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CONCORDIA UNIVERSITY CHICAGO
COLLEGE *of* BUSINESS

V4. STRATEGIC PLAN 2019 – 2021

V3. STRATEGIC PLAN 2017 – 2019

V2. STRATEGIC PLAN 2015 – 2017

V1. STRATEGIC PLAN 2014 – 2015

CONCORDIA UNIVERSITY CHICAGO COLLEGE OF BUSINESS

STRATEGIC PLAN 2019 – 2021

COLLEGE OF BUSINESS

The Concordia University Chicago College of Business (COB) was established in 2007 after thoughtful research led to the conclusion that sufficient demand existed within the traditional Lutheran student community, as well as the geographic proximity, Chicago and Midwest. Today the College is proud to offer an array of programs for undergraduate and graduate students who attend Concordia-Chicago from many points throughout the global community. A balanced mix of doctorally qualified faculty, scholar-practitioners, and experienced business leaders teach courses, providing students with an innovative and world-class learning experience. The College follows the HLC and ACBSP guidelines for faculty credentialing.

COLLEGE OF BUSINESS VISION

We seek to be a globally recognized Christian-based business college that creates authentic, innovative leaders, employees and entrepreneurs who transform the lives and organizations they serve by living and working from a base of core ethical values inherent within the values of this Christian university.

COLLEGE OF BUSINESS MISSION

The mission of the College of Business is to develop ethical leaders who think critically, communicate effectively, and promote socially responsible business practice that is grounded in Christian faith, and innovative and entrepreneurial in spirit. We strive to prepare students who positively impact the global society they serve through an academically rigorous and relevant business education.

COLLEGE OF BUSINESS VALUES

As part of a university that values Christian faith, the individual, excellence, integrity and service, the College of Business at Concordia University Chicago values our Lutheran heritage of teaching excellence, leading by serving, innovating with entrepreneurial thinking, ethical decision making, intellectual and individual diversity, and sustaining dynamic curricula based on the needs of our students, community, and stakeholders.

CORE VALUES

As part of a university that values Christian faith, individual vocation, excellence in teaching and scholarship, integrity and service, the College of Business at Concordia University Chicago seeks to transfer these values in the core behavior and thinking of our students and graduates.

The Core Values of the College of Business are articulated in our programs through our four foundational pillars

- Ethics and Social Responsibility

- Critical Thinking and Entrepreneurial Mindset
- Communications and Human Relations
- Global Interconnectedness and Inclusiveness

These pillars serve as a foundation to educate 21st century leaders and implementers and ensure a well-rounded knowledge base relevant to the current business environment.

KEY PILLARS AND PROGRAM OUTCOMES

ETHICS AND SOCIAL RESPONSIBILITY

Undergraduate Level

- Recognize the ethical, legal, and social responsibilities of individuals and organizations.

Graduate Level

- Develop a leadership framework to evaluate ethical issues in business.

CRITICAL THINKING AND ENTREPRENEURIAL MINDSET

Undergraduate Level

- Use quantitative and qualitative skills to make sound decisions.
- Apply creative, entrepreneurial and technological solutions to business problems.

Graduate Level

- Analyze organizational and business challenges using critical and creative thinking to develop innovative business outcomes.
- Select appropriate information technologies to develop business solutions and improve organizational performance.

COMMUNICATIONS AND HUMAN RELATIONS

Undergraduate Level

- Demonstrate business communication skills for working with others.

Graduate Level

- Apply professional communication skills to facilitate business relationships.

GLOBAL INTERCONNECTEDNESS AND INCLUSIVENESS

Undergraduate Level

- Explain the implications of the global business environment. Provide opportunities for students to study abroad and learn from visiting international faculty.

Graduate Level

- Integrate a global interconnectedness perspective into a business philosophy and practice.

College wide

- Create and support internationalization and awareness of diversity and inclusivity among the student body.

The four foundational pillars guide us as we develop rigorous and relevant new courses, programs and curriculum for the evolving demands of the business environment, and the needs of the authentic leaders we aspire to create-leaders who transform the lives and organizations they serve. In order to implement the College's mission and vision we must maintain a thriving learning environment that reflects our commitment to our students, our faculty, the university and the community at large. As our four pillars represent the articulation of our vision at the curriculum level, the key initiatives represent an articulation of our vision at a structural level.

COLLEGE OF BUSINESS STRATEGY

We believe that those who lead through innovation will drive business success. Our plan is to attract students with diverse ideas who will prosper and grow within the academic and social environment that can act as the catalyst to foster the development of innovative and authentic leaders with a global understanding.

We cannot expect to drive innovation by asking the same questions of the same students. In order to realize our vision of creating innovative and authentic leaders we must attract a larger and more diverse student body by expanding our reach and developing programs that resonate with a diverse group of students with the institutional readiness to leverage the diversity of ideas we have in the classroom.

STRATEGIC PLAN

Our Strategic Plan is divided into three key initiatives: Attract, Deliver, and Measure.

Initiative 1: Attract

1. Build awareness: Attract diversity of thought by building awareness of the College of Business at an institutional, local, national, and international level.
2. Add breadth of learning: Establish physical and online learning destinations by offering a breadth of courses that appeal to a diverse set of interests and student-customers.
3. Increase accessibility: Reach new students with new ideas by looking beyond the traditional student body through international engagement, digital learning, and attracting life-long learners of every age.

Initiative 2: Deliver

1. Build academic expertise: Build expertise within our college to further develop and authenticate the value we add to the learning environment.
2. Connect with the business community: Actively engage the business community to stay in tune with changing demands and future opportunities, and to co-create research and advanced learning opportunities.
3. Operational readiness: Continue to build the infrastructure that can support and facilitate a learning environment that celebrates diverse ideas and backgrounds.

Initiative 3: Measure

1. Measure our results: Develop key performance indicators that recognize our internal and external stakeholders and hold ourselves accountable to these metrics.

INITIATIVE 1: ATTRACT

Attract: Building Awareness

To realize our vision we must build awareness with two key objectives (a) increase overall enrollment, and (b) increase the diversity of our student body. Increasing the number of students will provide the opportunity to offer a larger number of courses that can meet the needs of our students enhancing our appeal as a destination for learning. The larger student body will afford them the opportunity to interact with a greater number of students, providing more opportunity for networking and sharing of ideas. In order to grow our student body, we will build awareness through initiatives focused on current students as well as attracting new students.

In order to increase our student body enrollment we are focused on building awareness through internal initiatives focused on current students as well as external outreach programs that focus on recruitment.

Our tactics include the following:

- College of Business website (Internal & External)
- Program review (Internal)
- College of Business newsletter (Internal & External)
- Active engagement of faculty and staff in university initiatives (Internal)
- Active engagement of faculty and staff in student life (Internal)
- College of Business Viewbook (Internal & External)
- Digital presence: LinkedIn page, Facebook and Website (Internal & External)
- Engagement with community, community colleges, and international relationships (External)
- Center for Innovation and Entrepreneurship (Internal & External)
- Professional Development Program Series (Internal)
- Obtain grants and sponsorship funding to conduct auxiliary learning programs for life-long learners such as seminars, workshops, research and consulting projects (External)

Attract: Breadth of Learning

Guided by our vision of creating authentic and innovative business executives, we have examined our curriculum in both the undergraduate and graduate programs in order to better align our vision, the Four Pillars and strategic plan. (To learn more about our Four Pillars please see the College of Business Viewbook in supplemental documents.)

At the undergraduate level we reimagined our core courses to create a common platform from a systems perspective. The core will promote diversity of thought so that students can share and explore new thoughts. The core will also ensure that all our students are prepared to take on the challenges of their chosen specialization and vocations. We are using Peregrine for pre and post testing, reviewing learning outcomes, and redesigning rubrics to ensure we can and do measure student learning.

At the graduate level we focus on establishing pathways for success for those students entering the MBA, MA, and DBA programs. We are using Peregrine pre and post testing, and leveling courses for non-business students emphasizing learning outcomes assessment, quality assurance, and external academic benchmarking.

As part of our strategic planning process we will work closely with our business advisory board, alumni, and members of the business community, to ensure that the majors, minors, and specializations align with our students' goals and the demands of the business community and our accrediting bodies.

Our tactics include the following:

Undergraduate

- As a result of program review an extensive review and revision our undergraduate core curriculum is ongoing to reflect our articulation of the academic Four Pillars in order to meet the changing needs of our students within the market.
- Develop and refine undergraduate majors and minors to reflect the changing needs of learners and society. Faculty are the academic leaders in defining the curricula of the college that serve student needs and are both academically sound and fiscally viable.

Graduate

- Continue the MBA leveling program for students that do not have undergraduate degrees in business
- Continue to promote the Doctor of Business Administration (DBA) program to the global community
- Encourage enrollment in DBA program
- Expand market reach in MA, MBA, and DBA programs
- Develop specializations, while monitoring market viability, at the graduate level in the following fields of study; i.e. digital marketing; entrepreneurship
- Develop study abroad and internship opportunities for the MBA program

Attract: Increase Accessibility & Degree Completion

As we continue to seek a diversification of ideas to fuel our development of innovative and ethical executives, we must expand our vision of what it means to be a student of the College of Business.

A significant component of our strategic plan is to make our campus accessible to a diverse group of students as well as make our programs accessible to students where they reside. We continue our global outreach, along with internationalization of our student body and curriculum. One goal, at the undergraduate level, is to create online courses so that traditional students and members of the business community may avail themselves to courses according to their schedule and learning preference.

As part of our strategic planning process we will work closely with our stakeholders to ensure that the specializations we are developing align with both our students' goals and the demands of the business community.

Our tactics include the following:

- Continue to develop online courses with the same academic rigor and learning opportunities as those found in our on-campus environment
- Develop an articulation agreement with community colleges
- Explore opportunities for other partnerships, collaborations, and cooperative agreements, domestically and internationally

Attract: Build Awareness through International Partnerships

Develop strong international partnerships to provide equitable access to higher education for all students, regardless of location in the world. Expanding the use of technology to connect students across borders is essential. We also want to ensure that the marketplace understands that we honor and promote CUC's Lutheran heritage and values through business education to a global audience.

Our tactics include the following:

- Pursue global connections to advance programmatic objectives
- Grow and develop current and potential strategic partnerships including but not limited to Global University Systems (GUS), Beacon, HY International, FISO/SUFE, ESTICE, and Audencia

INITIATIVE 2: DELIVER

In order to deliver our vision of fostering the development of the ethical and innovative leaders of tomorrow, we must ensure that we have the academic and operational expertise to guide our students and facilitate a highly diversified learning environment.

We must also ensure that our learning environment is an authentic reflection of the skills and knowledge our students will require when they graduate. As we look to develop innovative leaders we must also take up the challenge to lead through our innovative programs and environments.

Deliver: Academic Expertise

As we strive to expand our global recognition, we must continue to raise the academic reputation of the College of Business and its faculty through an active pursuit of academic discovery and credentialing.

In order to raise the academic reputation of the College of Business we have focused on three key objectives: actively engage in the academic environment on a global level; facilitate the academic pursuits of our faculty, and recruit faculty with terminal degrees. Faculty currently possessing master's degrees, on tenure track, will commit to pursuing and completing their terminal degree as a condition of continuing employment.

We also encourage faculty to engage in scholarly and academic pursuits; i.e. publishing in peer-reviewed journals, writing white papers, developing case studies, attending academic and professional conferences, and maintaining membership and leadership positions in academic and professional organizations, as well as pursuing study for professional development and credit.

Our tactics include the following:

- Increase the number of faculty with terminal degrees, i.e. DBA, PhD
- Faculty objectives for conferences – attend and contribute
- Faculty objectives to promote membership and leadership engagement in professional organizations

- Adjunct faculty development and coaching; COB's Online Community of Practice (formerly CAFÉ) , Faculty Excellence Coaching
- Global mentoring and research with international partner universities
- Measure and assess Learning Outcomes
- Examine, assess, and strengthen programs through ongoing review
- Achieve ACBSP accreditation, i.e. MBA
- Attend ACBSP workshops and conferences

Deliver: Connect with the Business Community

A great deal of our strategic plan is focused on creating an environment that facilitates the development of innovative, ethical leaders that approach problem solving from a systems thinking perspective. Equally important to our vision is that our students become authentic leaders with the skills and knowledge to compete in a rapidly changing environment. As a College, we must ensure that our curriculum and processes are consistent with the changing demands of the environment that our students will experience upon graduation.

Our objective of connecting with the business community is for us to gain knowledge of the needs of the business community, as well as introduce the community to the incredible leaders that we are developing at Concordia University Chicago's College of Business.

In the classroom, our authentic connection to the business community is enhanced through ensuring practical application. We invite business and organizational leaders to visit our campus, spending time with faculty and staff, lecturing, conducting workshops, and speaking on business topics.

Our tactics include the following:

Internal

- Continue to grow the internship programs
- Promote Curricular Practical Training (CPT)/Optional Practical Training (OPT) opportunities
- Continue guest speaker series, on campus and in the classroom
- Ensure application of theory to practice
- Integrate use of instructional technology into the curriculum

External

- Develop and engage an advisory board to ensure that our efforts are aligned with the changing needs of our students and the marketplace
- Develop a Center for Innovation and Entrepreneurship to conduct seminars, workshops and co-create research, consulting and other learning relationships with the business community
- Develop a corporate presence in the Chicagoland area; develop long-term business partners/affiliations

Deliver: Academic Readiness

We are embarking on a bold strategic plan to develop authentic and innovative leaders by creating a global community. We will move toward this goal by building a student-centered platform through which we can facilitate our students' growth. In order for us to deliver on our Strategic Plan we must ensure that we as an organization can foster growth in an environment that actively promotes internationalization of curriculum to enhance our students' global competency.

Developing leadership and innovation are values we must continue to work hard to develop. The great opportunity for us as a College of Business is that, once acquired and demonstrated, these skills will become key differentiating factors for us in the global competition to develop the leaders of tomorrow. Our mandate is to provide our students with skills for a future that is still unfolding.

From a logistics perspective we must continue to create more online content to create an environment that grants students access to our learning community. Along with online accessibility, we must strive to make our classrooms accessible from the perspective of those who are learning in a second language. We are pursuing ACBSP accreditation for the MBA program. The undergraduate program is not yet ready from an assessment perspective, to apply for ACBSP accreditation. This is a collective effort engaging full time and part time faculty, the business advisory committee, consultants, and members of the University. As part of this initiative, we are developing a community of practice.

Our tactics include the following:

- Achieve ACBSP accreditation; (a) MBA, (b) DBA, (c) UG
- Ensure all faculty are trained and certified to teach online courses
- Ensure all faculty are cognizant of the best practices of online and face-to-face educational delivery
- Develop faculty-training programs focused on faculty excellence in the classroom, both online and face-to-face.
- Engage a faculty excellence coach
- Provide opportunities for domestic and international students to learn from each other

Deliver: Internationalization

“Internationalization is the intentional process of integrating an international, intercultural or global dimension into the purpose, functions, and delivery of post-secondary education in order to enhance the quality of education and research for all students, faculty and staff, and to make a meaningful contribution to society” (DeWit, Hunter, Howard, & Egron-Polak, 2015).

In order to develop business leaders with global competency, we plan to focus on these key areas: attracting international students to provide a globally diverse classroom, continuing to enhance the internationalized curriculum, encourage business students to participate in international programs and study abroad opportunities, and build satellite campuses for CUC business programs.

The College of Business, through the Strategic Plan, is intentional in its approach to internationalization of the curriculum. The internationalization of COB programs is in keeping with the University's and College's vision and mission.

Our tactics include the following:

- Expand and manage International organizational structure
- Grow internationalization of business curriculum throughout all College courses and programs
- Expand the number of International programs for COB students, both domestic and international students, i.e. study abroad
- Develop online international programs
- Develop satellite campuses, i.e. Singapore, Berlin, Shanghai
- Provide training for faculty on intercultural communication, managing diverse classrooms, and improving global competency for business students

INITIATIVE 3: MEASURE

Measure: Learning, Engagement, and Success

The College understands that student learning outcomes assessment is a threshold standard for attaining ACBSP accreditation and maintaining HLC accreditation. We value student-learning assessment as an element of what we do as educators. We understand that in addition to assessing learning outcomes, there are other outcomes assessments that help us measure student engagement and success such as operational key performance indicators and gauging stakeholder satisfaction.

Through the Office of Institutional Research and Assessment (OIRA) the University monitors graduation rates, retention rates, and enrollment data. Surveys and evaluation tools that monitor student and alumni satisfaction are employed at the University and College level. Important to fulfilling our vision and measuring the success of our mission is that our students are provided with the necessary support while pursuing their degrees, i.e. library, technology, faculty and academic advising, and administrative support to graduate and join our successful alumni in their chosen vocation. Faculty feedback is solicited through campus-wide surveys (Campus Climate Surveys), through the College's Online Community of Practice (formerly CAFÉ), and other forums.

Our tactics include the following:

- Conducting Workshops for Students and the Community
- Student End-of-Course Evaluations
- Alumni Survey deployment; CUC and COB specific
- Mid-term, mid-semester student satisfaction benchmarking
- Faculty Survey (Faculty Excellence Initiative)
- Mapping University Outcomes to College of Business courses (UELO Project)
- Leveling course size to foster an environment conducive to learning (online & face-to-face, UG, MA, MBA, DBA)
- Semi-annual Alumni Forums

- Student Advisory Committee

STRATEGIC PLAN: CONCLUSION

By focusing on the key initiatives, Attract, Deliver, and Measure we have created a vision which will guide us to the fulfillment of our mission and will help establish Concordia University Chicago's College of Business as a valuable and sought-after learning experience on a global stage.

In order for us to achieve our goals, we must continue to champion each one of these strategic initiatives in our day-to-day operations, execute on our tactics and continue to measure our work against a metric of key performance indicators.

The execution of the strategic plan with accompanying KPIs is contained in a separate document.