

**Robert Morris University**  
**School of Business**  
**Strategic Plan**  
**2013-2018**

**Vision**

Robert Morris University School of Business will achieve an international reputation for excellence in business education.

**Mission**

Robert Morris University School of Business prepares students to be ethical professionals and responsible citizens empowered with the knowledge and skills needed to excel and lead in the dynamic global marketplace.

**Core Values**

Robert Morris University School of Business:  
*is student-focused,*  
*acts with integrity,*  
*is an engaged academic community,*  
*embraces innovation, and*  
*has a global perspective.*

**Key Strategic Initiatives**

**Strategic Initiative 1** - Maintain, reaffirm, and enhance AACSB International accreditation

**Strategic Initiative 2** - Advance the School of Business as the foundation, heritage and future of the university

**Strategic Initiative 3** - Enhance the curricula to meet the future needs of our constituents

**Strategic Initiative 4** - Achieve higher levels of academic excellence

**Strategic Initiative 5** - Enhance student success through a student-focused culture

## Goals and Strategies for Key Strategic Initiatives

### Strategic Initiative 1 - *Maintain, reaffirm, and enhance AACSB accreditation*

#### Goal 1: Revise and update strategic plan

- **Strategy 1a:** Perform SWOT analysis
- **Strategy 1b:** Review and revise mission, vision and core values
- **Strategy 1c:** Review and revise key strategic initiatives
- **Strategy 1d:** Develop goals and action items for each strategic initiative
- **Strategy 1e:** Receive input and feedback from key constituent groups
  - Faculty and staff retreats
  - Board of Visitors (which includes alumni and other members of the business community)
  - Focus groups of students

#### Goal 2: Assure faculty qualifications and sufficiency

- **Strategy 2a:** Hire new faculty to support the mission of the School of Business
  - Fill all unfilled lines with an appropriate balance of AQ & PQ faculty
  - Review additional faculty needs and submit a hiring plan to the Provost for consideration and approval
- **Strategy 2b:** Maintain and enhance existing faculty qualifications
  - Provide opportunities for faculty development in all key areas of faculty responsibility annually
    - Provide faculty development specifically to enhance intellectual contributions by faculty (e.g., research colloquium)
    - Provide special programming for faculty to develop proficiency along specific dimensions of teaching (e.g., technology, communications, pedagogy, delivery methods etc.)
    - Provide faculty development for advising, mentoring, career development and engagement

#### Goal 3: Continuously improve our AOL processes and implementation

- **Strategy 3a:** Document and communicate AOL processes and results
  - Develop AOL Process Flowchart
- **Strategy 3b:** Improve closing the loop (i.e., implement appropriate changes to courses and curriculum based on assessment results)
  - Review previous course assessment results
  - Determine appropriate changes needed for continuous improvement
  - Create Business Foundations Test to measure students' mastery of business core areas
- **Strategy 3c:** Strive for separate AACSB Accounting Accreditation
  - Review and communicate AACSB requirements and procedures

- Develop a plan for attaining separate AACSB Accounting Accreditation

**Measures of Success for Strategic Initiative 1:**

1. Reaffirmation of AACSB accreditation
2. Approved plan for separate AACSB accounting accreditation
3. Completed Strategic Plan
4. Completed AOL Flowchart that is followed in practice
5. Increased number of continuous improvement changes (closing of the loop)
6. Approved faculty lines (as requested under the School of Business Faculty Hiring Plan) and successful hiring of faculty for approved lines
7. Increased number of faculty development activities annually
8. Successful implementation of new AACSB standards and the themes of Innovation, Impact and Engagement

**Strategic Initiative 2 - *Advance the School of Business as the foundation, heritage and future of the university***

**Goal 1:** Develop a branding, marketing and P.R. plan for the School of Business

- **Strategy 1a:** Build upon RMU's heritage in accounting and business education in branding the School of Business and its programs
- **Strategy 1b:** Use AACSB accreditation as an integral part of our brand identity
  - Use of AACSB logo throughout our marketing efforts and School of Business communications – business cards, letterhead, promotional materials, newsletter etc.
- **Strategy 1c:** Engage in targeted marketing for specific School of Business programs (e.g., MBA)
- **Strategy 1d:** Identify key niches differentiating the School of Business from competitors

**Goal 2:** Engage in strategic, enhanced friend and fund raising activities and alumni relations

- **Strategy 2a:** Strengthen and/or develop advisory boards for all departments and programs
- **Strategy 2b:** Strengthen relationships between the School of Business and its alumni
  - Conduct Alumni events
  - Develop a School of Business Newsletter for enhanced regular communication with stakeholders
- **Strategy 2c:** Implement a School of Business Alumni Chapter of the RMU Alumni Association
- **Strategy 2d:** Develop a strategy for seeking naming opportunities for the School of Business

- Identify key potential donors
- Develop a plan for the amount and type of funding necessary for naming
- Determine the potential use of funds to strategically benefit the School of Business
- **Strategy 2e:** Increase overall annual fund giving to the School of Business at the President's Club level of giving (\$1,000+).
- **Strategy 2f:** Develop a strategy for funding future centers and institutes in the School of Business

**Goal 3:** Develop external partnerships between the School of Business and external constituents

- **Strategy 3a:** Identify and develop niche programs to meet constituent needs
- **Strategy 3b:** Identify and develop centers and institutes that enhance our engagement with constituents and/or our teaching, research and service
- **Strategy 3c:** Seek mutually beneficial projects with constituents
- **Strategy 3d:** Enhance existing programs to meet constituent needs

**Measures of Success for Strategic Initiative 2:**

1. Approved branding, marketing, and P.R. plan for the School of Business
2. Increased targeted marketing of academic programs
3. Strengthened membership and participation in the School of Business Board of Visitors and Advisory Boards for departments and programs.
4. Increased communication and interactions between the School of Business and its constituents (including a periodic newsletter)
5. Increased number of President's Council level gifts to the School of Business
6. Increased giving overall (annual fund and other) to the School of Business
7. Increased number of major gifts (e.g., endowments, naming etc.) to the School of Business
8. Establishment of outreach centers benefitting students and constituents

**Strategic Initiative 3 - *Enhance the curricula to meet the future needs of our constituents***

**Goal 1:** Improve opportunities for students to integrate learning across disciplines

- **Strategy 1a:** Develop and implement integration strategies across core business courses
- **Strategy 1b:** Develop and implement integration strategies between related fields as part of the coursework of specific majors

**Goal 2:** Increase experiential learning opportunities for students

- **Strategy 2a:** Expand internship and co-operative education opportunities
- **Strategy 2b:** Incorporate more case studies and real world projects into courses

- **Strategy 2c:** Simulate business operations and decision-making within the curriculum
- **Strategy 2d:** Provide more leadership and public engagement opportunities for students for reflection on their Student Engagement Transcript
- Goal 3:** Enhance international opportunities for students and faculty
  - **Strategy 3a:** Expand study abroad opportunities for students and faculty
    - Faculty exchanges
    - Faculty/student trips (e.g., FLEAP)
    - Student internships abroad
    - Use of technology/digital media to incorporate global learning
  - **Strategy 3b:** Internationalize the business curriculum
    - Develop international business courses and curriculum
    - Incorporate international elements in our courses
- Goal 4:** Benchmark innovations in pedagogy, delivery modes and curriculum
  - **Strategy 4a:** Develop blended/hybrid learning methods for individual courses
  - **Strategy 4b:** Strategically and selectively develop on-line programs
  - **Strategy 4c:** Determine a strategy for use of MOOCs to benefit our students
- Goal 5:** Comprehensively review existing academic programs
  - **Strategy 5a:** Conduct marketing research to determine future demand for existing programs
  - **Strategy 5b:** Benchmark best practices and discuss potential improvements that could be implemented
- Goal 6:** Develop new academic programs meeting the needs of constituents
  - **Strategy 6a:** Conduct marketing research to determine demand for potential new programs
  - **Strategy 6b:** Consider a variety of potential new programs meeting unfilled niches with projected demand, for example:
    - Entrepreneurship
    - International Business
    - Forensic Accounting
    - Sustainability and Social Responsibility
    - Supply Chain and Logistics
    - Real Estate
    - Others
  - **Strategy 6c:** Benchmark similar programs at other business schools

**Measures of Success for Strategic Initiative 3:**

1. Increased integration across disciplines in academic programs
2. Increased number of students engaged in internships, study abroad and other SET activities
3. Successful benchmarking of innovations in curricula, pedagogy and delivery methods leading to curricular changes

4. Successful marketing research and benchmarking leading to new academic programs
5. Expanded number of international partnerships and opportunities for students and faculty
6. Number of successful new academic programs
7. Increased enrollment in School of Business programs
8. Increased diversity in delivery modes used in School of Business programs

**Strategic Initiative 4 - *Achieve higher levels of academic excellence***

**Goal 1:** Work to continuously improve the quality of faculty contributions across all areas of responsibility

- **Strategy 1a:** Emphasize the quality and impact of research
  - Review and evaluate journals where faculty publish
  - Consider and document key indicators of journal quality including acceptance rates, method of review, impact factor, national rankings etc.
  - Incentivize higher quality publications and conference participation
  - Document faculty member's individual contributions for intellectual contributions in joint authorship
  - Develop School of Business awards for excellence in research
- **Strategy 1b:** Emphasize the quality and impact of teaching and student learning experiences
  - Consider student evaluations of teaching and other student feedback
  - Consider all other evidence of teaching effectiveness using a portfolio approach
  - Perform and document assurance of learning techniques for each course/program with resulting changes to improve courses/programs
  - Develop School of Business awards for excellence in teaching
- **Strategy 1c:** Emphasize the quality and impact of service and engagement
  - Document participation in and impact of activities
  - Develop School of Business award for excellence in service and engagement
- **Strategy 1d:** Improve the effectiveness of faculty recruitment and retention practices
- **Strategy 1e:** Improve faculty professional development activities

**Goal 2:** Work to continuously improve academic excellence in our students

- **Strategy 1a:** Improve the quality of students recruited into our programs
- **Strategy 1b:** Improve the quality of student preparation for classes
- **Strategy 1c:** Improve student engagement in learning activities
- **Strategy 1d:** Improve the quality experiential learning activities
- **Strategy 1e:** Increase participation in undergraduate research

- **Strategy 1f:** Improve student preparation for graduate studies

**Measures of Success for Strategic Initiative 4:**

1. Development of measures of impact and quality in conjunction with the School of Business “Impact” Committee
2. Increased quality and impact of faculty research
3. Increased quality and impact of faculty teaching
4. Increased quality and impact of faculty service and engagement
5. Improved quality of students enrolled in our academic programs as measured by average standardized exam scores (SAT, ACT, GMAT) and average entering GPA
6. Increased number of students engaging in research projects with professors
7. Establishment of faculty and staff awards for excellence
8. Increased innovation across academic programs and other School of Business activities

**Strategic Initiative 5 - Enhance student success through a student-focused culture**

**Goal 1:** Improve student retention, progression toward degree and graduation rates while continually improving quality

- **Strategy 1a:** Create a new Associate Dean for Student Success to coordinate retention, progression, and graduation initiatives with university efforts
- **Strategy 1b:** Improve student support services (including advising, mentoring, and career preparation) to foster student success

**Goal 2:** Work to continuously improve student engagement and the student experience

- **Strategy 2a:** Improve the quality of leadership and engagement activities reflected on the Student Engagement Transcript
- **Strategy 2b:** Improve the quality of career and professional preparation via development of Business Week and other relevant activities
- **Strategy 2c:** Improve student organizations and the student participation levels therein
- **Strategy 2d:** Expand the quantity and quality of student international and diversity-related experiences

**Goal 3:** Improve student learning across all programs and activities

- **Strategy 3a:** Continually improve our AOL processes to measure student learning and to make course and programmatic changes to enhance student learning

**Goal 4:** Improve student academic advising and mentoring

- **Strategy 4a:** Evaluate the current faculty advising system
- **Strategy 4b:** Benchmark best practices and consider alternative models for academic advising and mentoring (e.g., centralized advising center staffed with professional advisors)

- **Strategy 4c:** Provide enhanced professional development for all advisors engaged with our students

**Measures of Success for Strategic Initiative 5:**

1. Improved retention, progression and graduation rates for School of Business students
2. Successful Business Week with increased number and quality of events over time
3. Increased number of student organizations
4. Increased student participation in student organizations
5. Increased number and prestige of accolades, awards etc. granted to student organizations
6. Improved average SET profile for the student body
7. Improved academic and career advising as evidenced by student and graduate surveys
8. Improved student learning results as evidenced by AOL