

Strategic Plan
College of Business and Management
East Stroudsburg University

Executive Summary

May 2009

East Stroudsburg University
Strategic Plan Document Completed Template
College of Business and Management

I. Vision

“East Stroudsburg University of Pennsylvania will be the first choice for students seeking a comprehensive university with a small college climate distinguished by innovation and tradition where they will learn to serve, lead and succeed in a global society.”

II. Mission

“The College of Business and Management through its various undergraduate and graduate programs, provides regional students the knowledge and skills to enable them to be successful in a rapidly changing diverse global society by partnering with business, government and community organizations to fulfill its mission of continuous improvement in teaching and scholarship.”

III. Values

1. *Diversity and individual worth*
2. *Excellence as viewed by outside entities*
3. *Stewardship in all we do for students, the university, and our communities*
4. *Collaboration- leveraging our campus resources to promote growth*

IV. Strategic Themes

Strategic priorities/themes focus the activities of the College of Business and Management to accomplish its goals effectively and efficiently based on the on the environmental trends that are driving change in higher education . The strategic priorities were developed based on the ESU Strategic Plan and incorporate each program in the College of Business and Management.

Theme 1: Academic Excellence

- a. *Develop documentation systems and standards for college based on relevant external accrediting agencies, example:*
 - i. *AACSB standards*
 - ii. *Strategic management standards*
 - iii. *Participants’ standards*
 - iv. *Learning standards*
- b. *Continuous improvement in curriculum and technology adoption*
- c. *Create interdisciplinary initiatives to strengthen programs*

Theme 2: Faculty Development/Sufficiency

- a. Teacher/scholar initiative*
- b. Student/faculty ratio of no more than 30/1 in each program*
- c. Support faculty progression over their careers*
- d. Keep knowledge current*
- e. Leadership initiatives*
- f. Evaluate and support faculty effectiveness*

Theme 3: Student Recruitment, Selection, and Retention

- a. Admission requirements integrated and enforced*
- b. Prerequisites enforced*
- c. Retention plan*
- d. Marketing efforts*
- e. Recruitment plan*

Theme 4: Community Connectedness

- a. Advisory Councils*
- b. Internships*
- c. Alliances/Partnerships*
- d. Develop more visibility in NEPA*

Theme 5: Building Business and Management Programs

- a. Marketing*
- b. Alliances with Community Colleges*
- c. AACSB Accreditation*
- d. Movement towards other Department's accreditation*
- e. Augment current faculty composition*
- f. Maintain faculty productivity to generate revenue – "COBM should be ESU's cash cow"*

V. Synergistic Outcomes

1. Student/faculty ratio should be no more than 30/1 in each program to be able to provide the quality education that is required to stay regionally competitive.
Track – student/faculty ratio
2. By 2015 the COBM should have an enrollment of 1,500 students since the programs in the COBM are very efficient and can provide a solid revenue balance to those programs that are much more costly: Business/Management per credit hour – \$167.00; Health Sciences per credit hour- \$423.00. ***Track – cost per program credit hour***
3. Academic excellence as viewed by an external accrediting body is a value of the COBM, therefore, every program will be accredited or will be in the process of

becoming accredited by the premier accrediting organizations in the respective fields. **Track – program accreditations**

4. Faculty must advance knowledge in their field through research and presentations of their scholarly activity. The COBM wants to encourage and support faculty scholarly activity and provide more support each year. The COBM will also have faculty development opportunities through lectures, conferences and workshops. **Track - # and amount of funding for faculty should increase each year; # of development opportunities.**
5. The environment is forcing universities/colleges to demonstrate student learning outcomes at both a University level and program level. The COBM has made a commitment to evaluating students learning outcomes. The COBM has also committed to improve the learning outcomes for our students, especially as it relates to communication skills, information literacy and quantitative analysis. **Track – improvement in student learning outcomes measure.**

VI. Strategic Theme Action Plan

Please see attached COBM Strategic Theme Action Plan

VII. Appendices

1. Strategic Planning process

- a. The strategic planning process of the COBM started in February, 2007 when the COBM was initiated as a College. We used the following methodology which included:
 - i. Environmental Assessment
 - ii. Gap Analysis
 - iii. Competitive Analysis
 - iv. SWOT analysis
 - v. Goals and Objectives
- b. Each of the departments was involved in the COBM strategic planning process as well as their own process mentioned above. The process was also guided by the members of the College level Strategic Planning Committee that made recommendations about how to implement planning in the COBM and what was to be included in the Strategic Plan. This committee met every other month for almost two years.

2. Core aspects of the College of Business and Management

- a. The faculty is dedicated to academic excellence but the resources are limited as they relate to faculty sufficiency. With an economic downturn this past year, each department that had searches was only allowed to proceed with one faculty search.
- b. The productivity of the faculty in the College of Business and Management is on the high end of the spectrum. It is less costly to educate a student in the College of Business and Management as compared to Health Sciences. There should be consideration of the revenue streams as the University-wide Strategic Plan is put into place. Growth should be focused on environmental needs as well as revenue balance opportunities.
- c. All four academic departments with faculty need to have an advisory board/council in place.
- d. The College of Business and Management should develop an Advisory Board in 2009-2010. Do this in conjunction with Mary Frances Postupack, Dr. Robert Dillman and ESU Advancement.
- e. After completing the environmental analysis it is clear that all programs must be accredited to maintain their competitive position in the PASSHE system. Currently only two out of four academic programs are accredited.
- f. Growth of programs should be given careful consideration as the demographics and the environments are changing dramatically. We don't want to grant degrees where students will be unable to find employment. There is already a downturn enrollment in RLSM. Even though Sport Management has become a very popular degree and has seen explosive growth, there are a large number of Sport Management programs that are popping up all over the country. Caution should be used in increasing the number of students in the program. They may wish to cap the program and increase requirements for entry into the program.
- g. Recruiting and retaining business management faculty is difficult for each College of Business in the PASSHE system. As AACSB accredited universities expand across the world, it will become more difficult to hire Business Management faculty at the APSCUF rates. We need more

external funding resources to enable the COBM to remain competitive as an employer for Ph.D.'s in business.

- h. The COBM is new so there is little awareness of the College and a reputation that does not exist. We need to market the COBM to the community, students and all our constituents.

3. List Individuals involved in Strategic Plan

- a. Dean's Student Advisory Board
- b. Faculty of the Department of Business Management
- c. Faculty of the Department of Hotel. Restaurant and Tourism
- d. Faculty of the Department of Recreation and Leisure Services Management
- e. Faculty of the Department of Sport Management
- f. Faculty of the Department of Leadership Studies and Military Science

Strategic Theme Action Plan

STRATEGIC THEME: Increased demand for accountability				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Continue to assess student learning outcomes and incorporate results into curriculum and faculty development	Office of Academic and Institutional Effectiveness	2009-2013	Improved student learning and retention	Cost of test administration
Continue with AACSB accreditation to provide a “Value Added” to students attending a business management program at ESU	Dean/Department	2009-2013	World class education, if they can’t get it here there are 6 other PASSHE schools who can accommodate	A commitment to 10 more faculty lines to reach required student faculty ratio
Continue with NASSM accreditation to provide “Value Added” to students attending the Sport Management program	Dean/Department	2009-2013	World class education, if they can’t get it here there are 6 other PASSHE schools who can accommodate	More funding for accreditation and faculty to attend NASSM programs for accreditation

Strategic Theme Action Plan

STRATEGIC THEME: Continuous improvement in accreditation, curriculum and technology utilization				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Develop a dashboard to evaluate all the Strategic themes and their outcomes. Track student/faculty ratio	Dean's Office	2090-2013	Clear measurable outcomes to track on yearly basis.	Additional Faculty lines
Determine which technologies, software and hardware are necessary to provide Business Management students with cutting edge technology and information about management information systems	Each department	2090-2013	Graduates who are more marketable to businesses	Technology funding

Strategic Theme Action Plan

STRATEGIC THEME: Recruit and retain outstanding faculty – create faculty development program				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Receive commitment from PC to hire the necessary faculty to meet the needs of accrediting bodies	Department, Dean	2009-2010	Develop caps if necessary and otherwise increase the admission standards to limit number of students in each program	
Encourage and support faculty scholarly activities and provide more support for conference presentations and other scholarly work	Department, Dean	2009-2013	Create a faculty environment of support for what is required to receive either tenure or promotion. It is costly when we have a failed search, or a faculty member leaves for greener pastures.	

Strategic Theme Action Plan

STRATEGIC THEME: Growth of College of Business and Management Programs				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Determine amount of growth for each program based on environmental and competitive analysis	Department, Dean	2009-2010	Develop caps if necessary and otherwise increase the admission standards to limit number of students in each program	
While growth occurs keep a firm hand on the productivity measures and their impact on ESU performance initiatives.	Department, Dean	2009-2013	Maintain the most effective and efficient College	