

**College of Business Administration**  
**Loyola Marymount University**  
**STRATEGIC PLAN**  
**2018-2023**

**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 aspire 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**

Our values define us and enhance an understanding of our mission and vision and the integration of human flourishing in the development of our personal and professional growth. The following five values reflect our core identity and serve as a guide and touchstone for our programs and relationships.

**1. Business as a Force for Good**

We dedicate ourselves to developing ethical leaders who visibly demonstrate moral courage in their personal and professional endeavors. Ethical citizenship encompasses principled behavior and the tenets of corporate social responsibility, including attention to economic, social, and environmental performance. We are committed to business as a force for good, where business has a voice at the table and a key role in collaborating on sustainable development goals for the betterment of the global community.

**2. Interconnected Global Community**

We embrace multiple disciplines and community connectedness to inform problems and address challenges in a global context. We value experiential opportunities, collaboration, and partnerships. As a signatory to the United Nation's PRME initiative, we are committed to understanding the role of business as a partner in the global community through the Sustainable Development Goals (SDG's).

**3. A Community of Lifelong Learners**

We perceive ourselves—students, faculty, staff, administrators, and stakeholders—as a community of interdependent teachers and learners in the Jesuit and Marymount tradition. As co-creators of knowledge, we envision business as a force for good, best addressed with empathy and an entrepreneurial mindset, skill set, and experiences. As a global community, we will develop a playground for the mind and a place to inspire the imagination that will promote human flourishing and innovative solutions to business and societal challenges. We are also committed to our alumni as lifetime learners and lifetime members of the CBA Community.

#### **4. Educating the Whole Person and Moral Courage**

Consistent with the education of the whole person, we view each individual as important and worthy of our time and resources. As an institution of higher education, we strive to advance the intellectual growth of our students and related community members. As an institution rooted in the Jesuit and Marymount traditions, we aspire to develop all dimensions of the person – emotional, spiritual, physical, and social – through our educational framework as a way to promote human flourishing at the personal and professional levels.

#### **5. Agility, Creative Confidence and Entrepreneurial Spirit**

We are committed to educating our students to use their imagination and intellectual curiosity in how they understand business challenges, solve problems in transdisciplinary ways, and adapt to change in a constantly changing world. Using knowledge, skills, abilities and meaningful experiences, our students will develop and enhance their technical skills, critical thinking, and communication and interpersonal skills to positively transform organizations and societies.

### **Key Strategic Themes and Goals for 2018-2023**

#### **A. Preamble**

The College of Business identified five factors of focus essential to realizing its vision given the economic and competitive challenges currently facing higher education as well as capitalize on new opportunities. The term “themes” is used because they serve as much more than isolated goals, but rather as critical characteristics that underlie more than one of the identified strategic priorities and initiatives. The themes capture the complex and interconnected nature of various components of the overall strategic plan. In this way, the plan models the reality of business education and practice as an integrated whole, while demonstrating the vision of the College as a cohesive and collaborative partnership within a more unified university, a united group of academics and practitioners, and within a more connected and conscientious global community.

#### **B. The Strategic Plan and Guiding Principles**

##### **I. Differentiation and Distinction in Programs, Partnerships and Reputation**

The College of Business Administration (CBA), rooted in the University’s Jesuit and Marymount history and values, will differentiate its educational efforts by embracing and emphasizing the role of business in personal growth, the development of society, and the advancement of the common good. The CBA will combine its programs and partnerships to promote business activity as a force for good that considers and commits to people, planet, and profit among local and global communities. The CBA will integrate knowledge, skills, experiences, and resources in a manner that enriches students and enhances faculty so that they may provide valuable contributions to their respective organizations and communities. The CBA shall blend intellectual learning and professional practice within the most current contemporary contexts to cultivate a distinctive educational environment and distinguish graduates.

**GOAL 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 (triple bottom line).

**GOAL B:** Create a culture in the CBA that embraces and promotes corporate ethical, social, and environmental responsibility.

**GOAL C:** Create an entrepreneurial culture that welcomes new and innovative ideas that expands the impact of the CBA.

**GOAL D:** Identify and publically recognize alumni and students who embody the mission.

## **II. Enhanced Student and Stakeholder Experience and Engagement**

The College of Business Administration will provide an innovative education that will enhance student and stakeholder experience and engagement. The CBA will implement experiential learning and other high-impact practices that will integrate learning and praxis. These activities will also be designed in a manner that fosters student engagement with each other, faculty, industry professionals, and the local community of Playa Vista and beyond, with an eye towards other relevant stakeholders.

A highlighted and recognizable feature of the CBA educational experience will be the ability of its programs, faculty, and students to adapt quickly to the invariable changes in the job market, technologies, economics, governments, and the global events that will shape the personal, professional, and socio-political landscape of future generations. The curriculum and programs will cultivate an intellectual agility that enables students to pivot and perform with societal change. The CBA, through curricular, co-curricular, and extra-curricular activities, will develop the necessary skills for success, including interdisciplinary intelligence, contextual learning, innovative thinking, technological savvy, creative capacities, and other transferable skills that also will ensure that our graduates remain lifelong learners who respond to and help influence the future.

**GOAL A:** Create experiential learning activities that will provide deeper understanding and reflection that will prepare students for lifelong careers.

**GOAL B:** Develop continuing education and professional development opportunities for alumni, benefactors, staff, faculty, local businesses, and local community.

**GOAL C:** Create academic programs and activities that can pivot, adapt and change as the global landscape shifts and fosters agile doers and makers.

**GOAL D:** Expand programs and opportunities through building academic and industry partnerships.

**GOAL E:** Increase and advance stakeholder engagement to support the CBA and its activities.

## **III. Wholistic Leadership Development of the Next Generation of Leaders**

The College of Business Administration exists within the enduring background of a liberal arts education and of the Catholic intellectual tradition. As such, the CBA recognizes its role in forming the whole person (i.e., emotional, social, moral, and spiritual in addition to intellectual) and its responsibility for promoting the development of a just society. The CBA will provide leadership and professional development opportunities to prepare students to compete successfully in the marketplace. Our graduates will differentiate themselves through a lens that includes personal, professional, and societal success.

In addition to the intellectual excellence of its programs and people, the CBA will strive to foster moral character and courage, ethical awareness and behavior, spiritual inquiry, and respect, human flourishing and dignity, environmental stewardship and sustainability, within a just and inclusive global community.

**GOAL A:** Implement experiential learning activities designed to develop and integrate dimensions of the person beyond intellectual (i.e., emotional, spiritual, physical, and social) in order to promote human flourishing at the personal and professional levels.

**GOAL B:** Provide leadership and professional development opportunities to prepare students to differentiate themselves in the marketplace.

**GOAL C:** Produce students with the knowledge, skills, and experiences to make a positive impact on their organizations and the communities in which they live.

#### **IV. Perspective and Approach that are Transdisciplinary, Diverse, Inclusive and Global**

The College of Business Administration, located at the nexus of the Pacific Rim and in one of the most diverse cities in the world, will reflect that extensive and diverse character in its various programs and relationships. The CBA will develop transdisciplinary programs and activities that will provide a competitive advantage academically and professionally, while also building partnerships with corresponding institutions at the local, national, and international levels.

The CBA will strive to expand its students and faculty to reflect the diverse culture of Los Angeles and the growing interconnection and interdependence of the world. The CBA will cultivate global awareness, relevance, and appreciation through experiences, programs, personnel, courses, and research that actively engage the economic, cultural, and technological dynamics that characterize the global community.

The CBA will identify and develop global competencies among students, faculty and other stakeholders (especially students and faculty) to prepare them for the realities of the global economy and to educate our stakeholders to influence the global community as a force for good.

**GOAL A:** Integrate diversity and inclusion strategy to support the CBA mission.

**GOAL B:** Hire, engage, develop, promote, and retain outstanding teacher-scholars and staff who are committed to our mission.

**GOAL C:** Support excellence in faculty teaching, scholarship, and service.

**GOAL D:** Develop interdisciplinary/transdisciplinary courses and activities in all programs.

**GOAL E:** Increase global opportunities to prepare faculty and students to become global citizens and leaders.

**GOAL F:** Increase international partnerships, exchange programs, and global visibility for the benefit of students, faculty and staff.

**GOAL G:** Expand the CBA student base nationally and internationally.

**GOAL H:** Ensure a diverse student body that has the academic potential and personal attributes to participate fully in our rigorous academic experience.

## **V. Resource Procurement and Allocation for People, Places, and Positioning**

The economic realities of higher education require the CBA to both prioritize their needs and secure the financial resources necessary to fulfill its mission and realize its vision. Delivering on the potential of the strategic plan requires a bold vision and a strategic approach to increasing brand ambassadors and supporters through both broad and focused methodologies.

Consistent with the goals of LMU's comprehensive campaign, CBA will need to be strategic in determining its priorities and building dynamic cases for support to encourage and inspire a community of existing and new supporters.

**GOAL A:** Increase the number of CBA affiliates, ambassadors, and donors to advance the mission and support the CBA's strategic themes.

**GOAL B:** Enhance the global reputation of the CBA through strategic communication and activities that build CBA stature and brand.

**GOAL C:** Build effective marketing tools that identify CBA funding priorities for supporting the strategic themes.

**GOAL D:** Expand the portfolio of graduate and certificate programs to support the mission and vision of the CBA.