We see business as central to creating a world that advances economic, social, and environmental flourishing. We aspire to be a community of teacher-scholars, students, staff, and stakeholders in the Jesuit and Marymount traditions, devoted to innovation and impact. We aim to be an educational institution of choice for students of all levels and prepare the next generation of principled leaders and global citizens.

Core Values

1. Business as a Force for Good: Developing ethical leaders who demonstrate moral courage in their endeavors.
2. Interconnected Global Community: Embracing multiple disciplines and community connectedness to address global challenges.
3. A Community of Lifelong Learners: Promoting human flourishing and innovative solutions to business and societal challenges.
4. Educating the Whole Person: Advancing intellectual growth and developing all dimensions of the person.
5. Agility, Creative Confidence, and Entrepreneurial Spirit: Educating students to adapt to change and solve problems in transdisciplinary ways.

The Strategic Plan

I. Community Building, Collaboration, and Societal Impact

Goal: The College of Business Administration (CBA), grounded in the University's Jesuit and Marymount heritage and values, and aligned with the Inspirational Paradigm for Jesuit Business Education, aims to distinguish its educational pursuits by recognizing the role of business in personal development, societal progress, and the enhancement of the common good. By incorporating insights from our community, industry partners, alumni, and other key stakeholders, the CBA seeks to promote business as a positive force, emphasizing the significance of triple bottom line thinking (people, planet, and profit) as integral to how business leaders can foster beneficial societal impact both regionally and globally. Our core activities will reinforce reputational capital, increase the value of the degree, and lead to the cultivation of business leaders capable of transforming organizations and communities.

Objectives:

A. **Expand programs, courses, and activities that demonstrate the CBA's commitment to business as a force for good, with attention to people, planet, and profit.**
    - **Action:** Develop learning experiences in sustainability and ethics, developing connective tissue throughout the undergrad core and in line with the IP.
    - **Action:** Partner with industry leaders to co-create courses or certificates.
    - **Metric:** Evaluate/audit the number of courses and programs embedding the IP, sustainability and /or ethical business practices across the curriculum, reporting on completion each year.

B. **Strengthen and sustain an entrepreneurial culture within the CBA that encourages and upholds corporate ethical, social, and environmental responsibility, in accordance with the IP, while welcoming new and innovative ideas.**
    - **Action:** Identify new initiatives and programming that captures IP CSR each year, tracking increases and impact .
    - **Action:** Incorporate into annual student awards recognizing individuals, student organizations, faculty and staff who embody the mission.
    - **Metric:** Report annually, auditing change and increases YOY.

C. **Strengthen and build academic and industry partnerships to expand programs and opportunities for students.**

- **Action:** Increase the number of collaborative projects with industry partners by 20% annually.
- **Action:** Develop workshops and seminars with industry experts.
- **Metric:** Increase the number of students participating in programming with industry by 20% each year.

D. **Increase stakeholder engagement to support the CBA and its activities through participation in advisory councils, classes, events, projects, etc.**

- **Action:** Organize events and activities that involve stakeholders in the CBA's initiatives and fundraising efforts.
- **Action:** Develop communication strategies to keep stakeholders informed and engaged.
- **Metric:** Achieve a 10% annual increase in stakeholder participation in CBA activities

E. **Develop continuing education and professional development opportunities for alumni, benefactors, staff, faculty, local businesses, and the community.**

- **Action:** Identify and address the professional development needs of various stakeholders.
- **Action:** Collaborate with industry professionals to deliver relevant workshops, classes or certificates.
- **Metric:** Audit and track increasing number of programs and participants toc document expansion.

F. **Develop activities and support systems that promote societal impact.**

- **Action:** Develop a societal impact committee that will act as a coalition of champions to promote and track work under the leadership of the Associate Dean for Mission and Strategy.
- **Action:** Create support systems for students and faculty involved in societal impact initiatives.
- **Action:** Continue to value other research covering SDG impact broadly while encouraging faculty to pursue research projects that align with SDG 10, 8, 11, and 3.

- **Action:** Provide funding and resources for research that support SDGs 10, 8, 11, and 3.
- **Metric:** Track new community engagement projects annually, documenting YOY increases.
- **Metric:** Audit, track, and streamline process for societal impact using Societal Impact Canvas

II. The Student Experience: Academic Preparedness, Engagement, and Dynamic Learning Environments

Goal: The College of Business Administration (CBA) aims to enhance the student experience through innovative education, focusing on academic preparedness, engagement, and dynamic learning environments inspired by the IP (Inspirational Paradigm). By integrating experiential learning, high-impact practices, and fostering emotional, social, moral, spiritual, and intellectual growth, the CBA will ensure students develop interdisciplinary intelligence and technological savvy. Our programs will cultivate intellectual agility, enabling students to adapt to global and technological changes, ensuring lifelong learning. We will provide leadership and professional development opportunities to prepare students for marketplace success and societal contribution. Our graduates will be distinguished by their ethical behavior and commitment to personal and professional success within the framework of the IP.

Objectives:

A. **Create additional experiential learning activities that prepare students for career development/readiness while promoting human flourishing at personal and professional levels.**

   - **Action:** Increase the number of internship opportunities available to students; partner more closely with CPD.

   - **Action:** Increase the number of high impact practices (HIPs) and real-world projects across the curriculum.

   - **Action:** Develop and integrate experiential learning activities into the graduate curriculum, across all programs.

   - **Metric:** Ensure 100% of students participate in at least one experiential learning activity before graduation

B. **Adapt academic programs to global and technological changes fostering agile students who are doers and makers.**

    - **Action**: Conduct annual curriculum reviews and incorporate emerging global trends and technologies through the program committees (for undergrads, through CBA Advantage).
    - **Action:** Engage faculty in continuous professional development to stay current with global and technological changes to meet student needs.
    - **Metric:** Report on updated curricular and extracurricular programming annually to reflect current global trends and technologies

C. **Expand international partnerships and exchange programs.**

- **Action:** Continue to develop and enhance international partnerships and opportunities for students and faculty.
- **Action:** Promote international programs and provide financial support for student participation.

  Metric: Audit the number of students and faculty participating in global programming, tracking changes and capturing increases

D. **Equip students with knowledge, skills, and experiences to positively impact their organizations and communities.**

    - **Action:** Provide opportunities for students to engage in community service and social impact projects.
    - **Metric:** Ensure 80% of students report positive personal and professional growth through experiential learning activities
    - **Metric:** Track and report on student contributions to their organizations and communities annually

E. **Provide leadership and professional development co-curricular and extracurricular opportunities that foster emotional, social moral, and intellectual growth, preparing students for careers in a changing world.**

    - **Action:** Continue with the CBA Advantage program to track and measure core competencies tied to mission and the IP
    - **Action:** Incorporate leadership development workshops and seminars into graduate programs.

- **Action:** Develop and implement workshops, seminars, and mentorship programs that emphasize holistic personal and professional development.
- **Metric:** Achieve a 95% employment rate for graduates within six months of graduation
- **Metric:** Ensure 80% of students report positive growth in emotional, social, moral, and intellectual dimensions through participation in these programs

F. **Enhance student morale and motivation by fostering a supportive and engaging learning environment.**

- **Action:** Create opportunities for student engagement through clubs, organizations, and extracurricular activities that promote a sense of well-being community and belonging.
- **Action:** Implement regular feedback mechanisms, such as surveys and focus groups, to understand student needs and address concerns promptly.
- **Metric:** Increase student satisfaction rate in senior surveys

III. Faculty and Staff Development

Goal: Place faculty at the heart of business education by fostering their professional development and supporting staff as business changes and evolve. This includes implementing professional development programs and mentorship opportunities for both faculty and staff, ensuring collaborative and innovative work environments, and recognizing outstanding contributions to teaching, research, and service. Developing our faculty and staff through regular workshops, seminars, and mentorship programs will ensure they grow holistically in emotional, social, moral, and intellectual dimensions, directly impacting the success and satisfaction of our students.

Objectives:

A. **Engage, develop, promote, and retain outstanding teacher-scholars and staff.**

- **Action:** Implement professional development programs and mentorship opportunities for faculty and staff.
- **Action:** Create a supportive work environment that encourages collaboration and innovation.

- **Metric:** Achieve annual satisfaction (80%) and retention rates (90%); Aim for 100% successful tenure and promotion cases.

B. **Support excellence in faculty teaching, scholarship, and service.**

- **Action:** Provide resources and support for faculty research and scholarship.
- **Action:** Recognize and reward outstanding teaching, research, and service contributions.
- **Metric:** Increase faculty publications and presentations by 10% annually; increase the number of A* and A journal publications.

C. **Continue to develop interdisciplinary/transdisciplinary courses and activities.**

- **Action:** Collaborate with other academic departments to develop joint curricular and extracurricular programs and activities.
- **Action:** Lead efforts to build connective tissue linking courses to societal impact and the inspirational paradigm.
- **Metric:** Track number of interdisciplinary programs and activities annually.

D. **Promote inclusiveness in community building, teaching practices and curriculum design.**

- **Action:** Ensure all courses provide an environment to create community and inclusiveness, respecting diversity of perspectives.
- **Action:** Provide faculty development workshops on inclusive teaching practices.
- **Metric:** Audit and track concerns and actions related to our commitment to diversity, equity and inclusion.

IV. Strategic Resource Allocation

Goal: The College of Business Administration (CBA) will strategically allocate resources to support growth across the college meeting the needs of an increased undergraduate enrollment and expanding graduate enrollment. By prioritizing needs and securing the necessary financial resources, the CBA will fulfill its mission and realize its vision. We will adopt a bold vision and strategic approach to increase brand ambassadors and supporters, aligning with LMU's comprehensive campaign to build dynamic cases for support and inspire a community of existing and new supporters. We will leverage a celebration of the CBA Centennial to increase awareness for and support of the capital campaign directly impacting the CBA.

Objectives:

A. **Increase the number of CBA affiliates, ambassadors, and donors.**
   - **Action:** Develop targeted marketing campaigns to attract new donors and supporters.
   - **Action:** Engage alumni and industry partners through events and networking opportunities.
   - **Metric:** Achieve a 20% annual increase in donor contributions

B. **Enhance the global reputation of the CBA through strategic communication and activities.**
   - **Action:** Launch major marketing campaigns to promote the CBA's achievements and programs (Centennial).
   - **Action:** Continue to participate in global rankings and accreditation processes to improve visibility.
   - **Metric:** Track increases and decreases in YOY activities.

C. **Grow enrollments in our portfolio of graduate degrees and increase certificate programs to boost revenue.**
   - **Action:** Identify market demands and develop new certificate programs.
   - **Action:** Collaborate with industry experts to design relevant and innovative programs.
   - **Action:** Develop recruitment and admissions strategies to attract diverse student body by aligning with the mission and values of the college.
   - **Action:** Establish partnerships with international universities and organizations to create awareness and impact enrollment growth.
   - **Metric:** Introduce at least 1 new graduate certificate or continuing education certificate programs each year
   - **Metric:** Achieve a 10% annual increase in graduate enrollment YOY.

D. **Improve facilities and technology to support academic and administrative needs.**

- **Action:** Invest in IT enhancements and collaborative learning spaces.
- **Action:** Upgrade classrooms and administrative offices to meet growth needs.
- **Metric:** Complete at least 2 major IT enhancement projects annually

E. **Administrative streamlining and support increased enrollment in undergraduate and graduate programs.**

- **Action:** Restructure of staff support and streamline administrative processes to improve efficiency and clarity.
- **Action:** Hire additional faculty to support enrollment growth ensuring we have proper coverages for all degree programs.
- **Action:** Provide training and support for staff to manage increased enrollment.
- **Metric:** Number of faculty and staff hired to support our growth.

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[i] Inspirational Paradigm for Jesuit Business Education – follow link for full document.