Goal 1 - To continue to improve the quality of the undergraduate business program.

Objectives:
- Increase the ACT of incoming freshmen BSBA students to one-half point higher than the CMU average. (2007)
- Increase the student satisfaction level as measured by the EBI survey to 5.0 (out of 7.0). (2007)
- Demonstrate continuous improvement in the quality of undergraduate student learning. (Annual)

Strategies:
- Gain approval of revised BSBA program. (Fall 2004, Undergraduate Business Studies Committee); Program Approved, Feb. 2005.
- Appoint BSBA Director. (Dean, Fall 2005)
- Continue implementation of revised BSBA degree including admission and assessment process. (Fall 2006, Director of BSBA Program)
- Continue to raise funds for scholarships to attract highly qualified high school & transfer students. (Annual, Dean, Director of Development)
- Continue annual fall mailing with updated promotional CD to Michigan high school students interested in business. (Annual, Dean)
- Collaborate with CMU Admissions to expand freshmen recruiting efforts. (Spring 2006, Director of Student Services, Dean)
- Increase Business Residential College (BRC) student activity funds (Fall 2005), increase faculty participation and department impact, and assess Residential College effectiveness (Spring 2006, Associate Dean and BSBA Director)
- Appoint faculty member as Director of Business Residential College. (Fall 2005, Dean); New Director hired, Spring 2005.
- Increase the number of CBA students exposed to ERP by adding courses, by developing an ERP certificate, concentration, or other innovative program, and eventually eliminating the SAP fee. (Fall 2006, SAP Director)
- Increase student participation in reorientation and mentoring programs for BSBA students and develop program effectiveness measures. (Fall 2005, Director of Corporate Relations, Director of Student Services)
- Recruit a sufficient number of students to have two cohort classes. (Fall 2006, Director of Student Services, Director of BSBA Program); Added Honors section to BSBA program. Honors students may take at least one honors section of required BSBA degree courses each semester for four semesters.
- Increase undergraduate student research participation in SCREE. (Spring 2007, Department Chairpersons); Doubled participation to 21 students in Spring 2005.
Coordinate with community colleges to create smooth transition for transfers with revised BSBA degree program (Fall 2005 and Spring 2006, Director of Student Services)

Gain AACSB International reaffirmation of accreditation for CBA and School of Accounting programs. (Spring 2005, Dean and School of Accounting chair); Sixth Year Review in Spring 2006.

Continue improvement in student learning as measured by outcomes assessment for majors and the four business degree programs (Annual, Department Chairpersons, Program Directors)

**Goal 2 - To be the premier undergraduate entrepreneurship program in the State of Michigan**

**Objectives:**
- Increase the program ranking to the 1st tier of the top regional programs. (Spring 2007)
- Raise the average ACT of admitted students to 22. (Fall 2007)
- Increase the percentage of participating faculty teaching in the Entrepreneurship program to at least 60% (Fall 2005); Accomplished for Fall 2006.

**Strategies:**
- Secure funding for an endowed faculty position to hire an individual with teaching and research skills in the entrepreneurship area. (Fall 2006, Director of Development, Dean, ENT Program Director)
- Develop and implement a promotion plan targeting highly qualified students and communicating program merits to the business community. (Spring 2006, ENT Program Director, Director of LEC)
- Recruit participating faculty to teach in the program who will also engage in consulting, research, and effective teaching practices. (Fall 2006, ENT Director, Department Chairpersons)
- Significantly expand funding to reward and finance outstanding student business plans. (Spring 2006, ENT Director)

**Goal 3 - To expand CBA’s role as a global and diverse college serving student, faculty and business needs.**

**Objectives:**
- Increase the number of international students enrolled in the CBA to 125 students. (Fall 2006); 100 international students in 2004-05.
- Increase the number of study abroad students to 65. (Spring 2007); 55 students in 2004-05.
- Increase the number of faculty who have engaged in international research, consulting, studying abroad, or teaching in other countries (Annual)

**Strategies:**
- Establish three new partnerships with international business colleges on at least several different continents. (Spring 2007, Dean); Establish a relationship with institutions in Italy: American University of Rome and John Cabot University during 05-06. (Dean, Director of Student Services, 2007)
- Evaluate and make recommendation on delivering a CBA academic program abroad. (Fall 2006, Associate Dean)
Promote Study Abroad programs through the Student Services Center. Create Study Abroad scholarship for CBA students. (Annual, Director of Student Services); Daimler-Chrysler Study Abroad scholarship established for 05-06.

Strengthen existing relationships with Normandy Business School (France), Reims Management School (France), AAVS (Czech Republic), USST (China), JNTU (India) and Toluca (Mexico). (Spring 2006, Associate Dean).

Implement a two year Title VI International Grant creating student and faculty international consulting engagements. (Fall 2004, Fall 2005, Dean)

Recruit faculty to lead summer study abroad trip. (Spring 2005, Dean, Associate Dean); one faculty lead study abroad trip for summer 2005

Write and submit grant for funding to support undergraduate and graduate student study abroad participation. (Fall 2005, Dean)

Goal 4 - To strengthen college faculty through increased engagement with the business community, improve the quantity and quality of intellectual activities, and advance more effective teaching practices.

Objectives: At least 90% of the total college faculty will be AQ or PQ (Spring 2006)
Each of the six academic departments will have active business advisory boards or a significant business focused activity. (Fall 2006)
Increase and maintain the percentage of Tenure Track FTE to 76% (Fall 2006)

Strategies: Sponsor and develop programs to strengthen teaching effectiveness and stimulate research activity. (Annual, Faculty Development Committee)
Revise and update department standards for tenure and promotion. (Dec. 2005, CBA departments)
Develop assurance of learning process to focus on improved student learning in the revised BSBA program. (Spring 2005, UBS Committee, Director of BSBA Program); Updated assessment plan has been created.
Increase the number of G.A.’s by 25% (Fall 2006, Dean)
Create competitive faculty research summer stipends (Summer 2006, Dean)
Acquire additional data bases for faculty research (Dean, Spring 2006); Compustat acquired for 2005-06.

Hire at least two tenure track faculty for Fall 2006 appointments. (Department Chairs, Dean)

Continue to support Six Sigma Black Belt faculty certification and integration of Six Sigma into courses and curriculum (Annual, Dean, Faculty)
Goal 5 - Serve the needs of the State of Michigan and the Middle Michigan area by improving the quality of CBA’s graduate programs.

Objectives: Maintain MBA program size, but improve student quality by increasing average MBA student GMAT score to 510. (Fall 2006) Increase the MBA student satisfaction level to No. 1 of peer schools in the EBI survey. (Summer 2007); Accomplished Summer 2005. Increase the number of students in the MSIS and MA in ECO programs. (Fall 2006) Demonstrate continuous improvement in the quality of graduate student learning.

Strategies: Appoint a regular faculty member as MBA Program Director. (Fall 2006, Dean)

Review and revise the MBA Program curriculum. (Spring 2006, Graduate Studies Committee)

Assess market opportunities for off-campus delivery of the MBA program. Deliver PMBA Program in Detroit . (2006, Associate Dean)

Develop and implement recruiting and promotion strategy for MSIS program. (Spring 2005, MSIS Program Director)

Create and implement joint BS/MA program in Economics (Fall 2006) and develop recruiting and promotion strategy for MA program. (Spring 2005, MA Program Director); Program approved in April 2005.

Continue to implement and improve the assurance of learning process for graduate programs. (Annual, Graduate Program Directors)

Establish graduate faculty criteria for both the MBA and MSIS programs. (Fall 2005, Graduate Program Directors)

Goal 6 – Increase fund raising to provide added support to meet the mission and strategic initiative of the College, as well as expand alumni activity.

Objective: (1) Increase contributions to the College to average more than $1,500,000 annually. (2) Increase alumni activity in the College.

Strategies: Objective 1 Continue cultivation, solicitation, and stewardship of CBA assigned prospects (Annual, Senior Director of Development, Dean)

Continue to evaluate and research new prospects for the CBA (Annual, Senior Director of Development, Dean)

Coordinate with the Director of Corporate and Foundation Relations to continually secure corporate donors. (Annual, Senior Director of Development, Dean)
Achieve more than 150 face-to-face individual donor contacts annually. (Annual, Senior Director of Development)

Work with faculty chairs and directors to enhance donor relationships. (Annual, Senior Director of Development)

Develop a College-wide case statement that highlights specific areas of needs with appropriate amounts designated to each. (Summer 2006, Senior Director of Development)

Coordinate a College-wide process for managing endowed funds. (Summer 2006, Senior Director of Development)

Objective 2
Establish a CBA alumni advisory board (Fall 2006, Senior Director of Development, Dean)

Continually enhance current alumni events – Homecoming, Alumni Awards Banquet, Dialogue Days, Executive in Residence, etc. (Annual, Senior Director of Development, Director of Corporate Relations, Office Assistant)

Organize targeted alumni events around the state as well as in concentrated regional areas. (Annual, Senior Director of Development)

Work with Departments to target alumni for specific departmental alumni events. (Annual, Senior Director of Development, Chairs)

Evaluate current CBA Golf Outing and consider expanding a second outing in SE Michigan (Summer 2006, Senior Director of Development, Director of Corporate Relations, Office Assistant)

Goal 7 - Improve the CBA’s reputation among employers and alumni as a leader in business education.

Objectives:
Improve measured student learning in specific skills (e.g., communication, teamwork) (Fall 2007)
Increase placement rate to 95%. (Summer 2007)

Strategies:
Continue Corporate Spotlight program, Dialogue Day and Executive in Residence programs. (Annual, Dean and Staff)

Identify and develop relationships with new key employers for the college. (Fall 2006, Director of Corporate Relations)

Develop activities to increase the number of alumni and business people engaged in CBA activities. (Fall 2006, Dean and staff)

Continue Management Aspirations program. (Annual, Associate Dean and Staff)

Continue Career Development Day to strengthen student career skills (Annual, Director of Student Services); Initial program successfully delivered in Fall 2005.
Goal 8 - To expand the applied research and consulting services dimension of the college to support economic development activity in the State of Michigan.

Objectives: Increase the number of grants and contracts proposal submissions to at least 15 per year. (Summer 2006)
Increase the amount of grants and contracts funded to $300,000 per year. (Spring 2007)

Strategies: College staff to promote faculty expertise to expand contracts for faculty consulting and sponsored workshops. (Annual, Director of Corporate Relations, Director of LEC)

Continue Michigan Rehabilitation Services program (Fall 2005) and renew funding annually. (Associate Director of LEC)

Work with college centers to create and deliver workshops to the business community. (Annual, Center Directors)

Write and submit grant for funding to support undergraduate and graduate student study abroad participation. (Fall 2005, Dean)

Goal 9 - To improve CBA’s physical learning environment, infrastructure, and level of student services.

Objectives: Improve student satisfaction with technology and student services. (Annual)

Strategies: Continue to secure funding for a new CBA building or naming of college. (Annual, Dean’ Director of Development)

Create student services structure to support needs of revised BSBA program. (Fall 2006, BSBA Director, Director of Student Services)

Revise college and department websites to meet new University standards. (Fall 2005, Director of Technology Services); College and department websites revised.

Develop strategies to maintain availability of Midland facility. (Spring 2006, Dean)

Revised, September 2, 2005