

**College of Business Administration
Loyola Marymount University
STRATEGIC PLAN
2012-2017**

Mission

The College of Business Administration, as a community and an integral part of a premier Catholic university in the Jesuit and Marymount traditions, prepares men and women to lead and serve in their organizations and communities with competence, values, ethics, and stewardship. As teacher-scholars, our faculty pursues excellence in the learning process and conducts scholarship that enhances student learning and advances academic and business knowledge. We encourage our students and faculty to balance creativity with knowledgeable inquiry and sound reasoning to develop compelling approaches for advancing the interests of both industry and society, thereby improving the global community.

Vision

The College of Business Administration will be internationally recognized as a leading business school through excellence in education and scholarship. We will prepare competent, principled, creative, and socially responsible leaders who will transform the business world and the communities in which they live.

Core Values

Our values define us and enhance an understanding of our mission and vision.

Commitment to Students: We care about our students and are committed to their success. Consistent with the education of the whole person, we view each individual and her/his development as important and worthy of the investment of our time and resources. We are also committed to our alumni (former students) as lifetime learners and as lifetime members of the CBA community.

Competence: We seek an uncompromising standard of excellence from our faculty, staff, and students. Competence provides the underlying foundations enabling an individual to positively transform organizations and society. Competence includes technical skills, critical thinking, oral and written communications, and inter-personal skills.

Ethics and Stewardship: We dedicate ourselves to developing ethical leaders who visibly demonstrate affirmative values in their personal and professional endeavors. Ethical stewardship encompasses principled behavior and the tenets of corporate social responsibility, including attention to economic, social, and environmental performance. We encourage personal and organizational integrity and responsibility, as expressed in concern for both the welfare of all stakeholders and the pursuit of long-term sustainability and economic value.

Community: We strive for an academic community that is diverse, inclusive, and collaborative. We are committed to establishing and nurturing robust relationships based on trust, integrity, empathy, and respect among members of the LMU community, and with organizations and individuals in local and global communities.

Intellectual Curiosity and Inquiry: We pursue a life-long commitment to intellectual curiosity and inquiry in our students and faculty. Our faculty effectively demonstrates the value of these pursuits through scholarship that broadens and enriches the educational opportunities for our students, creates knowledge for the academic community, provides solutions for the business community, and supports the public interest.

Key Strategic Initiatives for 2012-2017

Given the economic and competitive challenges facing higher education, the CBA needs to act with a sense of urgency, and continue to significantly enhance the value of our services. Moreover, we are determined to take the next steps in building the CBA into one of the premier business schools in the nation.

In concert with that effort, our key strategic initiatives for the next five years are as follows:

- A. Deliver an internationally recognized, academically excellent, transformative education for highly qualified undergraduate students in a personal learning environment.
- B. Deliver internationally recognized, competitive, and distinctive graduate programs for highly qualified students in a personal learning environment.
- C. Attract, develop, support, and retain outstanding teacher-scholars who are committed to our mission and vision.
- D. Provide a comprehensive career development program for our students that complements our academic programs and offers exceptional career planning, meaningful practical experience, and outstanding career opportunities for our students and alumni.
- E. Enhance the visibility and stature of the College of Business Administration.
- F. Secure financial resources to enhance student learning, faculty teaching and scholarship, and interaction and collaboration with local and global communities.

Detailed Plan

Key: UCC=Undergraduate Curriculum Committee; GCC=Graduate Curriculum Committee; EC=Executive Committee; AOLC=Assurance of Learning Committee; TLC =Teaching and Learning Committee; RC =Research Committee; CEB =Center for Ethics and Business; CAB =Center for Asian Business; ADUP=Associate Dean, Undergraduate Programs; ADGP=Associate Dean, Graduate Programs; FAC = Every Faculty Member; DOD =CBA Director of Development; DOC = CBA Director of Communications; CD = CBA Career Development ; DEPTA = Department of Accounting; DEPTF = Department of Finance and CIS; DEPTM = Department of Management; DEPTX = Department of Marketing and Business Law; CHAIRS = Department Chairs

INITIATIVE A. Deliver an internationally recognized, academically excellent, transformative education for high quality undergraduate students in a personal learning environment.

Tactic 1: Significantly increase the academic quality of undergraduate courses and programs

Actions and Directions:	Performance Tasks:	Charge:
a. Promote academic excellence by developing and implementing curriculum modifications to significantly and continuously challenge students, increase rigor, and improve student performance in key areas identified by assurance of learning, such as critical thinking, writing, and oral communication.	Design and coordinate course content and pedagogies to improve critical thinking, writing, oral communications, and other areas identified	FAC UCC ADUP TLC AOLC DEPTA DEPTF DEPTM DEPTX
b. Enhance use of technology in course delivery to improve student learning.	Develop and implement a plan to improve use of technology in course delivery, including training faculty	TC ADUP UCC TLC FAC

Tactic 2: Develop and implement a comprehensive experience-based learning program that develops practical skills and enhances awareness of cultural differences and social responsibility within a business context		
Actions and Directions:	Performance Tasks:	Charge:
a. Increase the opportunities for students to gain authentic experience regarding the multi-cultural and geographically global business environment.	Increase the number and quality of multi-cultural and international experiences for students (also see other actions under this tactic)	DEPTA DEPTF DEPTM DEPTX ADUP UCC TLC
b. Increase the opportunities for students to gain authentic experience regarding the application of business skills to genuine organizational challenges.	Increase the number and quality of industry- and organizational-based projects and internships that allow students to address real-world business problems, including business incubation	DEPTA DEPTF DEPTM DEPTX ADUP UCC TLC
c. Increase the opportunities for students to gain authentic experience in serving others in recognition of the broader LMU mission of justice and responsibility to the community.	Increase the number and quality of community-based learning projects and service opportunities for students	DEPTA DEPTF DEPTM DEPTX ADUP UCC TLC
d. Develop additional opportunities for global immersion opportunities for students, which include cross-cultural business education, international consulting projects, education abroad, language immersion, and internship opportunities abroad through strategic partnerships with universities and businesses	Develop new contacts and implement plans for new partnerships to provide additional global immersion opportunities for students	DEPTA DEPTF DEPTM DEPTX ADUP UCC CAB
e. Improve the coordination of the activities of	Develop and offer workshops for students, faculty, and the	DEPTA

the Center for Asian Business with academic programs and the business community	business community on global and international topics Develop contacts for class and non-class speakers that can present current international topics to students	DEPTF DEPTM DEPTX ADUP CAB FAC
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Tactic 3: Increase the emphasis on our distinctive core mission areas of values, ethics, and stewardship, including corporate social responsibility and sustainability		
Actions and Directions:	Performance Tasks:	Charge:
a. Increase the depth and breadth of student exposure to affirmative values, ethics, and stewardship in our academic programs, including social entrepreneurship, corporate social responsibility, corporate and non-profit governance, environmental and financial sustainability, and spirituality (including exploring partnering with the Center for Service and Action, CBA Ethics Centers, and other institutions)	<p>Increase the number and track activities with a long-term goal that all CBA students are exposed multiple times to these areas prior to graduation.</p> <p>Hold workshops and provide other support on how to integrate these topics in current and new classes</p> <p>Develop new service learning modules (also see Tactic 2), courses, and multi-disciplinary emphases in areas such as values, ethics, stewardship, social entrepreneurship, social value creation, and sustainability</p> <p>Develop contacts, plans, and incentives for students and faculty (e.g., to engage in projects for experiential and community-based learning)</p> <p>Increase faculty and student involvement in developing and presenting ethics cases in and outside of classroom, including the business ethic case competition</p>	DEPTA DEPTF DEPTM DEPTX ADUP UCC TLC AOLC FAC CEB DEAN
b. Improve the coordination and visibility of our multiple ethics activities, programs, and centers to enhance student awareness	Develop a plan and implementation timeline by spring 2014.	DEAN CEB FAC

Tactic 4: Improve the academic profile and increase the diversity of students entering our programs		
Actions and Directions:	Performance Tasks:	Charge:
a. Improve the academic profile of incoming students	Continue to work with LMU Enrollment Management on this direction	DEAN ADUP FAC DOD EC DOC
b. Increase the diversity of incoming undergraduate students in terms of gender, ethnicity, geography (local, California, out of state, international), and socioeconomic background	Enhance communications to target audiences (print, media, social networking) Fund additional general and targeted scholarships to attract highly qualified and diverse students	
c. Increase the opportunity for high profile and diverse students to attend LMU and the CBA	Identify and continue to track appropriate data on entrance qualifications and diversity measures	

Tactic 5: Maintain key aspects of a personal learning environment		
Actions and Directions:	Performance Tasks:	Charge:
a. Continue to offer relatively small class sizes.	Monitor average and maximum class sizes	ADUP CHAIRS
b. Continue to offer students opportunities to interact with faculty, other students, and professionals in small group settings.	Encourage and monitor activities of student groups, such as the Accounting Society, Delta Sigma Pi, etc. Encourage and support student competitions Monitor office hours	CHAIRS ADUP FAC

INITIATIVE B. Deliver internationally recognized, competitive, and distinctive graduate programs for motivated, highly qualified students in a personal learning environment.		
Tactic 1: Continually improve the quality of all aspects of the MBA program		
Actions and Directions:	Performance Tasks:	Charge:
a. Continually assess and update the MBA curriculum to insure an academically rigorous experience that prepares our students to meet the current and future needs of employers and students, and promotes social responsibility and global awareness.	<p>Review and propose a revised MBA curriculum no later than fall 2013, to be implemented no later than fall 2014</p> <p>Review and measure learning outcomes</p> <p>Improve curriculum based on evidence of learning outcomes</p> <p>Systematically review syllabi for evidence of coverage and appropriate activities</p>	<p>GCC ADGP AOLC DEPTA DEPTF DEPTM DEPTX</p>
b. Market the MBA program proactively and effectively, e.g., through more information sessions and online marketing.	Set and meet a target rate of student enrollment while maintaining a high standard of qualifications	<p>ADGP FAC</p>
c. Increase the flexibility and delivery of the MBA, including when, where, and how courses are offered.	<p>Plan and implement appropriate changes to courses, location, and delivery</p> <p>For instance, examine the benefits of a downtown location (law school campus) for growth, Saturday classes, online or hybrid classes, and certificate degrees for certain executive programs (e.g., entrepreneurship, online marketing, etc.)</p>	<p>ADGP GCC DEPTA DEPTF DEPTM DEPTX</p>
d. Further explore the possibility of a full-time MBA program, including the potential for a one-year international program to increase global awareness and international experience.		<p>ADGP GCC EC CAB</p>

Tactic 2: Continue to assess and revise the EMBA		
Actions and Directions:	Performance Tasks:	Charge:
a. Continue to review and revise the EMBA curriculum, as needed (also see item below)	Review and revise EMBA curriculum	GCC ADGP FAC
b. Examine the relationship and possible synergies between the EMBA and the MBA program, including design, content, delivery, marketing, and target markets	Evaluate the EMBA program and prepare a report to the dean by the end of spring 2013 which recommends the future structure and relationship to the MBA program	ADGP GCC

Tactic 3: Implement a Master of Science in Accounting (MSA) program		
Actions and Directions:	Performance Tasks:	Charge:
a. Plan the content and structure of the program and implement the MSA in fall 2013	Assign content and structure to specific faculty members, develop and distribute marketing materials about the MSA Measure quality and quantity of students entering the MSA	DEPTA DOC
b. Manage faculty recruiting to insure that there are a sufficient number and quality of accounting faculty to teach in the MSA.	Recruit new faculty as necessary to teach MSA classes	DEAN DEPTA

Tactic 4: Maintain key aspects of a personal learning environment		
Actions and Directions:	Performance Tasks:	Charge:
a. Continue to offer relatively small class sizes.	Monitor average and maximum class sizes	ADUP CHAIRS
b. Continue to offer students opportunities to interact with faculty, other students, and professionals in small group settings.	Encourage and monitor activities of the MBA Student Association Encourage and support student trips and competitions	ADGP CHAIRS FAC

INITIATIVE C. Attract, develop, support, and retain outstanding teacher-scholars who are committed to our mission and vision.		
Tactic 1: Increase the quantity, quality, diversity, and mission-based nature of faculty hired and retained		
Actions and Directions:	Performance Tasks:	Charge:
<ul style="list-style-type: none"> a. Replace retiring faculty and increase the number of faculty members in growing areas b. Recruit and retain highly qualified faculty members with a goal of increasing mission and diversity-based faculty as a percentage of total faculty 	<p>Refine and continue a strategy for increasing quality and diversity through faculty hires and retention; continue to track the number and diversity of faculty</p> <p>Continue to participate in LMU and department mentor programs for new and untenured faculty members</p>	<p>DEAN EC DEPTA DEPTF DEPTM DEPTX CHAIRS</p>

Tactic 2: Increase the number of highly visible and distinguished faculty		
Actions and Directions:	Performance Tasks:	Charge:
<ul style="list-style-type: none"> a. Strategically target the recruitment of senior faculty members and high-impact, part-time faculty members 	<p>Continue to develop relationships with and target highly qualified senior faculty members from other institutions</p> <p>Continue to develop relationships with successful entrepreneurs and business executives who can teach in our undergraduate and graduate programs</p> <p>Develop a funding plan by the end of the academic year 2013-2014 (target: two new endowed chairs and two new professorships)</p>	<p>DEAN EC FAC DOD</p>

Tactic 3: Enhance support and recognition for faculty teaching		
Actions and Directions:	Performance Tasks:	Charge:
a. Explore the potential for employing teaching assistants to enhance instruction and student feedback	Investigate and implement an enhanced teaching assistant program	DEAN EC FAC
b. Develop and implement a plan to more systematically encourage, support, and reward teaching excellence, including innovative teaching, experiential learning activities, and writing intensive courses	<p>Use student evaluations, faculty peer observations, syllabi and pedagogy review, course exams, and assignments to evaluate teaching</p> <p>Increase the number of courses and activities containing innovative teaching methods, experiential learning (including community-based learning) components, use of technology, and writing intensive courses that emphasis critical thinking</p> <p>Increase the number of CBA workshops and presentations on teaching and/or integrating technology into the classroom</p> <p>Provide workshops on peer review and teaching evaluation for faculty and department chairs</p>	DEAN EC DOD CHAIRS TLC DEPTA DEPTF DEPTM DEPTX
c. Provide incentives for faculty to work with students on independent studies, student research, and student competitions.	Develop and implement a plan to compensate, as appropriate, faculty work above and beyond normal teaching and service activities	DEAN EC CHAIRS DEPTA DEPTF DEPTM DEPTX

Tactic 4: Enhance support and rewards for faculty scholarship		
Actions and Directions:	Performance Tasks:	Charge:
<p>a. Continue and increase availability of appropriate resources to recruit new faculty and to support and retain current faculty. Resources and activities should be allocated strategically to make the best use of available resources.</p>	<p>Develop and implement a plan for further encouraging and rewarding overall research productivity. Resources and activities include:</p> <ul style="list-style-type: none"> • Databases • Appropriate software for analysis • Funding for specific projects (e.g., if additional data, software, or human subjects are needed for a particular research project) • Research assistants • Travel money • Summer research funds • Reduction of teaching loads to encourage and reward productive scholarship 	<p>DEAN EC DOD TLC RC</p>

Tactic 5: Enhance the support and recognition for faculty service		
Actions and Directions:	Performance Tasks:	Charge:
<p>a. More explicitly support, recognize, and reward service performed by faculty members</p>	<p>Continue to include service in faculty planning for individual faculty members and consider, for example, those seeking, or accepting, a heavier service load be given consideration for a lighter teaching load or lower expectation for scholarly activity</p>	<p>DEAN EC CHAIRS</p>

Tactic 6: Develop and implement a plan to adopt variable workload portfolios for faculty		
Actions and Directions:	Performance Tasks:	Charge:
<p>a. Develop a more strategic and transparent method of workload distribution that capitalizes on individual faculty strengths, serves the needs of the CBA, and sets reasonable workloads for faculty (this tactic should be coordinated with tactics 3-5 above)</p>	<p>Develop and implement a plan with goals and targets for overall teaching loads</p> <p>Enhance the annual FSR and evaluation process to include planning for customized plans for faculty development and teaching loads, including individualized plans for teaching, research, and service over a two to three year period</p> <p>Provide training and goals for department chairs to implement variable workload portfolios</p> <p>In conjunction with the University, work toward rebalancing the annual teaching load, with a range of 12 to 24 units, depending on faculty productivity, interests, and strengths (including teaching, research, and service), and use the resultant profile as a basis for assessing annual merit raises and other awards</p>	<p>DEAN EC</p>

Tactic 7: Provide more opportunities for international faculty experiences and collaboration		
<p>a. Develop additional opportunities for cross-country faculty exchanges</p>	<p>Develop and encourage additional faculty exchanges and other forms of international cooperation that would bring visiting scholars and teachers to LMU, and provide opportunities for our faculty members to become visiting scholars and teachers at institutions outside of the U.S.</p>	<p>DEAN EC ADUP ADGP CAB DEPTA DEPTF DEPTM DEPTX</p>

INITIATIVE D. Provide a comprehensive career development program that complements our academic programs and offers exceptional career planning, meaningful practical experience, and outstanding career opportunities for our students and alumni.

Tactic 1: Increase student interest and preparation for career management

Actions and Directions:	Performance Tasks:	Charge:
a. Encourage students to plan ahead and enhance their resumes (i.e., academic and professional achievement) while in school to improve career prospects	Develop and implement seminars, panels, and workshops on career development for CBA undergraduate students for each phase of their career development (freshman, sophomore, junior, and senior) and for graduate students. (ADUP, ADGP, EC, LMU and CBA career develop staff, FAC)	ADUP ADGP EC FAC CD

Tactic 2: Continue and enhance experiences that prepare students for work

Actions and Directions:	Performance Tasks:	Charge:
a. Increase the number of experiential and community-based learning activities (also see Initiative 1)	<p>Target: 100% of undergraduate students graduate with at least some level of experiential or community-based learning by 2017. (Dean, ADUP, Faculty)</p> <p>Include experiential and community-based learning in the reward structure for faculty merit, promotion, and tenure (Dean, EC, ADUP, ADGP, departments)</p>	DEAN ADUP FAC EC ADGP DEPTA DEPTF DEPTM DEPTX
b. Improve student undergraduate and graduate opportunities for internships and full-time employment.	<p>Strengthen our internship program with the goal of increasing the number of eligible students having the opportunity to obtain relevant internship experience prior to graduation</p> <p>Increase the proportion of students receiving employment offers both at the time of graduation and 3 months after graduation</p> <p>Improve tracking system to measure improvement</p>	DEAN ADUP ADGP FAC EC

c. Improve the number and breadth of employers interviewing our undergraduate and graduate students on campus.	Work with LMU's Career Development Services and track and increase the number and breadth of firms interviewing on campus	ADUP ADGP FAC
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Tactic 3: Improve networking and recruitment for students and alumni		
Actions and Directions:	Performance Tasks:	Charge:
a. Enhance the career networking opportunities for both graduate and undergraduate students	Build a large database in which most graduates have opted to share their information	CD ADUP ADGP FAC
b. Increase the number of job opportunities for undergraduate and graduate students	Work with LMU's Career Development Services, alumni, and businesses to increase the number of recruiters on campus and companies interested in receiving applications from our students	CD ADUP ADGP FAC EC
c. Explore ways to improve CBA's career management services for our alumni thereby enhancing the value of LMU degree.	Start small (given limited resources), but develop and implement services and networking opportunities over time	CD ADUP ADGP FAC

INITIATIVE E. Enhance the reputation and brand of the College of Business Administration.		
Tactic 1: Develop and implement a comprehensive plan to improve communications with current students, alumni, employers, and the Los Angeles community		
Actions and Directions:	Performance Tasks:	Charge:
a. Develop and implement a comprehensive communications plan to increase awareness and reputation of the College.	<p>Plan and budget by the end of the 2012-2013 academic year</p> <p>Continue to maintain and improve the vitality and relevance of the website; develop and implement a plan to systematically provide (from internal sources) information for the website</p> <p>Track the number of stories detailing our strengths and achievements, including PR releases, internal emails, news articles, etc. For example, we should do a better job promoting our dedicated teachers, strengths in various subject matters (e.g., ethics, social responsibility, accounting, and entrepreneurship), and the success of our students, among others</p> <p>Improve and track the use of social media (Facebook, Twitter, LinkedIn, and the Web) as well as traditional methods to update stakeholders of new accomplishments</p>	DEAN EC FAC DOD
b. Expand the number and quality of events that alumni, business professionals, and the general community can attend thereby increasing the reputation of the College.	<p>For example, consider “LMU Award for Responsible & Innovative Management”</p> <p style="padding-left: 40px;">Such an endeavor will demand faculty champions.</p>	DEAN EC CAB CEB FAC DOC
c. Continue to take part in key surveys with the goal of continuing to achieve high rankings from prominent ranking organizations.	<p>Targets rankings might include:</p> <p>Top 50 ranking for the overall undergraduate program by end of academic year 2014-2015</p>	DEAN ADUP ADGP EC

	Maintain and improve discipline recognition, (e.g., accounting, entrepreneurship, and marketing are currently ranked in top 25 in one national ranking) Top 25 ranking for part-time MBA programs in Bloomberg Businessweek, U.S. News & World Report	FAC
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Tactic 2: Develop and implement a communications plan to reach potential students		
Actions and Directions:	Performance Tasks:	Charge:
a. Maintain and expand the use of social media, web-based, and traditional methods to reach potential undergraduate and graduate students, particularly those that are academically strong and out-of-state or international.	Track the number of number of applicants as well as qualified students at LMU from out-of-state or international	ADUP ADGP DOC FAC

INITIATIVE F. Secure internal and external funding to support student learning, faculty teaching and scholarship, and interaction and collaboration with local and global communities.

Tactic 1: Expand resources for improving academic programs and recruitment and retention of highly qualified students

Actions and Directions:	Performance Tasks:	Charge:
<p>a. Continue to develop and expand strategies to acquire resources for:</p> <ul style="list-style-type: none"> • Endowment for an "umbrella" center for ethics and social responsibility • Additional funding for other existing centers • Student scholarships • Student programs, both curricular and extra-curricular 	<p>Develop, by the end of the 2012-13 academic year, an enhanced plan for acquiring resources, including consideration of the following:</p> <ul style="list-style-type: none"> • The role faculty can play (both direct and indirect) in the process of fundraising • Faculty presentations to the business community and/or potential donors in order to build visibility and relationships (also for communications initiative) • Named funds for student scholarships 	<p>DEAN DOD EC FAC</p>

Tactic 2: Expand resources for improvements in faculty teaching and scholarship

Actions and Directions:	Performance Tasks:	Charge:
<p>a. Continue to develop and expand strategies to acquire resources for:</p> <ul style="list-style-type: none"> • Endowed chairs and professorships • Faculty research support • Faculty teaching support • Faculty exchange programs, nationally and internationally • Funding for centers as it relates to faculty development and grants 	<p>Develop, by the end of the 2012-13 academic year, an enhanced plan for acquiring resources, including consideration of the following:</p> <ul style="list-style-type: none"> • The role faculty can play (both direct and indirect) in the process of fundraising • Encouraging and supporting faculty in applying for LMU and external grants • Named research endowment(s) and/or research fellowships to recruit and retain productive scholars (may be used for summer money, remissions, research assistants, etc.) 	<p>DEAN DOD EC FAC</p>