



CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

Jack H. Brown College
Business and Public Administration

Strategic Plan 2023-2028

Table of Contents

Mission	3
Vision.....	3
JHBC Shared Values	3
Pillar 1 - Student Success	5
Goal: Prepare JHBC learners to be actively engaged citizens in a global society through quality instruction, community engagement, and career readiness.	5
Pillar 2 - Faculty and Staff Success.....	6
Goal: Attract, nurture, and retain the most qualified faculty and staff.....	6
Pillar 3 - Diversity, Equity, and Inclusion	7
Goal: Embody DEIB in all the college's organizational practices and policies.	7
Pillar 4 - Internationalization.....	8
Goal: Educate the JHBC community to expand their worldviews and understand the ever-changing global environments, diverse cultures, and adaptive needs through global perspectives.....	8
Pillar 5 - Community Engagement	9
Goal: Institutionalize community commitment and engagement as core values of JHBC's culture and identity.....	9
Pillar 6 - Innovation and Technology	10
Goal: Adapt JHBC's programs, curricula, instructional methods, and technological environment to rapidly advancing technology and societal challenges.	10

Mission

The Jack H. Brown College of Business and Public Administration is committed to nurturing a high-quality educational environment that ensures student, faculty, and staff success in its pursuit of academic excellence and achievement. We seek to transform the lives of our students and alumni, ensuring that they become responsible management professionals within a dynamic region and a globally connected world.

Vision

The Jack H. Brown College of Business and Public Administration will be recognized nationally for developing ethical and effective leaders from all backgrounds, with a commitment to supportive inclusion, innovation, and community impact.

JHBC Shared Values

Our Mission and Vision are supported by a set of shared values that form the foundation of all our activities. These are not presented in order of preference or significance – we view all values as equally important:

Love of Learning	We prioritize student success. Our actions are judged first on the effect on the education and career achievement of students and life-long learners, and our ability to nurture a love of learning. The diverse student population provides valuable insight on building a successful environment. We strive for excellence in teaching and in supporting students during all aspects of their academic careers at the University.
Love of Innovation	We value faculty and staff. The College values the opinions and perspectives of each individual and strives to construct a collegial atmosphere that nurtures our love of innovation supporting the interchange of ideas and diverse points of view that transcend traditional boundaries. We provide professional development opportunities for faculty and staff by being a productive and cooperative unit within the greater University. We recognize the value of the faculty’s efforts in teaching, research, and university and community service.
Love of Identity	We value our alumni and their engagement and leadership in communities around the world. Our alumni are in leadership positions in the community, and in organizations. We work to engage and nurture their love of identity with the College and University and recognize them for their grassroots acumen and accomplishments.
Love of Place	We value the local community and region. As a state-supported regional university, our Mission is to serve the local region through our programs and community partnerships. We seek to nurture a love of place and design meaningful connections that transform lives. We serve as a valued regional resource for all organizations.
Love of Purpose	We value opportunities to nurture our love of purpose in our curriculum and programs with knowledge and experience from the local, regional, national, and international environments.

MISSION

The Jack H. Brown College of Business and Public Administration is committed to nurturing a high-quality educational environment that ensures student, faculty, and staff success in its pursuit of academic excellence and achievement. We seek to transform the lives of our students and alumni, ensuring that they become responsible management professionals within a dynamic region and a globally connected world.

VISION

The Jack H. Brown College of Business and Public Administration will be recognized nationally for developing ethical and effective leaders from all backgrounds, with a commitment to supportive inclusion, innovation, and community impact.

Student Success

Diversity, Equity,
& Inclusion

Community
Engagement

Faculty & Staff
Success

Internationalization

Innovation &
Technology

SHARED VALUES - LOVE OF

Learning

Innovation

Identity

Place

Purpose

Pillar 1 - Student Success

Goal: Prepare JHBC learners to be actively engaged citizens in a global society through quality instruction, community engagement, and career readiness.

Objective 1: Improve quality learning experience in JHBC programs and curriculum.

Actions:

1. Include at least one HIP in every course.
2. Identify and resolve bottleneck courses and DFW rate gaps.
3. Develop a college wide policy for online teaching.

Objective 2: Prepare learners for successful careers.

Actions:

1. Develop and institute a passport program requirement for all programs coordinated by the Student Success Center.
2. Re-imagine all student services and centers as career preparation opportunities.
3. Actively engage alumni and partners in the community.

Objective 3: Recognize JHBC learners through programming that promotes academic excellence, ethically minded decision-making, and community service.

Actions:

1. Develop an honors program that serves as the basis for curriculum innovation in the college.
2. Create a central repository of community engagement opportunities and regularly promote them to students.
3. Build up student clubs and co-curricular activities.

Pillar 2 - Faculty and Staff Success

Goal: Attract, nurture, and retain the most qualified faculty and staff.

Objective 1: Strategize for long-term staffing.

Actions:

1. Develop a multi-year recruitment plan for faculty (including adjunct faculty) and staff informed by the college strategic plan.
2. Develop a succession plan for key positions.
3. Create individualized career growth pathways.

Objective 2: Foster a culture of trust, fairness, and transparency.

Actions:

1. Create opportunities for social interaction among faculty and staff.
2. Involve more faculty and staff in guiding the implementation of the college strategic plan.
3. Create a college communication plan updating faculty and staff on key college initiatives.

Objective 3: Enhance the effectiveness of faculty and staff professional development.

Actions:

1. Institutionalize a comprehensive onboarding process for new faculty and staff that introduces the mission and values of the college.
2. Develop and support a formal mentorship program for faculty and staff across their career path.
3. Develop shared research topics and resources that faculty can collaborate on their scholarship.

Pillar 3 - Diversity, Equity, Inclusion, and Belonging

Goal: Embody DEIB in all the college's organizational practices and policies.

Objective 1: Increase the integration of DEIB (Diversity, Equity, Inclusion, and Belonging) in both the curriculum and co-curricular activities.

Actions:

- Incorporate the diverse backgrounds of our student body in curriculum and co-curricular decisions.
- Enhance the coverage of diversity, equity, and inclusion across the curriculum.
- Develop collaboration with Ethnic Studies.

Objective 2: Ensure faculty, staff, and students from diverse backgrounds thrive in JHBC.

Actions:

1. Incorporate DEI into hiring, evaluation, retention, and promotion criteria.
2. Monitor and measure metrics regarding hiring, retaining, and promoting diverse faculty, staff, and students.
3. Encourage the formation of affinity groups and other support networks for diverse faculty, staff, and students.

Objective 3: Implement initiatives that foster a sense of belonging for all faculty, staff, and students.

Actions:

1. Create safe spaces and opportunities for interactions for distinct groups to connect and support each other.
2. Develop processes to ensure all voices are heard and valued in college decision making.
3. Celebrate and highlight the achievements of diverse faculty, staff, and students to promote a sense of pride and inclusivity.

Pillar 4 – Internationalization

Goal: Educate the JHBC community to expand their worldviews and understand the ever-changing global environments, diverse cultures, and adaptive needs through global perspectives.

Objective 1: Achieve excellence in international and global perspectives through comprehensive curriculum and co-curriculum design related to the global context.

Actions:

1. Assess current programs and curriculum to determine existing global perspectives.
2. Integrate global perspectives and content into a wider range of programs, curriculum, and co-curriculum activities.
3. Assess existing study abroad programs available, and increase access and participation in study abroad programs, especially focused on certain regions.

Objective 2: Attract and support international students, scholars, and staff.

Actions:

1. Develop innovative class scheduling and articulation systems to further support international students.
2. Improve the international learner and faculty experience through greater safety, academic engagement, and non-academic engagement activities.
3. Improve connections with international alumni of the JHBC.

Objective 3: Strengthen international partnerships and collaborations with target countries and institutions of higher education.

Actions:

1. Catalog the existing international expertise with the JHBC.
2. Develop international research and collaboration opportunities for faculty and students.
3. Strengthen institutional collaboration with selected international institutions to foster educational, learning, service, and research experiences for JHBC students and faculty.

Pillar 5 - Community Engagement

Goal: Institutionalize community commitment and engagement as core values of JHBC's culture and identity.

Objective 1: Engage JHBC students in high quality community engagement with organizations who plan, fund, and deliver services to benefit the public good.

Actions:

1. Provide paid student internships and apprenticeships with under-resourced community groups who serve disadvantaged populations.
2. Enhance student learning outcomes by connecting course objectives to the challenges and opportunities facing local communities.
3. Connect student clubs with community organizations.

Objective 2: Enhance activities of Centers and Institutes that have significant elements of community engagement.

Actions:

1. Develop consulting opportunities for faculty and students.
2. Connect faculty to community engagement opportunities through regular, formal, and informal meetings with organizations and civic groups.
3. Seek partnerships, build research teams, and write grants that directly engage community partners.

Objective 3: Collaborate with community stakeholders to host regular events where community partners work towards co-planning and co-producing meaningful engagement activities.

Actions:

1. Engage more community organizations in JHBC events.
2. Regularly collect, aggregate, and promote JHBC's community-engaged work and create a widely disseminated annual report.
3. Continue to support and build upon existing Centers and Institutes that are delivering substantive programs and services in the community.

Pillar 6 - Innovation and Technology

Goal: Adapt JHBC's programs, curricula, instructional methods, and technological environment to rapidly advancing technology and societal challenges.

Objective 1: Update the JHBC portfolio of curricula.

Actions:

1. Incorporate changing industry-grade technologies and related skills into all curricula.
2. Develop an agile approach to develop and assess recently created programs and adapt or sunset existing programs based on program performance, market needs, and relevant competencies.
3. Continuously develop new undergraduate, graduate curricula, and update existing ones responding to the evolving needs of society.

Objective 2: Embrace pedagogical innovation.

Actions:

1. Develop a JHBC approach for credit for prior learning, competency-based education, and non-traditional learning experiences.
2. Provide training on creativity to faculty and staff.
3. Use student clubs and organizations to achieve program learning outcomes.

Objective 3: Infrastructure and support.

Actions:

1. Enable additional spaces for experiential learning.
2. Maximize availability of computer lab for student participation and collaboration.
3. Accelerate the digital transformation of all college operations by moving to a sophisticated, college-wide use of Office 365.



**JACK H. BROWN COLLEGE OF BUSINESS AND PUBLIC
ADMINISTRATION:
STRATEGIC PLAN – 2021-2023**

Foreword

The Jack H. Brown College of Business and Public Administration (JHBC) at CSUSB offers students, faculty, staff, and the community access to manifold resources with extraordinary opportunities. CSUSB's unique economic and diverse cultural settings of our campus allow us to add more value to our degree programs compared to similar institutions.

The JHBC's academic programs and scholarly activities have the most positive societal impact when connected to the needs of our communities. We demonstrate the quality of our programs by meeting demanding standards of professional accreditations that encourage innovation, socially responsible behavior, life-long learning, and entrepreneurial approaches. We maximize our societal impact by creating mutually beneficial partnerships with businesses, government, and other organizations.

The JHBC engages with our communities locally, nationally, and internationally while always being committed to the unique path of each of our students. Their success will transcend any academic degree, as demonstrated by the responsible leadership they provide to their profession and to society.

Strategic Planning Process

The Jack H. Brown College of Business and Public Administration continuously monitors and annually reviews its strategic direction through an in-depth consultation with faculty, staff, students, alumni, and other stakeholders to ensure that the College is aware of and responsive to changes in its environment and how these changes are impacting all parties involved in achieving their objectives. Budget funds are subsequently allocated in alignment with the strategic plan (AACSB 1.1, 1.2, 1.3, 1.4).

Revised 3/11/2021.

Mission, Vision and Shared Values

Mission Statement

The Jack H. Brown College of Business and Public Administration strives to make a positive societal impact through nurturing a high-quality educational environment that promotes student, faculty, and staff success in its pursuit of academic and professional excellence. We seek to transform the lives of our students and alumni by ensuring that they excel as responsible management professionals within a dynamic region and a globally connected world.

Vision Statement

We strive to be a regionally, nationally, and internationally recognized educational institution that serves our students and alumni and impacts our community by providing more than a classroom experience. We emphasize teaching, research and developing socially impactful partnerships.

JHBC Shared Values

Our Mission and Vision are supported by a set of shared values that form the foundation of all our activities (they are equally valued and not presented in any particular order):

- *Love of Learning:* We prioritize student success. Our actions are judged first on the effect on the education and career achievement of students as life-long learners, and our ability to nurture a love of learning. The diverse student population provides valuable insight on building a successful learning environment. We strive for excellence in teaching and in supporting students during all aspects of their academic careers at the University.
- *Love of Innovation:* We value our diverse faculty and staff. The College values the opinions and perspectives of each individual and strives to construct

an inclusive, equitable and collegial culture that nurtures our love of innovation by supporting the interchange of ideas and viewpoints that transcend traditional boundaries. We provide professional development opportunities for faculty and staff and thus being a productive and cooperative unit within the greater University. We recognize the value and impact of the faculty's efforts in teaching, research, and service.

- *Love of Identity:* We value our alumni, their engagement and leadership in communities around the world. We work to engage and nurture their love of identity with the College and University and recognize and value them for their grassroots acumen and accomplishments.
- *Love of Place:* We value the local community and region. As a state-supported regional university, our Mission is to serve the local region through impactful programs and community partnerships. We seek to nurture a love of place and design meaningful connections that transform lives and impact our region for better. We serve as a valued regional resource for all organizations.
- *Love of Purpose:* We value opportunities to nurture our love of purpose in our curriculum and programs with knowledge and experience from the local, regional, national, and international environments.

Strategic Objectives

JACK H. BROWN COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION LEVEL

	CSUSB Strategic Focus	JHBC Focus	JHBC Strategic Objectives
Goal #1 Student Success	<i>Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.</i>	Provide quality instruction and support student success. JHBC will provide additional resources and experiences, preparing our students as life-long learners to become active and ethical members in business, government, and a global society (4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4).	<ul style="list-style-type: none"> a) Increase undergraduate student participation in High Impact Practices (HIPs), such as mentoring, service learning, experiential and project-based learning, passport programs, internships, and student/faculty research by 10% by AY23 over AY20 activities (AACSB 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4). b) Increase community and student engagement activities by 10% through AY23 compared to AY20 levels (AACSB 9.1). c) Identify and reduce DFWI (D, F, withdrawal, incomplete) rates in the top five bottleneck courses by 15% by AY23 over AY20 baseline (AACSB 6.1, 6.2). d) Improve four- and six-year graduation rates by 15% at PDC and the San Bernardino campus by AY23 over AY20 rates (AACSB 6.1, 6.2). e) Continue to review, inform, support, and encourage faculty to adopt state-of-the-art teaching methods, technology, and other support structures in curriculum and spaces (including online environment) through AY23 (AACSB 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4). f) Continue to review and improve retention and graduation rates in the graduate programs by 10% through AY23 over AY20 levels (AACSB 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4). g) Continue to develop context-fitting quality service instruments and processes and evaluate the quality of service provided to students by College offices, College centers, and departments through AY23 (AACSB 5.1, 5.2, 5.3, 5.4). h) Continue to promote diversity and inclusion through the Office of Academic Equity (AACSB 7.1, 7.2, 7.3, 7.4). i) Increase graduate student HIPs experiences through participation in graduate assistantships, student/faculty research, and internships by 10% through AY23 based on AY20 levels (AACSB 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4).

<p>Goal #2 Faculty and Staff Success</p>	<p><i>Foster innovation, scholarship, and discovery for faculty and staff success.</i></p>	<p>Promote faculty and staff excellence. JHBC will engage in mission-relevant research and creative activities that make academic, practical, and pedagogical impacts; support and nurture an interdisciplinary and collaborative research culture that promotes sustainable economic development and social enrichment regionally (3.1, 3.2, 3.3, 3.4).</p>	<ul style="list-style-type: none"> a) Continue to provide faculty support for training in developing HIPs in teaching by use of college and university incentives (AACSB 3.1, 3.2, 3.3, 3.4). b) Continue to provide funding for faculty support for conferences and high-impact publications, by use of reassign times, stipends, and/or professional development funds (AACSB 3.1, 3.2, 3.3, 3.4). c) Continue to support faculty research and dissemination opportunities through funding for graduate student assistants, for international and domestic conferences, and for research software and databases (AACSB 3.1, 3.2, 3.3, 3.4). d) Continue to develop recognition that promotes continual staff development and achievement (AACSB 3.1, 3.2, 3.3, 3.4). e) Continue to seek diversity in faculty and staff hires to serve the diverse student population by staff and faculty diversity by 5% by AY23 over AY20 baseline (AACSB 3.1, 3.2, 3.3, 3.4). f) Continue to enhance salaries of faculty, in particular, new hires, to be competitive with peer and competing institutions and report progress to the Senior Leadership Team (SLT) by use of University statistics (AACSB 3.1, 3.2, 3.3, 3.4). g) Continue to increase Tenure and Tenure Track Density (TTD) based on projected student demand and strategic direction by 5% over AY20 baseline by AY23 (AACSB 3.1, 3.2, 3.3, 3.4). h) Increase engagement activities and provide incentives and recognition to increase the number of adjunct faculty that are AACSB “participating” in the College by 5% by AY23 over the AY20 baseline (AACSB 3.1, 3.2, 3.3, 3.4). i) Continue to promote and support staff professional development at current or higher levels (AACSB 3.1, 3.2, 3.3, 3.4). j) Establish a transdisciplinary research unit to work with community partner organizations to address new local economic and policy challenges by AY23 (AACSB 3.1, 3.2, 3.3, 3.4). k) Continue to provide support for faculty to integrate societal impact and sustainability into research and teaching using college and university incentives (AACSB 3.1, 3.2, 3.3, 3.4).
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<p>Goal #3 Resource Sustainability and Expansion</p>	<p><i>Steward resources for sustainability and acquire new sources of funding.</i></p>	<p>Diversify funding sources and ensure resource sustainability (AACSB 2.1, 2.2, 2.3).</p>	<ul style="list-style-type: none"> a) Increase self-generated (“non- state-side”) funds by 10% and with at least two new self- support (“non-state-side”) programs by the end of AY23 from AY20 baseline (AACSB 2.3). b) Increase the number of federal and state grant proposal submissions by 5% by the end of AY23 over the AY20 baseline (AACSB 2.3, 8.1, 8.2, 8.3). c) By the end of AY23, increase dollars raised annually from private funding sources including alumni, friends, faculty, staff, students, corporations, communities, and private foundations by 10% over the AY20 baseline (AACSB 2.3) d) By the end of AY23, increase dollars allocated for maintenance and enhancement of virtual resources by 5% over the AY20 baseline (AACSB 2.2). e) By the end of AY23, update at least 3 additional learning spaces over the AY20 baseline (AACSB 2.1).
<p>Goal #4 Community Engagement and Partnerships</p>	<p><i>Serve and engage communities (local, regional, state, national, global) to enhance social, economic, and cultural well- being.</i></p>	<p>Enhance community partnering and engagement. Institutionalize community commitment and engagement as core values of JHBC’s culture and identity (8.1, 8.2, 8.3, 9.1).</p>	<ul style="list-style-type: none"> a) By AY23, increase the number of strategic community-college engagement activities at PDC and the San Bernardino campuses by 5 % from AY20 levels (AACSB 9.1). b) By AY23, develop a centralized process that will measure, support, and recognize excellence in community engagement involving collaborative research and curricular activities among students, staff, and faculty (AACSB 8.1, 8.2, 8.3, 9.1). c) Continue to identify community-serving opportunities and meet community needs with college resources for mutual benefit at both campuses (AACSB 8.1, 8.2, 8.3, 9.1). d) Increase community-serving activities in our service region by providing business-related training such as financial literacy and leadership by 10% by AY23 over AY20 baseline levels (AACSB 8.1, 8.2, 8.3, 9.1). e) By AY23, pilot at least one additional program on community engagement in student graduation requirements such as community service hours, passport program and progression portfolio (AACSB 9.1). f) By AY23, develop metrics to track progress and measure societal impact including engagements with external stakeholders, internal and external activities and initiatives, participating faculty, students and organizational units, and significant exemplars of success (AACSB 9.1)

<p>Goal #5 Identity</p>	<p><i>Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.</i></p>	<p>Build the College’s unique identity. JHBC will continue to build an identity that celebrates its uniqueness by providing more than a degree as we strive to give meaning to “We Define the Future”(AACSB 8.1, 8.2, 8.3, 9.1).</p>	<ul style="list-style-type: none"> a) Continue building a vibrant atmosphere and space that enhance students’ and faculty’s experiences and reinforcing our positioning as offering more than a degree in the JHBC (AACSB 8.1, 8.2, 8.3, 9.1). b) Identify, prioritize, and track - communication channels (such as digital platforms) and events that connect and engage students at both campuses with the College (AACSB 8.1, 8.2, 8.3, 9.1). c) Establish a baseline and increase internal and external stakeholders’ positive perceptions of JHBC by 5% by AY23 over the AY20 baseline (AACSB 8.2, 9.1). d) Continue to prioritize on-going communications with media outlets, donors, and sponsors of targeted community events, regarding the impact of the college (AACSB 8.1, 8.2, 8.3, 9.1). e) Continue to promote and engage college alumni by inviting them to share their success stories (AACSB 8.1, 8.2, 8.3, 9.1).
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JACK H. BROWN COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION: STRATEGIC PLAN – 2020-2023

Foreword

The Jack H. Brown College of Business and Public Administration (JHBC) at CSUSB offers students, faculty, staff and the community access to manifold resources with extraordinary opportunities. The unique economic and cultural setting of our campus allows us to accomplish much more than other schools that may offer similar programs.

The JHBC's academic programs and scholarly activities have the most impact when connected to the social needs of the diverse communities we serve. We demonstrate the quality of our programs by meeting demanding standards of professional accreditations that encourage innovation, socially responsible behavior and values entrepreneurial approaches, by creating mutually beneficial partnerships with business, government and other organizations.

The JHBC engages our diverse communities locally, nationally and internationally while always being committed to the unique path of each of our students. Their success will transcend any academic degree, as demonstrated by the leadership they provide to their professions and to our communities.

Strategic Planning Process

The JHBC regularly reviews its strategic direction through an in-depth consultation with faculty, staff, students, and alumni to ensure that the College is aware of and responsive to changes to its environment and how these changes are impacting all parties involved in achieving their objectives.

In late 2017 and early 2018, the Strategic Planning Committee, in collaboration with the JHBC undertook a process to align its goals and strategies with the University's Strategic Plan. The various departments, centers and institutes in the JHBC identified and took actions and initiatives to give effect to this plan. Since then, JHBC's Strategic Plan has been revised annually by JHBC's Strategic Planning Committee.

Revised 2/1/2020

Mission, Vision and Shared Values

Mission Statement

The Jack H. Brown College of Business and Public Administration is committed to nurturing a high quality educational environment that promotes student, faculty, and staff success in its pursuit of academic and professional excellence. We seek to transform the lives of our students and alumni by ensuring that they become responsible management professionals within a dynamic region and a globally connected world.

Vision Statement

We strive to be a regionally, nationally, and internationally recognized educational institution that serves our students, community, and alumni by providing more than a classroom experience. We emphasize teaching, partnerships/service to our region, and research in business and public administration.

JHBC Shared Values

Our Mission and Vision are supported by a set of shared values that form the foundation of all our activities (they are equally valued and not presented in any particular order):

- *Love of Learning:* We prioritize student success. Our actions are judged first on the effect on the education and career achievement of students and life-long learners, and our ability to nurture a love of learning. The diverse student population provides valuable insight on building a successful environment. We strive for excellence in teaching and in supporting students during all aspects of their academic careers at the University.
- *Love of Innovation:* We value our diverse faculty and staff. The College values the opinions and perspectives of each individual and strives to construct an inclusive and collegial culture that nurtures our love of innovation supporting the interchange of ideas and diverse points of view that transcend traditional boundaries. The College values the opinions and perspectives of each individual and strives to construct a collegial atmosphere that nurtures our love of innovation supporting the interchange of ideas and diverse points of view that transcend traditional boundaries. We provide professional development opportunities for faculty and staff by being a productive and cooperative unit within the greater University. We recognize the value of the faculty's efforts in teaching, research, and university and community service.

- *Love of Identity:* We value our alumni and their engagement and leadership in communities around the world. Our alumni are in leadership positions in the community, and in organizations. We work to engage and nurture their love of identity with the College and University, and recognize them for their grassroots acumen and accomplishments.
- *Love of Place:* We value the local community and region. As a state-supported regional university, our Mission is to serve the local region through our programs and community partnerships. We seek to nurture a love of place and design meaningful connections that transform lives. We serve as a valued regional resource for all organizations.
- *Love of Purpose:* We value opportunities to nurture our love of purpose in our curriculum and programs with knowledge and experience from the local, regional, national and international environments.

Strategic Objectives

The following matrix presents the strategic objectives of the University and the Jack H. Brown College of Business and Public Administration (JHBC). The format allows the reader to see how the JHBC focus and objectives align with those of the University.

UNIVERSITY LEVEL		JACK H. BROWN COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION LEVEL		
	CSUSB Strategic Focus	CSUSB Strategic Objectives	JHBC Focus	JHBC Strategic Objectives
Goal #1 – Student Success	<i>Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.</i>	<ol style="list-style-type: none"> 1. All undergraduate students will participate in at least three High Impact Practices (HIPs) by graduation, starting with the fall 2015 cohort of incoming first-year students, preferably including one HIP within the context of each student’s major. 2. Adopt the Institutional Learning Outcomes and use the assessment of them to guide continuous program improvement. 3. Conduct annual surveys to assess students’ sense of belonging, engagement, and inclusion. Establish baseline measures and then design programming to ensure continual improvement. 4. Increase student success by maintaining high academic 	Provide quality instruction and support student success through additional resources and experiences, preparing JHBC students and life-long learners to become active and ethical members in business, government, and a global society.	<ol style="list-style-type: none"> a) Increase undergraduate student participation in three High Impact Practices (HIP), such as mentoring, service learning, internships, and student/faculty research by 10% by 2023 per 2020 activities. b) Continue to prioritize community and student engagement through workshops, industry speakers, alumni, networking mixers, association/club involvement, and other career development services through 2023. c) Identify and reduce DFWI (D, F, withdrawal, incomplete) rates

		<p>standards while reducing the overall DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10%, and aim to reduce the upper division rate from 8% to 6%, particularly through providing additional supports for students in courses with the highest DFWI rates.</p> <p>5. Stay on track to meet or exceed the CSU's Graduation Initiative 2025 targets with a four-year graduation rate in 2020 of 15% or higher, a six-year graduation rate of 52% or higher, and an underrepresented minority (URM)/non-URM achievement gap of 0%. For transfer students, by 2020 achieve a 36% two-year graduation rate and a 72% four-year graduation rate. Reduce by half the achievement gaps for males and Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years by 2020. For transfer students, decrease average time-to-completion from 3.1 to 2.7 years by 2020.</p> <p>6. To foster the success of graduate students, by June 2017, the campus will complete a program evaluation of graduate education at CSUSB. From 2017 through 2020, these recommendations will be implemented.</p>		<p>in the top five bottleneck courses by 15% by 2023 over 2020 baseline.</p> <p>d) Improve four- and six-year graduation rates by 15% at PDC and the San Bernardino campus by 2023 based on 2020 rates.</p> <p>e) Continue to review, inform, support, and encourage faculty to adopt state-of-the-art teaching methods, technology, and other support structures in curriculum and spaces (including online environment) through 2023.</p> <p>f) Continue to review and improve retention and graduation rates in the MBA, MSA, MFA, MPA and MIST programs through 2023.</p> <p>g) Continue to develop context-fitting quality service instruments and processes, and evaluate the quality of service provided to students by College offices, College centers, and departments through 2023.</p> <p>h) Promote diversity and inclusion through the Office of Academic Equity through 2023.</p> <p>i) Increase graduate student HIP experiences through participation in graduate assistantships, student/faculty research, and internships by 2023 over 2020 activities.</p>
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<p>Goal #2 – Faculty and Staff Success</p>	<p><i>Foster innovation, scholarship, and discovery for faculty and staff success.</i></p>	<ol style="list-style-type: none"> 1. Foster excellence in teaching to increase High Impact Practices and promote course redesign for contemporary teaching practices by increasing the number of faculty served by the Teaching Resource Center. 2. By fall 2017, create a Center of Excellence to promote high impact research, creative activities, and scholarship involving interdisciplinary and international collaborators, and develop a tracking system to do the same. 3. Increase funding, incentives, reassigned time, and recognition for research, creative activities, and scholarship to enhance the university’s reputation as a center of scholarship. 4. Increase funding and faculty reassigned time to provide more student opportunities for supervised research and creative activities. 5. By 2017, develop a plan to increase training opportunities for staff. 6. Increase the diversity of tenure/tenure-track faculty, adjunct faculty, and staff as well as improve the climate of inclusion and support. 7. Increase Tenure Track Density (TTD) based on projected student demand and FTES growth, and decrease Student to Faculty Ratio (SFR). 	<p>Engage in relevant and impactful research and creative activities that make academic, practical and pedagogical impacts. The JHBC will promote staff excellence in service and professional achievement.</p>	<ol style="list-style-type: none"> a) Continue to provide faculty support for training in developing HIPs in teaching by use of college and university incentives through 2023 b) Continue to provide funding for faculty support for conferences and high impact publications, by use of reassign times, stipends, and/or professional development funds through 2023. c) Continue to support faculty research and dissemination opportunities through funding for graduate student assistants, for international and domestic conferences, and for research software and databases through 2023 d) Continue the efforts to develop recognition that promotes continual staff development and achievement by 2023. e) Continue to seek diversity in faculty and staff hires to serve the diverse student population by staff and faculty diversity by 5% by 2023 over 2020 baseline. f) Continue the efforts to enhance salaries of faculty, in particular new hires, to be competitive with peer and competing institutions and report progress to the Senior Leadership Team (SLT) by use of University statistics through 2023.
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<p>Goal #3 – Resource Sustainability and Expansion</p>	<p><i>Steward resources for sustainability, and acquire new sources of funding.</i></p>	<ol style="list-style-type: none"> 1. Secure at least two nationally-recognized public and/or private partnerships to facilitate growth and innovation. 2. Develop infrastructure; revise, update, and create new processes by fall 2017 to enable the university to launch and increase innovative entrepreneurial activities. 3. Increase non-resident revenue by 5% annually, and increase the five year philanthropic productivity average by 12% at the end of 2020. 4. Plan and implement a process by which existing resources (space, budget, staffing) are re-allocated efficiently, increase off-campus space utilization to 5% by 2020, and increase process efficiency by completing process mapping of 25 major and impactful functions across the university. 5. Increase the number of proposal submissions of contracts, grants, and philanthropic sectors by at least 5% annually with a targeted 	<p>Diversify funding sources and ensure resource sustainability.</p>	<ol style="list-style-type: none"> a) Increase self-generated/“non-state-side” funds by 10% and with at least two new self-support/“non-state-side” programs by 2023 from 2020 baseline. b) Increase the number of public grant proposal submissions by 5% by 2023 over the 2020 baseline. c) By 2023, increase dollars raised annually from private funding sources including alumni, friends, faculty, staff, students, corporations, communities, and private foundations by 10% over 2020 baseline.

		increase of 25% by 2020. Increase new award funding to at least \$25M/year by 2020.		
Goal #4 – Community Engagement and Partnerships	<i>Serve and engage communities (local, regional, state, national, global) to enhance social, economic and cultural well-being.</i>	<ol style="list-style-type: none"> 1. By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit. 2. Increase the number of strategic community-university engagement activities by 2020. 3. By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities and/or community engagement activities. 4. By fall 2018, publicize CSUSB’s commitment to community engagement as a key component of the university’s culture and image with the establishment of a recognition and reward system for excellence in community engagement and collaborative work. 	Enhance community partnering and engagement. Institutionalize community commitment and engagement as core values of JHBC’s culture and identity.	<ol style="list-style-type: none"> a) By 2023 increase the number of strategic community-college engagement activities at PDC and the San Bernardino campuses by 5 % from 2020 levels. b) By 2023, develop a centralized process that will measure, recognize and support excellence in community engagement involving collaborative research and curricular-activities among students, staff and faculty. c) Through 2023 continue to identify opportunities for supporting community needs with college resources for mutual benefit at PDC and the San Bernardino campus.
Goal #5 – Identity	<i>Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.</i>	<ol style="list-style-type: none"> 1. CSUSB will have a well-defined and supported university identity as measured by students, faculty, staff, alumni and community perceptions by June 2020. 2. Create a vibrant and memorable student life experience that reinforces the university’s identity to increase student engagement in campus activities by 10% by 2020. 3. Increase prospective students’ perceptions of CSUSB as a university of choice from 68% to 78% by 2020 as measured by 2012 Institutional Research (IR) Campus Quality Survey. 	Build the College Identity. JHBC will continue to build an identity that celebrates its uniqueness by providing more than a degree as we strive to give meaning to “We Define the Future.”	<ol style="list-style-type: none"> a) Continue the efforts toward building a vibrant atmosphere as well as spaces that enhance students’ and faculty’s experiences and success and reinforce our positioning as offering more than a degree in the JHBC through 2023. b) Identify, prioritize and track meaningful and effective communication channels and events that connect and engage students with the College at PDC and the San Bernardino campus by 2023.

		<p>4. Increase positive perceptions of CSUSB with internal and external audiences by 10% over baseline by 2020.</p> <p>5. Increase alumni engagement by 10% by 2020, as measured by the Alumni Affairs alumni activity report.</p>		<p>c) Establish a baseline and increase positive perceptions of JHBC with internal and external audiences by 5% by 2023 over the 2020 baseline.</p> <p>d) Continue to prioritize on-going communications with media outlets, donors, and sponsors of targeted community events, regarding the impact of the college through 2023</p> <p>e) Continue to establish a college alumni recognition program, inviting distinguished alumni to share their success stories through 2023.</p>
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Based on the comments from the Strategic Planning Retreat and on the evaluation of the Strategic Planning Committee the follow objectives have been removed from the previous version of the Strategic Plan (either due to being achieved, found no longer appropriate or combined with existing ones): 1h, 1j, 2i, 2j, 3a, 3d, 3h and 4a.