



STRATEGIC PLAN

2023-2028



CSUF

COLLEGE OF
Business
and Economics

CBE Vision Statement

To be nationally recognized for the transformational effect we have on the lives of our students and the communities we serve.

CBE Academic Mission Statement

We provide student-focused education, grounded in academic excellence and personal development, that empowers our students to change their lives, the organizations they lead, and the communities they serve.

Student-focused – Accessible, affordable, and relevant

Academic excellence – Cutting-edge curriculum grounded in faculty research, innovative pedagogical methods, and engagement with the industry

Personal development – Curricular and co-curricular programs to prepare them to lead impactful lives

CBE Community Mission Statement

We positively impact organizations and communities through intentional engagement.

Positive impact – Create positive social and economic impact

Intentional engagement – Connect and collaborate with partners in the community

CBE Core Values

INCLUSIVENESS

We create a culture of belonging and connectedness by respecting, celebrating, and learning from our diverse backgrounds.

EXCELLENCE

We continuously strive for the highest level of performance in our personal, professional, and organizational endeavors.

FUTURE-FOCUSED

We are forward-thinking and approach future opportunities and challenges with an innovative mindset.

PROFESSIONALISM

We hold ourselves to the highest standards of ethical conduct and behavior.

IMPACT

We intentionally connect and collaborate to create positive social and economic impact in the community.

CBE Goals and Objectives

Distinctive Identity

The CBE will be known for preparing a diverse student body for personal and professional success through a holistic educational approach focusing on skills development and personal development.

Objectives	Strategies	Measures
<i>Develop and offer an industry-relevant curriculum focused on meeting talent needs of the future</i>	<ul style="list-style-type: none"> • Establish a task force consisting of faculty members and representatives from the business community to identify skills needed for the workforce of the future • Develop strategic corporate partnerships that ensure the CBE curriculum is current and relevant 	<ul style="list-style-type: none"> • Identify skills to incorporate in the core curriculum • Teaching grants offered in support of integration of such skills in CBE courses • Percentage of students that are offered positions upon graduation
<i>Offer co-curricular programming focused on personal and professional development of students.</i>	<ul style="list-style-type: none"> • Create an information center for all CBE co-curricular activities offered to students • Offer financial support to students for participation in such activities to offset lost wages from work • Create digital badging to reflect skills attained by students 	<ul style="list-style-type: none"> • Number of students participating in co-curricular activities each year • Dollar amount of scholarships offered to students for participation in co-curricular activities • Number of courses that offer badges for successful completion of the program

Student Success

Strengthen academic support services for CBE students with a goal to achieve higher academic success.

Objectives	Strategies	Measures
<i>Students will achieve greater academic success in their respective degree programs.</i>	<ul style="list-style-type: none"> • Offer strong academic advising support for students • Provide supplemental instruction for courses with high DWF rates • Offer tutoring support for students for courses with high DWF rates 	<ul style="list-style-type: none"> • Ratio of advisors to students • Number of student appointments with CBE advisors • Number of courses offering supplemental instruction • Number of courses for which tutoring is made available • Number of hours of tutoring services offered to CBE students
<i>Offer students experiential learning opportunities inside and outside the classroom that require application of knowledge learned in classroom</i>	<ul style="list-style-type: none"> • Expand high-impact practices offered to students and make it easier for them to access them • Encourage faculty to include additional applied learning in the curriculum 	<ul style="list-style-type: none"> • Number of students who participate in experiential learning activities each year • Number of courses that require applied learning in their curriculum • Dollar amount of grants awarded to faculty in support of applied learning in the classroom
<i>Achieve CSU system Graduation Initiative 2025 goals to increase graduation rate and eliminate equity gaps</i>	<ul style="list-style-type: none"> • Ensure course availability to remove bottlenecks that delay student graduation • Identify courses with high DWF rates and develop strategies to support student academic success in these courses 	<ul style="list-style-type: none"> • Four-year and six-year graduation rate of FTF students • Two-year and four-year graduation rate of transfer students • Retention rate of first-year students • Equity gaps of graduation and retention rates
<i>Build an inclusive community and sense of belonging to improve retention rates</i>	<ul style="list-style-type: none"> • Increase student participation in student organizations and activities that help students' immersion in the campus community • Increase peer mentoring for FTF and transfer students 	<ul style="list-style-type: none"> • Number of student organizations at CBE • Number of students participating in these organizations • Number of students participating in CBE peer mentoring programs

Faculty and Staff Excellence

Develop an inclusive community for faculty and staff that supports innovative efforts in teaching and research and a growth mindset.

Objectives	Strategies	Measures
<i>Recruit and retain diverse faculty and staff</i>	<ul style="list-style-type: none"> • Develop strategic partnerships with doctoral programs with underrepresented students • Develop strategies to achieve diverse pools from which to recruit staff members 	<ul style="list-style-type: none"> • Diversity among CBE faculty and staff • Number of URM faculty and staff recruited each year • Retention of our diverse faculty and staff
<i>Promote professional development of CBE staff</i>	<ul style="list-style-type: none"> • Seek strategies to support professional growth of CBE staff • Provide professional development funds to support staff participation in professional conferences and activities 	<ul style="list-style-type: none"> • Dollar amount of funds spent on professional development for CBE staff • Number of staff members that use professional development funds each year
<i>Promote teaching excellence</i>	<ul style="list-style-type: none"> • Support faculty with teaching grants for experimenting with innovative pedagogical methods • Recognize teaching excellence through teaching awards 	<ul style="list-style-type: none"> • Number of courses incorporating innovative pedagogical approaches • Number of CBE faculty receiving teaching awards from the college and university
<i>Promote research excellence</i>	<ul style="list-style-type: none"> • Provide reassigned time for research to productive faculty • Provide summer research grants to support research activities • Subscribe to appropriate databases to support faculty research • Provide professional development support to faculty each year to participate in conferences and other PD activities 	<ul style="list-style-type: none"> • Dollar amount spent on reassigned time for CBE faculty • Number of publications and citations received by CBE faculty • Dollar amount spent on databases subscribed each year • Dollar amount spent on faculty professional development
<i>Build an inclusive community and sense of belonging to improve retention rates of our faculty and staff</i>	<ul style="list-style-type: none"> • Create an inclusive culture that welcomes and supports a diverse faculty and staff • Establish a task force to develop strategies supporting the college's DEI efforts 	<ul style="list-style-type: none"> • Number of faculty and staff that participated in existing DEI programs, such as EQ module • Activities to celebrate CBE Diversity – Culture Day

Sustainable Funding

Achieve stability in baseline funding and identify additional revenues through diversified strategies with a goal to achieve sustainable operational funding for the future.

Objectives	Strategies	Measures
<i>Meet FTE target each year provided by the university</i>	<ul style="list-style-type: none"> • Raise the profile of the college to attract FTF to the college • Develop new pathways with community colleges to help ease transition for transfer students • Develop a campaign to increase yield of admitted students 	<ul style="list-style-type: none"> • Number of FTF students coming to CBE each year • Number of transfer students coming to CBE • Number of new partnerships developed with community colleges • Increase in yield of admitted students
<i>Growth in graduate enrollment</i>	<ul style="list-style-type: none"> • Develop clear marketing strategies for each graduate program • Support graduate students once admitted and help them become part of the CBE community • Develop 4+1 pathways for ease of recruiting undergraduate students 	<ul style="list-style-type: none"> • Number of students admitted to each graduate program • Number of undergraduate students joining CBE graduate programs • Graduation rate of students
<i>Growth in international student enrollment</i>	<ul style="list-style-type: none"> • Develop strategic partnerships with international academic partners to ensure pipeline for undergraduate and graduate students 	<ul style="list-style-type: none"> • Number of international students applying to CBE programs • Number of international students admitted to CBE programs • Number of international academic partners
<i>Develop nondegree programs</i>	<ul style="list-style-type: none"> • Create nondegree certificate programs • Develop credentialing focused on developing talent needs for the future 	<ul style="list-style-type: none"> • Number of students participating in nondegree programs offered by CBE
<i>Increase philanthropic support for CBE</i>	<ul style="list-style-type: none"> • Increase the number of student scholarships offered to CBE students • Increase endowment at CBE for operational support of programs • Increase number of endowed professorships and chairs at CBE 	<ul style="list-style-type: none"> • Dollar amount of scholarships offered • Number of endowed chairs and professorships • Naming of programs and spaces at CBE • Dollar amount raised at CBE each year

Community Impact

CBE will positively impact organizations and communities through intentional engagement with community partners.

Objectives	Strategies	Measures
<i>Connect and collaborate with the business community to create economic impact</i>	<ul style="list-style-type: none"> • Create a Business Executive Council that will serve as an advisory committee toward engagement with the business community • Collaborate with partners to fully participate in the Orange County startup community • Collaborate with Orange County Inland Empire Small Business Development Center (SBDC) to develop programs supporting the small business community 	<ul style="list-style-type: none"> • Memberships in the Business Executive Council • Number of students participating in programs offered by the Center for Entrepreneurship • Number of jobs created and capital raised by small businesses supported by SBDC
<i>Connect and collaborate with community partners to create social impact</i>	<ul style="list-style-type: none"> • Establish strategic partnerships to create positive social impact • Convert the Gianneschi Center to include “social impact” and align its mission to focus on social innovation and impact 	<ul style="list-style-type: none"> • Number of partnerships with community organizations • Number of not-for-profit organizations supported by CBE • Number of social-impact initiatives supported by CBE
<i>Increasing engagement with local community</i>	<ul style="list-style-type: none"> • Support the Centers of Excellence in their collaboration with the business community • Increase recruitment and internships by firms in the region • Reinstate Professor for a Day program 	<ul style="list-style-type: none"> • Numbers of businesses supported by the Centers of Excellence • Number of graduates that stay in the area • Number of community members participating in the Professor for a Day program
<i>Increase engagement with CBE alumni</i>	<ul style="list-style-type: none"> • Create an Alumni Council that will serve as the advisory and outreach arm of CBE • Develop an alumni recognition day each year to recognize accomplished alumni • Create an alumni week each semester to welcome alumni to come to the classroom 	<ul style="list-style-type: none"> • Memberships in the Alumni Council • Number of alumni social events conducted each year • Participation in Alumni Recognition Day • Participation in alumni week