Strategic Plan Committee
The following persons were instrumental in providing guidance, expertise, and support in the development of the strategic plan (in alpha order)

Strategic Plan Champions

Bing Bai  Robyn Jones  Bruce Rawding
Marcus Castro  Michael MacQueen  Keith Roberts
Charng Yi Chen  Christine Mee  Avijit Sarkar
Stan Dale  Johannes Moenius  James Spee
Ian Dinmore  Stacey Neeley  Nancy Svenson
Stacy Grim  Khanhvy Nguyen  Christine Taitano
Gerald Groshek  James Pick  Xin Zhao
Brian Jauregui  Rama Ramakrishna

Steering Committee

Keith Roberts, Interim Dean
Marcus Castro, Interim Associate Dean
Charng Yi Chen, Graduate Program Director
Bing Bai, Undergraduate Program Director
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University of Redlands
School of Business
Strategic Plan
Academic Years 2013 - 2017

University of Redlands Overview

The University of Redlands is a private, independent liberal arts university committed to providing a personalized education that equips students to make enlightened choices.

Redlands emphasizes academic rigor, curricular diversity and innovative teaching. The University fosters a community of scholars and encourages a pluralistic notion of values by challenging assumptions and stereotypes in both classes and activities. A Redlands education goes beyond training to embrace a reflective understanding of our world; it proceeds from information to insight, from knowledge to meaning, from theory to practice.

Welcoming intellectually curious students of diverse religious, ethnic, national and socioeconomic backgrounds, the University seeks to develop responsible citizenship as part of a complete education. Redlands encourages a community atmosphere with exceptional opportunities for student leadership and interaction.

School of Business

The School of Business blends liberal arts and professional programs, applied and theoretical study, in its undergraduate and graduate programs. Focusing on post-traditional working adults, the School offers innovative academic programs at convenient locations and times.

Small classes enable each student to participate in class discussion, to work closely with professors, and to receive extensive individual attention. The School remains sensitive to contemporary trends in society and industry and challenges students to commit themselves to a lifetime of learning.

The School proactively welcomes intellectually curious students of diverse religious, ethnic, national and socioeconomic backgrounds. This segment is comprised predominantly of mid-career professionals seeking to further their education, learn new skills, and create opportunities for career and professional advancement.

The School has a particular interest in serving students from diverse backgrounds and experiences. These include working adults, veterans, single parents, first generation college students, and international students.

The School delivers programs in an accelerated, cohort-based model one night per week for eight weeks. Classes are conducted from 6:00 p.m. to 10:00 p.m. and students are provided a
comprehensive schedule of instruction at the onset of their programs, so they can plan their schedules with assurance that classes will be available. Ongoing communication and outreach to the student body is provided by the Dean’s office, faculty, student services managers, educational site managers, and alumni.

On average, annually, the School of Business has 750 students enrolled in its UG programs and 1000 students in its graduate programs. The School offers undergraduate degree completion programs and graduate degrees in business and management. In 2016, the School of Business awarded 263 undergraduate degrees and 540 graduate degrees.

**Student-Centered Focus**

The School of Business is student-focused. As such, discourse and decisions are guided by *what is best for our students*. The school serves the educational needs of working adults within the greater Southern California geographical area. As post-traditional working adults, School of Business students are commuter students who value convenience as they pursue their educational goals.
School of Business Vision

The University of Redlands School of Business is a premier business school that provides high-quality education with real-world relevance that prepares students to think critically, act ethically, and to communicate effectively.

School of Business Mission

The University of Redlands School of Business enriches our society with graduates who manage well, solve business problems creatively, communicate effectively, learn continually, think globally and act ethically.

We are a community of learners that provides high quality teaching, fosters leadership, opens doors of opportunity and creates knowledge.

Values

- Academic Excellence Grounded in the Liberal Arts Tradition
- High Ethical Standards
- Integrative Educational Experiences
- Personalized Education
- Commitment to Student Success
- Innovation and Creativity
- Welcoming and Inclusive Community
Overview of Strategic Plan

The School of Business strategic plan is a directional guide for the academic years 2013 through 2017. The plan identifies 12 goals that build on prior initiatives and establishes new priorities as it affirms its vision and mission as a premier business school and envisages its commitment to student-centeredness, academic and organizational excellence and community. The plan addresses such areas as technology, internationalization, organizational effectiveness, academic collaborations, and community engagement.

The plan is organized by Themes, Goals and Objectives. Themes provide the reader with the macro level view of the major opportunities before the School as it moves aggressively toward the future desired state as envisioned by leadership and stakeholders. Goals identify specific initiatives necessary to move toward actualizing themes. Objectives are the operational tasks necessary to achieve the goals.

The Plan identifies four University-wide strategic themes that align with the School’s vision and mission:

- Theme 1: Develop Approaches for a Changing World
- Theme 2: Educational Effectiveness, Teaching and Learning
- Theme 3: Access, Affordability and Diversity
- Theme 4: Organizational Effectiveness

The School’s leadership remains cognizant of the need to view the plan as a living document subject to change in a volatile, uncertain, complex and ambiguous environment. The plan has been adopted for implementation but will continue to be modified as emergent issues are brought forward for consideration and as opportunities and threats present themselves.

Overall responsibility for the plan rests with the Dean, School of Business, supported by the faculty, and representative bodies of staff and students and other groups as deemed necessary to formulate, steer, and assess strategic direction.

School leadership views the plan as a guiding force toward the future. Achievement of goals is interpreted as a major indication of the School’s ability to meet its vision and mission in a complex, changing environment. The plan endeavors to foster culture change, effectively develop and deploy staff, and to remain nimble and flexible to the vagaries of higher education. Its focus shall remain student-centered as the School continuously aspires to exceed expectations and foster a culture of excellence in the fulfilment of its mission and actualization of its core values.
Environmental Analysis:

The environmental analysis section of this document is intended to capture and explore foremost concerns and opportunities facing the University, School of Business and higher education. Several topics expose internal limitations and confront external forces. Clearly, the nexus between internal capabilities and external realities mark the landscape and challenge actionable planning. As an example, the School desires to increase its doctoral qualified full-time faculty, but is restrained by University-wide austerity measures. Moreover, as a tuition dependent institution, one factor such as external enrollment fluctuations hinder long-term forecasting and resource planning.

The various topics identified below offer a glimpse into the School’s strategic planning process and intense discourse surrounding complex issues. These topics were thoroughly vetted and continue to be subjects of intense concern as leadership seeks to better understand its environment and improve its planning acumen.

- **Resources**
  - Fulfilling the School’s mission in an era of limited resources
  - Allocating resources to hire full-time faculty
  - Improving student enrollment forecasting
  - Optimizing the location and utility of educational sites

- **Technology**
  - Promoting the use of technologies in teaching and learning
  - Enhancing classroom technology and furnishings
  - Creating online programs
  - Systems usage to support evaluation and admissions decisions

- **Academic Focus**
  - Establishing a Culture of Assessment and Program Review
  - Identifying and supporting academic programs of exceptional excellence
  - Creating new degree programs in response to employment demands and community needs
  - Identifying, sustaining and enhancing high value programs that have the potential for growth
  - Offering innovative pedagogical approaches designed for diverse post-traditional learners
  - Championing student-centered retention initiatives that enhance student success through graduation
  - Optimizing the utilization of adjuncts in a geographically dispersed educational model
  - Sustaining transformative business and management education at affordable prices
• **Student Focus**
  o Increasing student participation in research, internships, applied learning, community engagement, and study abroad experiences.
  o Expanding the implications of growing the international student population
  o Understanding shifts and trends in population/prospect demographics
  o Providing supportive student services/academic advising environment
  o Enhancing professional development/career services support for students
Collaboration with Stakeholders

The strategic plan was developed, assessed and fulfilled with the inclusion of numerous stakeholders. As higher education experiences rapid change, it becomes necessary to seek out a broad diverse stakeholder pool to ensure adequacy of input and relevancy of goals.

The Plan has been disseminated to faculty, Executive Advisory Board, and is prominently displayed on the School’s webpage. Stakeholders and thought-leaders who have assisted in helping the School better understand the complexity of business education, student-centeredness, trends in student demographics and change include:

- Dean’s Office, School of Business
- Graduate, Undergraduate, and International Program Directors, School of Business Full and Part-Time Faculty, School of Business
- Executive Advisory Board
- Provost, University of Redlands
- Associate Vice President, Graduate & Professional Enrollment
- Student Alumni from School of Business
- Members of the Community
- The Lawlor Group, Higher Education Consulting Firm
- Educational Site Directors and staff
- Office of Professional Development
Plan Duration and Timeline

The School of Business’ Strategic Plan has developed goals to guide it through the 2013-2017 academic years. It includes both short and long-term objectives over the three year duration of the plan and is aligned with the University’s strategic initiatives.

The University’s Strategic Operational Plan spans academic years 2013-2015. The Provost for the University is leading the task of updating the next generation strategic plan, with a working title of Northstar 2020, which is a University-wide effort designed to draw broad stakeholders together in an inquiry-based planning process designed to facilitate participation and conversation to define the future.

Northstar 2020 offers a vision for a collaborative University with three overarching thematic priorities that may direct future planning: 1) fostering pathways for diverse learning opportunities; 2) transforming pathways for teaching, scholarship and professional development; and 3) leading community engagement.

Subsequent to providing background information and context, the Provost has initiated a series of University-wide focus groups to develop a planning framework and second round of debate, discussion and consensus.

Reporting Progress

Reports of progress and performance measures informing the actualization of strategic goals are communicated in full-time Faculty Assembly meetings and self-study reports; dean briefings to key stakeholders including the President’s Cabinet, Board of Trustee meetings, Executive Advisory Board meetings, and faculty development conferences. The following pages provide the Themes, Goals, and Objectives at a glance. A table tracking goal attainment, measures and responsible leads is maintained to assess progress and is provided as Appendix 1 at the conclusion of this plan.
Strategic Plan Goals at a Glance

Theme I: Develop Approaches for a Changing World

Goal 1: Develop Comprehensive Internationalization Plan
Objective 1: Hire a full-time International Recruiter
Objective 2: Reengineer procedures related to the recruitment, application processing (enrollment) and registration of International Students
Objective 3: Update New Student Orientation for International Students

Goal 2: Expand Online Learning and Uses of Multimedia
Objective 1: Pilot test the effectiveness of remote learning at educational sites
Objective 2: Issue Request for Proposal (RFP) and select vendor to build and manage Online MBA digital platform
Objective 3: Equip four educational sites with video/remote conferencing technology

Goal 3: Expand Spatial Studies/Geographical Information Systems Programs
Objective 1: Finalize and launch the Institute of Spatial Economic Analysis (ISEA) automated economic analysis and forecasting service
Objective 2: Conduct 4 GISAB Speaker Events each academic year
Objective 3: Institute a GISAB Student Excellence Award

Goal 4: Expand Student Resources for Careers, Internships and Entrepreneurial Activities
Objective 1: Establish protocol for referring students to the University’s Professional Development Office
Objective 2: In partnership with Professional Development, explore the feasibility of offering professional-level career development assessments
Objective 3: Identify 3-5 Internships for students for each academic year
Objective 4: Create an entrepreneurial consulting capstone experience in the Master of Arts in Management program
Objective 5: Expand client list and offer Domestic and Global Consultancy opportunities each Academic Year
Objective 6: Secure an economic development grant and partner with a regional economic development agency

Theme II: Educational Effectiveness, Teaching and Learning

Goal 1: Prove and Improve Educational Effectiveness
Objective 1: Achieve and be awarded full ACBSP accreditation
Objective 2: Complete MBA and MAM 5-Year and Annual Program Review Reports
Objective 3: Partner with universities to offer joint graduate degree programs
Objective 4: Hire full-time doctoral qualified faculty
Goal 2: Support Faculty Research  
Objective 1: Encourage faculty research and development initiatives

Goal 3: Collect and Celebrate Faculty Achievements  
Objective 1: Establish faculty celebratory events for accomplishments such as research and book publishing  
Objective 2: Recognize scholarly work in University-wide publications

Goal 4: Collect and Celebrate Student Achievements  
Objective 1: Enhance Whitehead Leadership Society Student and Faculty Opportunities for Service  
Objective 2: Increase opportunities for Study Abroad Participation  
Objective 3: Increase awareness of student achievements at educational sites

Theme III: Access, Affordability and Diversity  
Goal 1: Improve Affordability and Scholarships  
Objective 1: Offer scholarship opportunities to students

Goal 2: Enhance Corporate Relations  
Objective 1: Establish and sustain agreements with corporate, government and non-profit partners

Theme IV: Organizational Effectiveness  
Goal 1: Improve Coordination, Cooperation and Communication  
Objective 1: Improve the efficiency of the textbook coordinator’s duties

Goal 2: Enhance Support Services and Resources related to Student Success  
Objective 1: Enhance Academic Support Services to Students  
Objective 2: Review and Update Student Retention Activities and Processes

Goal 3: Support Job Satisfaction and Engagement Activities  
Objective 1: Acknowledge employee achievements  
Objective 2: Survey adjunct instructors on job satisfaction

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