

**College of Business Administration Strategic Plan**  
***“Where Theory Meets Practice”***

Version 1.1 Draft

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based on discussions at the Operating Committee Retreat)*

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# **CBA Strategic Plan: Executive Summary**

## Vision

The CBA creates new knowledge, new business, new value, and new leaders for Chicago and the world beyond.

## Mission Statement

The College of Business Administration will achieve its vision by conducting theory-driven research of the highest quality; by developing innovative educational programs that apply the frontiers of academic research to critical business problems; by fostering entrepreneurship in its students; and by engaging Chicago's business community in its teaching and research. The College of Business Administration also recognizes the significance of its urban location and will foster partnerships with the business community to develop the leadership potential of its students and to enhance the economic and social environments of Chicago and other "great cities."

## Statement of Strategic Intent

The CBA will leverage its urban location and faculty capabilities to create distinctive academic programs that link the research strengths of the college with preeminent institutions in Chicago, such as the financial exchanges, as well as preeminent global companies doing business in Chicago. The CBA will partner with UIC's Office of Technology Management and other organizations in Chicago, such as the Chicagoland Chamber of Commerce, to create programs aimed at promoting economic development and fostering entrepreneurship.

## Summary of Planning Process

To achieve its mission, the CBA engaged in an iterative process to develop a strategic plan, beginning with input from faculty task forces and meetings with constituents. Participants included faculty and staff of the CBA, Deans from UIUC and Baruch Colleges of Business, the CBA Business Advisory Council, representatives of other UIC colleges, and students. The iterative process was spread over several months, to allow time for feedback and discussion.

## Critical Factors Determining Success

The Chicago metropolitan area has many business schools that compete with UIC for students, faculty, staff and funding. Most of these are private and many have well established shares of the lucrative MBA market, allowing them to perpetuate their advantage through large marketing budgets, state-of-the-art facilities, and large numbers of faculty and staff. This established dominance of competitors and the maturity (low growth) of the MBA market make it impossible for the CBA to grow and prosper unless it develops unique programs that provide a desirable niche for the CBA. The faculty and staff of the CBA have addressed this problem and determined that existing strengths of the college and UIC can be leveraged to create a focus that will allow the CBA to compete with the many business programs in the metro area, through unique programs and people. The focus is on innovation – including entrepreneurship, new product development and process technology and on the four Chicago Exchanges which are innovative financial institutions unique to Chicago.

The plan is summarized in the following eight goals that, as they are addressed, will enable the CBA to fulfill its mission and realize its vision:

1. To offer competitive business programs to a diverse undergraduate student body.
2. To become known for research at the interface between theory and business practice.
3. To secure resources, beyond those of the state budget, to promote the CBA's goals.
4. To enhance the stature and increase the size of professional master's programs.
5. To enhance the prominence of the entire faculty and to increase recruitment and retention of faculty, including underrepresented minorities.
6. To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities initiatives.
7. To enhance the CBA's reputation for research and teaching of innovation, including entrepreneurship, new product development, process technology development and financial services with emphasis on the Chicago Financial Exchanges.
8. To enhance the work environment of the CBA.

The CBA will be entrepreneurial. We will work to secure resources, beyond those of the state budget, to promote our goals. We will develop an infrastructure to encourage and reward faculty who obtain external funding for their research. We will expand the size and enhance the quality of all CBA professional masters' programs, including the MBA. We will develop additional specialized master's programs that charge tuition differential as appropriate. We will develop courses, workshops, and seminars to be offered through External Education. The college will partner with other UIC colleges, such as Applied Health Sciences, to develop certificate programs to be offered through UIC External Education. We will develop a program to offer business solutions - for a fee - to local businesses through interdisciplinary project courses in the master's programs. We will nurture relationships with potential donors, including alumni and local businesses.

### Expected Outcomes

Implementation of our plan will result in the development of a strong reputation for teaching, research and application in the area of innovation. This will allow the CBA to be a major contributor in the continuing enhancement of UIC, reflecting the special nature of the campus and its environs. In developing its reputation, the CBA will leverage the unique strengths of the university, especially those associated with health care and technology; will take advantage of the Chicago location; and will continue its strong commitment to the Great Cities initiative.

The CBA enjoys a diverse faculty, staff and student body and will continue to emphasize the recruitment and development of leaders from diverse backgrounds. These individuals will contribute to the economic vitality of Chicago and other great cities through the

commercialization of UIC-created innovations; the creation of new businesses; the dissemination of new business knowledge; the use of new business processes and leadership of organizations.

### Call to Stakeholders for Participation

The CBA will work closely with local companies to develop curriculum that prepares students for careers that require a facility to work across disciplines. Ideally, these companies will provide financial support for students and faculty. We will also build relationships with local foundations and individuals to explore opportunities for financial support, especially to create a physical space that would allow the college to develop a sense of community. In addition to raising funds through development, the college is committed to generating new resources through building high quality professional programs as well as innovative professional development opportunities for the Chicago area business community.

## **Section 1: Purpose**

### ***Vision***

The CBA creates new knowledge, new business, new value, and new leaders for Chicago and the world beyond.

### ***Mission***

The College of Business Administration will achieve its vision by conducting theory-driven research of the highest quality; by developing innovative educational programs that apply the frontiers of academic research to critical business problems; by fostering entrepreneurship in its students; and by engaging Chicago's business community in its teaching and research. The College of Business Administration also recognizes the significance of its urban location and will foster partnerships with the business community to develop the leadership potential of its students and to enhance the economic and social environments of Chicago and the UIC's Great Cities Initiative.

### ***Guiding Values***

1. Integrity in teaching, research and service activities.
2. High academic standards in research and teaching.
3. High expectations of students combined with access for students who would not otherwise have the opportunity to attend a research university.
4. Emphasis on quality research that influences practicing managers and peers in other institutions.
5. Mutual respect among faculty, students and staff.

6. Maintaining strong linkages with the Chicago business community to strengthen academic programs, to improve quality of student placement, and to provide research sites for faculty.
7. Multidisciplinary collaboration focused on emerging business problems.

## ***Mandates Affecting the CBA***

As a college of the University of Illinois at Chicago, the CBA is clearly subject to the same overall set of mandates as the University of Illinois as a whole and to additional mandates that affect UIC as a result of its location in Chicago.

The list of mandates affecting UIC can be accessed by referring to the UIC Strategic Plan.

The CBA has no specific additional mandates.

## **Section 2: Strategy**

### ***Statement of Strategic Intent***

The CBA will leverage its urban location and faculty capabilities to create distinctive academic programs that link the research strengths of the college with preeminent institutions in Chicago, such as the Chicago financial exchanges, the Chicago Technology Park, the Illinois Medical District, and the Economic Development Council as well as with preeminent global companies doing business in Chicago. The CBA will also partner with UIC's Office of Technology Management and other non-profit organizations in Chicago, such as the Chicagoland Chamber of Commerce, to create programs aimed at promoting economic development and fostering entrepreneurship.

## ***Environmental Assessment***

Business education is being transformed by the rapidly increasing globalization of the business environment. The globalization of business affects the global, local, and institutional environments for business education. We are, more than any other time in history, on the verge of becoming a global village as conceived by Marshall McLuhan. The College of Business Administration (CBA) at UIC has to respond to these changes systematically and strategically in order to attain President White's goal to "build a brilliant future."

The information revolution compels colleges of business to reengineer the way they: 1) create knowledge through research, 2) deliver it through education, and 3) apply it for economic development. In the following sections we present an assessment of the global, local, and institutional environments for UIC CBA. Following this assessment we discuss the threats to, and opportunities for, achieving the CBA goals.

### **Global Environment for Business Research and Education**

As a consequence of globalization, we see the emergence of global competition among universities for students and faculty and among employers for the recruitment of graduates. Even though the College of Business Administration at UIC draws most of its students from the Chicago area or abroad, it is affected both directly and indirectly by this global competition and must respond to changes if it is to grow and be successful.

The changes being brought about by globalization can be summarized as follows:

- Full-time MBA programs and executive MBA programs appear to have reached a plateau or are on the decline; part-time MBA programs are growing.
- Specialized master's programs targeted at younger students are growing.
- Full-time MBA programs are likely to reduce the time that students take to earn their degree.
- Online and blended (a mix of on-site and distance learning) graduate programs are increasing their share of the market. Such programs are slowly making inroads into the undergraduate curriculum.
- Competition for domestic students is increasing among a number of local, regional, national, international, and online programs.
- Competition is increasing for foreign students from schools in other countries such as Australia, the UK, Singapore, India and the European Union.
- Universities in India and China, the two largest sources of foreign students, are setting up domestic programs (e.g., the Indian Institute of Management). In addition, foreign business schools are creating affiliates in rapidly growing markets, e.g. INSEAD in Singapore.
- U.S. universities are setting up programs and campuses in China and India as well as in other countries independently and with local partners.
- Corporations are setting up their own "universities" or are contracting with traditional universities to deliver custom on-site business education.

- Domestic and international contract programs with corporations and government units are on the rise.
- Fundamental questions are being raised about the nature, quality, and value of business education and research – and point to the value of combining rigorous research with relevance to practice.

### Local Environment for Business Research and Education

Chicago has a large and diverse business base, summarized in Table 1 below. Its size and diversity make it less susceptible than other cities to business cycles. It is a major tourist attraction and a center for art and culture. Its extremely favorable environment for business research and education is reflected in the large number of business schools in the area offering undergraduate, master’s and doctoral programs.

**Table 1: Profile of Greater Chicago Business**

<b>Number of Firms, Number of Establishments, Employment, Annual Payroll, and Receipts by Employment Size of the Enterprise for Chicago Metropolitan Statistical Areas (MSAs), Sectors - 2002 (part 1)</b>			
<b>SOURCE: 2002 County Business Patterns and 2002 Economic Census.</b>			
<b>DATA TYPE</b>	<b>TOTAL</b>	<b>Employment Size of the Enterprise</b>	
		<b>0-499</b>	<b>500+</b>
Firms	176,935	173,300	3,635
Establishments	212,406	181,667	30,739
Employment	3,750,099	1,802,366	1,947,733
Annual Payroll (\$1,000)	156,074,103	69,073,171	87,000,932
Receipts (\$1,000)	882,213,478	319,947,747	562,265,731

Chicago is one of the Great Cities of the world with abundant global connections. It is the economic capital of Illinois and a leader in financial services, health care, pharmaceuticals, retailing, insurance, transportation, electrical machinery and equipment, and education. It is home to the headquarters of 34 Fortune 500 corporations and four financial exchanges, a unique distinction. In addition, there are a large number of small and midsize corporations. It has a unique combination of manufacturing and service sectors, and high-tech and low-tech industries. It aspires to be a major biomedical research center. The I-88 corridor from Oak Brook to Naperville is a high-tech corridor with a number of entrepreneurial companies. Chicago is well connected by air, rail, and water. It is growing and is demographically diverse. The suburbs of Chicago are also growing both in population and economic importance. Thus, the greater Chicago area provides a rich opportunity for business research and education. The geographic proximity of the CBA at UIC to the downtown Loop and the ease of transportation to and from the suburbs to the Loop are particularly conducive to exploiting the local environment for business research and education.

## **Institutional Environment for Business Research and Education**

The CBA at UIC offers undergraduate, master's and doctoral programs. In the context of globalization described above, the market and competitive forces are different at each level.

There are seven AACSB accredited business programs in the Chicago area. These schools are listed in Table 2. Two of these schools offer only graduate programs; the other five offer both graduate and undergraduate programs. Including the non-AACSB-accredited programs brings the total to 21 schools – 16 of these offer undergraduate programs, 15 offer master's, and 6 offer doctoral programs. The details for these schools are provided in Table 3. Except for the two graduate-only programs, which have a global reach, these competitors cater to the regional and local markets as well as the international market. In short, there is significant competition for the recruitment of students to business schools as well as for job placement upon completion of their degree program.

<b>Table 2:</b>							
<b>Business Programs in the Chicago Area – Competitors as Defined for AACSB</b>							
<b>(Sources - Business Week, US News &amp; World Report, web sites)</b>							
<b>SCHOOL BASICS</b>	<b>University of Illinois at Chicago</b>	<b>DePaul University</b>	<b>Illinois Institute of Technology</b>	<b>Loyola University Chicago</b>	<b>Northern Illinois University</b>	<b>Northwestern University</b>	<b>The University of Chicago</b>
B-school name	Liautaud Graduate School of Business	Kellstadt Graduate School of Business	Stuart Graduate School of Business	School of Business Administration	COB	Kellogg School of Management	Graduate School of Business
Public/private	Public	Private	Private	Private	Public	Private	Private
B-school accreditation(s)	AACSB -- International	AACSB -- International	AACSB -- International	AACSB -- International	AACSB -- International	AACSB -- International	AACSB -- International
B-School Endowment	\$8.2M	n/a	\$11.9M	\$11.9M	n/a	\$433M	\$221M
University's Investment in Technology within B-school over past three years	\$2,449,000	\$300,000	\$300,000	\$2,500,000	n/a	\$19,000,000	\$12,561,240

<b>ACADEMICS</b>	<b>University of Illinois at Chicago</b>	<b>DePaul University</b>	<b>Illinois Institute of Technology</b>	<b>Loyola University Chicago</b>	<b>Northern Illinois University</b>	<b>Northwestern University</b>	<b>The University of Chicago</b>
<b>MBA Programs Offered</b>		* Full-time MBA	* Full-time MBA	* Full-time MBA	* Part-time MBA	* Full-time	* Full-time
						MBA	MBA
	* Part time MBA	* Part time MBA	* Part time MBA	* Part time MBA	* EMBA	* EMBA	* EMBA
				* EMBA		* International	* Evening and
						EMBA	Weekend MBA
<b>Concentrations offered to part-time MBAs</b>	• Accounting	• Accounting	• Entrepreneurship	• Accounting	• General Management	• Accounting	• Accounting
		• E-commerce	• General Management	• E-commerce		• Consulting	• Economics
	• Economics	• Economics	• Health Care Administration	• Economics		• Corporate Social Responsibility	• Entrepreneurship
	• Entrepreneurship	• Entrepreneurship	• International Business	• Finance		• E-commerce	• Finance
	• Finance	• Finance	• Marketing	• Health Care Administration		• Economics	• General Management
	• General Management	• Health Care Administration	• Financial Management	• Human Resource Management		• Manufacturing and Technology Management	• Human Resource Management

		• Human Resource Management	• Management Science	• International Business		• Finance	• International Business
	• International Business	• International Business		• Management Information Systems		• General Management	• Marketing
	• Management Information Systems	• Leadership		• Marketing		• Health Care Administration	• Operations Management
	• Marketing	• Management Information Systems		• Operations Management		• Industrial Management	• Organizational Behavior
	• Operations Management	• Marketing		• Statistics and Operations Research		• International Business	• Strategy
	• Real Estate	• Operations Management		• Strategy		• Decisions Sciences	• Econometrics and Statistics
	• Statistics and Operations Research	• Real Estate				• Marketing	• Analytic Finance
	• Health Informatics	• Strategy				• Operations Management	
	• Pharmacy Administration	• Financial Mgmt and Control				• Organizational Behavior	
		• Financial Analysis				• Public Administration	
						• Media Management	
						• Strategy	
						• Technology	
						• Transportation	
						• Entrepreneurship	
						• Real Estate	

<b>ACADEMICS</b>	<b>University of Illinois at Chicago</b>	<b>DePaul University</b>	<b>Illinois Institute of Technology</b>	<b>Loyola University Chicago</b>	<b>Northern Illinois University</b>	<b>Northwestern University</b>	<b>The University of Chicago</b>
<b>MS Programs Offered</b>	* Master of Accountancy	* Master of Accountancy	* MS in Environmental Management	* MS in Accountancy	* M of Accounting Science	Not offered	
	MS Management	* MS in Accountancy	* MS in Finance	* MS in Human Resources	* MS in Taxation		
	Information Systems						
	MS in Real Estate	* MS in Business Info Technology	* MS in Financial Markets	* MIS	* MS in MIS		
	MS in Economics	* MS in Computational Finance	* MS in Marketing Communications		* MA in Economics (through College of Liberal Arts)		
		* MS in E-Business					
		* MS in Finance					
		* MS in Human Resources					
		* MS in Marketing Analysis					
		* MS in Real Estate					
		* MS in Taxation					
		* MS in MIS					
<b>Doctorate Programs Offered</b>	PhD in Business Administration	No	PhD in Management Science	No	No (only in Economics through College of Liberal Arts and Sciences)	PhD in Accounting Information and Management	PhD in Business
	PhD in MIS					PhD in Finance	
	PhD in Economics					PhD in Management &	

ACADEMICS	University of Illinois at Chicago	DePaul University	Illinois Institute of Technology	Loyola University Chicago	Northern Illinois University	Northwestern Economics & Strategy PhD in Marketing	The University of Chicago
Concentrations of <b>PhD</b> in BA programs available	* Human Resources		* Finance				* Accounting
	* Marketing * Business Statistics		* Operations				* Finance * Econometrics/ Statistics
	* Business Economics						* Marketing
							* Economics
							* Organizations & Markets
							* Managerial & Organizational Behavior
							* Mgmt Science/ Operations Management

<b>ACADEMICS</b>	<b>University of Illinois at Chicago</b>	<b>DePaul University</b>	<b>Illinois Institute of Technology</b>	<b>Loyola University Chicago</b>	<b>Northern Illinois University</b>	<b>Northwestern University</b>	<b>The University of Chicago</b>
<b>Undergraduate degrees offered</b>	* BS in Management  * BS in Accounting  * BS in Economics  * BS in Finance  * BS in Entrepreneurship  * BS in Marketing  * BS in Information and Decision Sciences	BS in Commerce  BS in Business Administration	• BS in Business Administration and Applied Science  • BS in Business Adm	* B of Business Administration (BBA)	• BS in Business Administration  * BS in Accountancy  * BS in Finance * BS in Management * BS in Marketing  BS in Operations Mgmt & MIS	not offered	not offered
<b>Rankings</b>	<b>University of Illinois at Chicago</b>	<b>DePaul University</b>	<b>Illinois Institute of Technology</b>	<b>Loyola University Chicago</b>	<b>Northern Illinois University</b>	<b>Northwestern University</b>	<b>The University of Chicago</b>
<b>Part time MBA</b>	N/A	8	-	25	-	3	2
<b>Executive MBA</b>	not offered	not offered	not offered	-	-	1	2 (North America) and 22 (Europe)
<b>Finance</b>	19	-	-	-	-	7	2

**Table 3:  
Business Programs -- Chicago Area Schools  
Sources - Business Schools.com**

<b>Summary on Business Schools in Chicago Area</b>	<b>Total Number of Schools</b>	<b>Number of Schools Offering Following Programs:</b>					
		<b>BS in BA/ BBA</b>	<b>Other BS</b>	<b>MBA</b>	<b>MS</b>	<b>DBA</b>	<b>PhD</b>
	21	16	16	Part-time - 15	14	2	6
				Full-time - 2			
				EMBA - 6			
				International MBA - 1			
				Web-Flex MBA - 1			
				Accelerated MBA - 1			
				Internship MBA - 1			
				Weekend/ Evening MBA - 2			
<b>School</b>							
<b>Argosy University - Chicago</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA	2 programs	Part-time		Yes	
<b>Aurora University, Dunham School of Business</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Aurora	BS in BA	8 programs				
<b>Benedictine University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Lisle	BS in BA	8 programs	Part-time	2 programs		PhD in OB
				EMBA			
				Web-Flex MBA			
				Accelerated MBA			
				Internship MBA			
			Evening MBA				
<b>Dominican University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	River Forest	BS in BA	6 programs	Part-time	5 programs		
<b>Elmhurst College</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Elmhurst	BS in BA	10 programs	Part-time	3 programs		
<b>Governors State University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	University Parkway	BS in BA	4 programs	Part-time	2 programs		
<b>International Academy of Design and</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD

<b>Technology - Chicago</b>							
	Chicago		2 programs				
<b>Kendall College</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago		2 programs				
<b>St. Xavier University, Graham School of Management</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA	4 programs	Part-time	5 programs		
<b>University of Phoenix - Illinois</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	Yes	Yes	Yes	Yes	Yes	Yes
	Schaumburg						
	Warrenville						
<b>DePaul University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA	BS in Commerce	Part-time	11 programs		
<b>Illinois Institute of Technology</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA		Part-time	4 programs		PhD Mgmt Science
		BS in BA & Applied Science					
<b>Loyola University Chicago</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BBA		Part-time	4 programs		
				EMBA			
<b>Northeastern Illinois University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA	7 programs	Part-time	6 programs		
<b>Roosevelt University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA		Part-time	4 programs		
				EMBA			
<b>University of St. Francis</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Joliet	BS in BA	4 programs	Part-time	1 program		
<b>The University of Chicago</b>	Location		Other BS	MBA	MS	DBA	PhD
	Chicago			Full-time	4 programs		PhD in Business

				EMBA			
				Evening& Weekend MBA			
<b>University of Illinois at Chicago</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BBA	7 programs	Part-time			PhD in Bus Adm PhD in MIS
<b>Westwood College</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Chicago	BS in BA	4 programs				
<b>Northern Illinois University</b>	Location	Undergrad Degree in Bus Admin	Other BS	MBA	MS	DBA	PhD
	Illinois	BS in BA	5 programs	Part-time	4 programs		
<b>Northwestern University</b>	Location		Other BS	MBA	MS	DBA	PhD
	Illinois			Full-time			5 programs
				International MBA			
				EMBA			

The lists of AACSB accredited schools which UIC CBA considers to be its peers, aspirants, and competitors are presented in Table 4 below. Detailed data about these schools is provided in the appendices.

**Table 4: AACSB Comparative Groups**

<b>Peers</b>	<b>Name</b>
<b>Georgia State University</b>	J. Mack Robinson College of Business
<b>University of Cincinnati</b>	College of Business
<b>University of Pittsburgh</b>	The Joseph M. Katz Graduate School of Business
<b>Rutgers-The State University of New Jersey</b>	Rutgers Business School - Newark and New Brunswick
<b>University of Colorado at Denver</b>	Business School
<b>University of Texas-Arlington</b>	College of Business Administration
<b>University of Wisconsin-Milwaukee</b>	School of Business Administration
<b>University of Alabama-Birmingham</b>	School of Business
<b>Baruch College, City University of New York</b>	The Zicklin School of Business
<b>University of Houston</b>	C.T. Bauer College of Business
<b>Competitors</b>	<b>Name</b>
<b>DePaul University</b>	College of Commerce and The Charles H. Kellstadt Graduate School of Business
<b>Loyola University Chicago</b>	School of Business Administration
<b>Roosevelt University</b>	Walter E. Heller College of Business Administration

<b>Northern Illinois University</b>	College of Business
<b>Purdue University</b>	School of Management and Krannert Graduate School of Management
<b>University of Chicago</b>	Graduate School of Business
<b>Northwestern University</b>	Kellogg School of Management
<b>Illinois Institute of Technology</b>	Stuart Graduate School of Business
<b>University of Illinois at Urbana-Champaign</b>	College of Business
<b>Aspirants</b>	<b>Name</b>
<b>University of California at Los Angeles</b>	UCLA Anderson School of Management
<b>University of California, Berkeley</b>	Walter A. Haas School of Business
<b>University of Maryland</b>	Robert H. Smith School of Business
<b>University of Pittsburgh</b>	The Joseph M. Katz Graduate School of Business
<b>Rutgers-The State University of New Jersey</b>	Rutgers Business School - Newark and New Brunswick
<b>Case Western University</b>	Weatherhead School of Management
<b>Georgia Tech</b>	College of Management
<b>University of Illinois at Urbana-Champaign</b>	College of Business
<b>University of Wisconsin, Madison</b>	School of Business
<b>Indiana University Bloomington</b>	Kelley School of Business

UIC CBA operates in a munificent, yet highly competitive market. While the CBA has many strengths due to its location, history, and access to other colleges in the university, it has to develop a niche in order to be successful. How well the CBA accomplishes this will depend upon how these strengths are parlayed into strategic advantages. Entrepreneurship, technology commercialization, technology process innovation, and risk management/financial product innovation are four potential niches. In comparison to the schools listed in Table 4, UIC CBA has some distinctive weaknesses, which are strategic disadvantages. Lack of financial resources and a dedicated building space are two examples of significant disadvantages. A more detailed analysis of the strengths and weaknesses of UIC CBA is presented in the following section.

## ***Internal Analysis: Strengths and Weaknesses***

### **Strengths**

#### Faculty

Research faculty members publish in top journals and are leaders in their disciplines  
Excellent teachers, many award-winning

#### Fundamentals

AACSB accreditation  
Chicago location  
Diverse student body, with strong work ethic  
High % of students who are 1<sup>st</sup> generation college attendees  
Committed faculty and staff

#### Programs

Highly regarded undergraduate programs  
Breadth in professional master's programs  
Established reputation in accounting, entrepreneurship and finance  
Established foundation in new product design and development  
Strong capabilities in capital markets and risk management  
Established reputation and linkages in China that create MBA student cohorts as part of the professional MBA program  
PhD programs that train students to publish in academic journals and to work in research universities

#### Business Engagement

Centers that link faculty with practitioners and provide research sites.  
Business Advisory Council  
Family Business Council  
Established relationships with the Chicago financial exchanges

## **Weaknesses**

### Facilities

- No dedicated CBA building
- Aging facilities
- Poor web site design and maintenance

### Programs

- Small, unfocused MBA program
- Uneven preparation of students for academic programs
- Lack of community among students

### Identity and Relationship with Stakeholders

- Lack of identity or CBA brand
- Lack of visibility within UIC and in the community
- Poor PR capability
- Low percentage of alumni engagement in college

### Limited Resources

- Financial constraints on the ability to hire, recognize, support research projects, and retain excellent faculty and staff
- Limited support for student scholarships and fellowships
- Lack of grant application and support capabilities
- Understaffed undergraduate and graduate placement offices

## ***External Analysis: Opportunities and Threats***

### **Opportunities**

#### Market for Master's Programs

- Growing market for specialized master's programs
- Large companies (and professional organizations) which have a need for on-site, customized MBA programs
- Chinese universities which have an interest in offering jointly-taught MBA programs in partnership with UIC
- Market niche for competitively priced, AACSB accredited programs
- Market niche for an MBA program specializing in entrepreneurship, innovation, new product development and new business creation and catering to the needs of small and medium sized companies

#### Facilities

- Campus building (Douglas Hall) that could be renovated for use by CBA
- Extensive use of Internet by prospective students looking for attractive business programs
- Private endowment for a dedicated CBA building

#### Business Partnerships

- Interest on the part of Chicago financial exchanges to work with CBA to prepare students for careers in financial services
- Willingness of the UIC Office of Technology Management to partner with CBA to foster commercialization of UIC innovations
- Engagement of faculty in other colleges, such as Art and Architecture and Engineering, to partner with CBA faculty to create new courses and programs in product development.
- Internship and externship opportunities in the Chicago area
- Large number of community colleges with articulation agreements with the CBA.
- Increasing demand for engaged business research
- Engaged, interdisciplinary research and education with medicine, public health, engineering, and other UIC colleges.

#### Location-proximity to:

- Diverse student body
- Chicago businesses
- The Chicago financial community
- National laboratories and I-88 corridor
- Large market for continuing education programs

## Threats

### Market size

Mature market - little growth in market for traditional full-time MBAs  
Increasing reliance of some master's programs on foreign applicants

### Competitors

Loyola and DePaul increasingly market to capture a larger share of a mature MBA market (huge marketing budgets)  
Highly ranked programs, such as Notre Dame and UIUC have established Executive MBA programs in Chicago  
Additional schools may establish or expand programs in Chicago  
On-line programs proliferating  
Profusion of undergraduate business programs in Chicago area  
Schools in neighboring states recruiting quality students  
Continuing education and certificate programs from other universities, consulting companies and private vendors

### Reduction in the Size of the Qualified Labor Pool

Fewer PhDs are being produced by business schools  
Salaries for qualified faculty are increasing  
Best faculty are being "poached" by the better funded schools  
Brightest PhD students are recruited by better funded schools

### Funding

Tuition increases following reduction in state funding will make the CBA programs less competitive in the market  
Financial aid system's restrictions on scholarships, especially for undergraduate students  
Lack of state funding for a dedicated building

### Regulations

Legal and procedural restrictions on externally funded research  
State contract requirements and delays  
Legal and other constraints on reengineering business processes  
The Illinois Board of Higher Education restricts the UIC CBA programs to a limited geographic area

## **CBA Goals**

As articulated in the UIC strategic plan, the distinction of a college rests with its unique qualities, its pinnacles of excellence, the special natures of its mission, and relevance to its environment. Strategies and goals of the college must be aligned with the existing core strengths and values. Core components of activities must not be neglected in striving to achieve the goals. Core strengths, as outlined above, are the building blocks to take advantage of new opportunities and to adapt to new challenges. Resource constraints will continue to prove challenging.

A set of eight overarching goals have been identified for the CBA. These make clear the strategic intent and how the mission will be fulfilled.

### **Goal 1**

To offer competitive business programs to a diverse undergraduate student body.

### **Goal 2**

To become known for research at the interface between theory and business practice.

### **Goal 3**

To secure resources, beyond those of the state budget, to promote the goals of the CBA.

### **Goal 4**

To enhance the stature and increase the size of professional master's programs.

### **Goal 5**

To enhance the prominence of the entire faculty and to increase retention of faculty, including underrepresented minorities.

### **Goal 6**

To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities Initiatives.

### **Goal 7**

To enhance the CBA's reputation for interdisciplinary research and teaching of innovation, including entrepreneurship, technology commercialization, new product development, technology process innovation, and financial product innovation as exemplified by the Chicago Financial Exchanges.

### **Goal 8**

To enhance the work environment of the CBA.

## Goal 1

To offer competitive business programs to a diverse undergraduate student body.

**Strategy:** Increase academic rigor, improve teaching, build community among students, and expand co-curricular activities for undergraduate students.

## Tactics

1. Continuously evaluate the curriculum to ensure that courses convey state-of-the-art knowledge in the business disciplines and incorporate leading edge technology.
2. Increase the number of honors courses and honors sections for CBA students.
3. Integrate written and oral communication assignments throughout curriculum,
4. Increase stringency of grading in undergraduate courses.
5. Provide mentoring and development opportunities for teaching faculty.
6. Recognize excellent teachers and provide incentives for continued excellence.
7. Create research opportunities for undergraduate students.
8. Obtain a CBA-dedicated classroom building, so that classes can be offered in state-of-the-art classrooms and co-curricular activities can be conveniently located.
9. Support student clubs and increase the number of co-curricular leadership development activities.
10. Partner with businesses in Chicago to expand experiential learning and internship opportunities for CBA students.
11. Partner with local high schools and community colleges to recruit top underrepresented minority students.
12. Expand the number of companies participating in the Emerging Scholars program established by Wal-Mart.
13. Develop and implement a plan for using the undergraduate tuition differential to enhance the undergraduate programs.

**Challenge:** To make CBA programs accessible to students with limited financial resources.

To overcome this challenge, the CBA development staff will identify and cultivate additional corporate sponsors for the “Emerging Scholars” program launched by

Wal-Mart. In addition the development staff will identify other targeted scholarship programs for students from the Chicago public schools. The CBA will set aside a portion of the undergraduate tuition differential program funds for scholarships.

## **Goal 2**

To become known for research at the interface between theory and business practice.

**Strategy:** Continue to build a vibrant research environment to attract outstanding faculty and PhD students who conduct research at the interface of theory and business practice.

### **Tactics:**

1. Identify CBA research strengths.
2. Recognize and reward faculty research excellence (at the intersection of theory and practice).
3. Create a process for the effective allocation of internal research funds.
4. Target internal research funds to faculty attempting to secure outside funding for their research.
5. Target doctoral student funding to CBA research strengths and programs with a track record of graduating students who are successful researchers in their respective disciplines (as evidenced by placement at research-oriented universities or by publication of academic research).
6. Support the activities of multidisciplinary research centers, such as the Center for Human Resource Management, that encourage theoretically informed research that addresses real business problems.
7. Create an infrastructure to support faculty interested in obtaining federal, as well as other governmental, foundation and private research funding for their research.
8. Obtain funding for endowed chairs and named professorships that will retain or attract faculty conducting exceptional research in areas of strategic importance to the college.
9. Develop a regular CBA seminar series that fosters interaction between practice and the academy at the interface and create a culture that encourages participation by all CBA faculty.
10. Sponsor CBA conferences that foster interaction between practice and the academy at the interface.

**Challenge: To increase the financial support for faculty research and doctoral students.**

To meet this challenge, the CBA development staff will work with the UIC development office to raise funding for endowed chairs, named professorships and fellowships, as well as sponsored seminars and research programs.

### **Goal 3**

To secure resources beyond those of the state budget, to promote the goals of the CBA.

**Strategy:** Create opportunities to provide educational and practical services which generate revenue for the college and to invest this revenue in support of strategic programs.

#### **Tactics:**

1. Expand the number and size of professional master's programs which generate tuition differential.
2. Expand the number of external education courses offered, including on-line and blended as well as those offered in traditional classroom settings.
3. Develop incentives and provide support for CBA centers and institutes to increase the amount of funding generated from external sources.
4. Create incentives and provide support for faculty to obtain outside funding.
5. Train faculty and students in grant writing.
6. Provide the infrastructure to support (master's) student consulting projects for which companies will pay a fee.
7. Develop the infrastructure to create and protect CBA intellectual capital.
8. Actively participate in the comprehensive fundraising campaign for UIC.

**Challenge: To make efficient use of CBA resources in the pursuit and investment of revenue generated.**

The CBA will overcome this challenge by developing and implementing an evaluation plan, including specific metrics to measure performance in revenue generation.

## Goal 4

To enhance the stature and increase the size of professional master's programs.

**Strategy:** Increase the number of high quality MBA and professional master's students by 10% a year for the next five years, increase new company-based professional MBA programs, and explore opportunities to partner with the other UIC colleges to provide targeted executive MBA and professional master's programs.

### Tactics

1. Target small and medium sized companies as sources of potential students and as sources of consulting projects for student groups.
2. Launch a direct sales effort to HR VPs to attract new students to the MBA and other professional master's programs.
3. Increase the number of customized professional MBA programs for Chicago area companies.
4. In CBA marketing materials, emphasize experiential learning opportunities in new product design development, technology commercialization, technology process innovation, financial services, and entrepreneurship.
5. Review the "fit" between faculty teaching capabilities and programs being offered, and provide training and mentoring, where needed, to upgrade the skills of faculty for teaching in professional programs.
6. Create a plan for evaluating the curriculum of all master's programs on a regular basis and streamline and adjust elective offerings.
7. Evaluate the financial performance of each professional master's program on a regular basis to determine its financial viability.
8. Expand and review co-curricular activities and new opportunities for project-based courses.
9. Expand the career development and placement capabilities of the LGSB office.
10. Develop external education courses targeted at MBA alumni to encourage continuing interaction with the CBA.
11. Encourage CBA academic and professional leadership (deans, associate and assistant deans and directors) to participate in AACSB, GMAC and other professional conferences to increase the national and international visibility of the CBA.
12. Support student clubs and increase networking/socialization opportunities in support of professional development.
13. Explore the market demand for executive MBA and master's programs targeted at specific professions such as engineering and health care.

**Challenge: To build community among the students and improve the educational experience.**

This challenge will be met by securing CBA-dedicated space on campus for program offices, multi-use meeting spaces and state-of-the-art classrooms. Raising the funds needed to renovate Douglas Hall will be a priority of the CBA development staff, who will work with the UIC development office to identify prospective donors with an interest in providing financial support to renovate an existing building on campus. The CBA administrative staff will work with the UIC Office of Facilities Management to ensure that the renovation creates a state-of-the-art pedagogical environment for business education and also appropriate space for studying, holding team meetings, and networking/socializing.

## **Goal 5**

To enhance the prominence of the entire faculty and to increase retention of faculty, including underrepresented minorities.

**Strategy:** Increase financial support for faculty research, recognize and reward excellence in research, and provide incentives for continued excellence in research and participation in professional organizations.

### **Tactics**

1. Actively recruit underrepresented faculty and continue to support the UIC program for recruitment, promotion and retention of underrepresented faculty members.
2. Identify research support groups and encourage the participation of underrepresented faculty members.
3. Set a priority for the CBA development office of securing funding for at least one endowed faculty chair in each department, as well as several term professorships, to retain and attract outstanding faculty.
4. Work to increase funding available for faculty to present their research and to network at professional conferences.
5. Encourage faculty to take on leadership roles in professional societies.
6. Nominate deserving faculty for university research awards as well as reinstate CBA faculty research awards.

**Challenge: To retain excellent faculty who have achieved national recognition for their research.**

To overcome this challenge the CBA will maintain competitive salaries for faculty and the CBA development office will raise funds for named professorships, faculty performance awards and funds to support research.

## Goal 6

To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities Initiatives.

**Strategy:** Develop a consistent identity used by all units affiliated with the CBA; build networks with the Chicago business community, and increase the visibility of the research faculty.

### Tactics:

1. Develop a yearly marketing plan for the CBA and for each unit such as MBA, MSA, MIS, etc.
2. Centralize a clearinghouse for public documents, ads, and public relations.
3. Work with a public relations consultant to develop a faculty expertise data base and link faculty with journalists both in the Chicago area and nationally.
4. Keep the Web-site up to date and utilize it for marketing.
5. CBA leadership will take an active role in economic development programs supported by the federal government, the Chicagoland Chamber of Commerce and the city of Chicago.
6. In partnership with the Office of External Education, the CBA will identify opportunities to create non-credit courses for local business professionals.
7. Network through the Business Advisory Council to become known to a broader array of companies in the Chicago metropolitan area.
8. Promote CBA organizations, such as the Center for Urban Real Estate, the Center for Urban Business and the Center for Economic Education that support the Great Cities mission.
9. Partner with UIC units such as the UIC Office of Technology Management, College of Medicine, and College of Engineering to commercialize UIC innovations and support preparing students for business plan competitions.

**Challenge: To leverage Great Cities activities to increase the visibility and enhance the reputation of the CBA in Chicago.**

To overcome this challenge, the CBA marketing and PR staffs will work together, and with the UIC PR staff, to promote CBA activities. CBA leadership will work with institutions in Chicago including VC<sup>3</sup>, the Chamber of Commerce, and other economic actors to increase the visibility of the college.

## **Goal 7**

To enhance the CBA's reputation for interdisciplinary research and teaching of innovation, including entrepreneurship, technology commercialization, new product development, technology process innovation, and financial product innovation as exemplified by the Chicago Financial Exchanges.

**Strategy:** Support curricular and co-curricular activities involving innovation in products and processes, technology commercialization and risk management.

## **Tactics**

1. Develop a strategic plan for the Institute of Entrepreneurial Studies that will guide the CBA development staff's efforts to endow the Institute. Provide financial support for the Institute's programs. Provide a resource plan for continuity of the Institute's academic and professional leadership.
2. Manage a list of companies which are potential prospects for sponsorship of student project courses.
3. Partner with other UIC colleges to offer entrepreneurship courses across the UIC curriculum.
4. Create a new business incubator in one of the residence halls.
5. Support student participation in national and global case competitions.
6. Partner with the UIC Office of Technology Management to commercialize innovations created at UIC.
7. Have Finance Department Head meet with business leaders from the Chicago Exchanges to discuss strategic alignment between CBA and Exchanges.
8. Cultivate relationships with the Chicago Exchanges and other financial institutions to create experiential learning opportunities for students.
9. Leverage the use of business professionals in Chicago who have an interest in teaching part time or working with student teams on project and case competitions to develop their leadership and analytical skills.

## **Challenge: To broaden the scope of entrepreneurship at UIC.**

To overcome this challenge, the CBA will work with other colleges to assist student and faculty in starting actual ventures by providing linkages to capital markets and private investors. The CBA will partner with business and venture capital initiatives in Illinois to attract start-up funds and launch new ventures.

## **Goal 8**

To enhance the work environment of the CBA.

**Strategy:** Create a learning organization and a culture of quality and continuous improvement among CBA employees.

### **Tactics**

1. Ensure that CBA employees are aware of UIC training and development opportunities.
2. Fund appropriate internal and external training.
3. Create a knowledge management system for the college to increase staff productivity.
4. Provide 360 degree feedback evaluation for college-level staff.
5. Provide coaching for CBA academic and staff leadership based on 360 degree feedback.
6. Reorganize support staff positions to provide team-based administrative support.
7. Provide space on campus for the Liautaud Graduate School Office.
8. Improve classrooms for CBA.

### **Challenge: Maintaining commitment of employees over time.**

The CBA will overcome this challenge by taking advantage of UIC training and development opportunities and by maintaining a culture that recognizes individual accomplishments and contributions.

## **Stretch Goals – The “Maybes”**

1. Establish at least one chaired professorship in each department to retain or attract faculty members who do exceptional research in an area related to the strategic objectives of the CBA.
2. Attain a ranking of 20<sup>th</sup> in the part time MBA rankings in 5 years.
3. Create joint activities for the Chicago and China MBA programs so that students in both programs can learn from one another.
4. Create either unilaterally or through a strategic alliance a nationally known business plan competition.
5. Partner with the Chicago Mercantile Exchange to create a distinctive finance program that focuses on financial product innovations unique to Chicago, including futures, options, derivatives and the use of technology.
6. Create top ranked undergraduate and graduate entrepreneurship programs that focus on technology commercialization and new product design and development.
7. Create interdisciplinary undergraduate programs in business, industrial design and engineering and business and health care management.

## Section 3: Resource Plan

Over the past five years, the College of Business Administration has experienced state funding budget reductions of over \$3 million. Student tuition has increased by 77% in five years.

The College of Business Administration MBA and other professional master's degree programs tuition differential have increased from less than \$1,000,000 in 1999 to \$3,000,000 in 2006. The CBA has proposed two additional specialized master's programs designed to attract additional incremental students in the Master in Finance and the Master in Human Resources. The long approval process compromises the competitive position of these programs.

The CBA has also proposed an undergraduate tuition differential for the past three years, and the proposal is proceeding to the Board of Trustees meeting in spring 2006. This tuition differential proposal is based upon the starting salaries received by business graduates compared to other majors' graduates. The University of Illinois Graduate Survey shows that starting salaries for CBA graduates are approximately \$5,000 more than that of a general undergraduate. The earnings differential in the first year of employment will more than cover the entire cost of the tuition differential of \$2,000 (\$500 per year for four years). The undergraduate tuition differential would eventually generate approximately \$1,000,000 per year.

Indirect cost recovery from funded research is less than \$100,000 annually for the College of Business Administration. In contrast, the Professional MBA programs have been a major source of revenue for the past five years.

The College of Business Administration has the third WORST rated classroom facilities, as rated by both undergraduate and graduate students through Educational Benchmarking (EBI). To enhance the revenue generation from MBA, Professional MBA, and the other specialized master's degree programs, the College of Business Administration must have a dedicated classroom building with state of the art classrooms. The CBA is the only college at UIC without a dedicated classroom building. The CBA has the largest undergraduate business program in Chicago, but our classrooms are aging, scattered across the east campus and not technology friendly.

The College of Business Administration will focus on revenue generation and capital financing to remodel Douglas Hall for the Liautaud Graduate School of Business offices and classrooms. (CBA undergraduate courses would be scheduled in the building during the day to ensure high building utilization rates.)

Douglas Hall is not the ultimate goal; the College of Business Administration needs a state of the art technological, case study classroom and office building. The east side of UIC has a shortage of medium to large size classrooms. A new

classroom/office building on the east side would ease the strain on both classrooms and offices, for the entire campus.

With its current limited resources, the College of Business Administration will invest to further enhance revenue generation. Investment opportunities will include fund-raising, marketing programs to increased numbers of prospective students in the MBA and other specialized masters programs, expansion of the number of on-line and blended courses for existing programs, and an increase in externally funded research. The College of Business Administration will also invest in UIC External Education programs and in technology commercialization opportunities in collaboration with the Office of Technology Management.

## ***Resources Needed***

To carry out the desired actions that have been described, UIC College of Business Administration will need new resources.

### **Goal 1 – To offer competitive business programs to a diverse undergraduate student body.**

1. The CBA is currently understaffed in tenure/tenure track faculty. Within the next five years, approximately 30% of the tenure and tenure-track faculty will be eligible to retire. In many cases, new assistant professors are more costly than retiring associate professors and professors. To maintain AACSB accreditation, the CBA will need to invest in tenure/tenure track-faculty based on the gap between teaching capacity and current student enrollment patterns. Sufficient faculty and competitive salaries are critical needs.
2. The CBA will recognize excellent teachers and provide incentives for continued excellence
3. The undergraduate tuition differential will enable the CBA to continue to invest in tenure/tenure track faculty in high demand enrollment areas. The tuition differential will also be used to offer honors sections of core courses so that the CBA can recruit and retain highly accomplished and motivated students. The undergraduate tuition differential will also be used to provide scholarships targeted to underrepresented and financially disadvantaged students.

### **Goal 2 – To become known for research at the interface between theory and business practice.**

1. Allocate a percentage of the ICR monies to fund a regular CBA seminar series to create a culture that encourages funded research and the participation in research seminars.
2. Invest a percentage of the ICR monies in targeted faculty attempting to secure outside funding for their research.
3. Target the allocated doctoral student funding to CBA research strengths and programs with a track record of graduating students who are successful researchers in their respective disciplines (as evidenced by placement at research-oriented universities or publication of academic research.)
4. Continue to invest a percentage of the ICR monies in seed or matching funds to support the activities of multidisciplinary research centers that encourage theoretically informed research that addresses real business problems.
5. Invest a percentage of the ICR monies to create an infrastructure to support faculty research.
6. Obtain funding for endowed chairs and named professorships through development efforts. Endowed chairs are currently benchmarked at \$2

million, but outstanding faculty command salaries that would require a substantially larger endowment.

**Goal 3-To secure resources beyond those of the state budget, to promote the goals of the CBA.**

1. Expand the number and size of professional master's programs which generate tuition differential.
2. Expand the number of continuing education courses offered, including on-line and blended as well as traditional classroom settings.
3. Provide incentives for faculty to obtain outside funding.
4. Provide the infrastructure to support faculty seeking outside funding.
5. Provide the infrastructure to support (master's) student consulting projects for which companies will pay a fee.
6. Utilize the UIC infrastructure to create and protect CBA intellectual capital.
7. Develop an efficient process for investing in faculty research.
8. Actively participate in the comprehensive fundraising campaign for UIC.

**Goal 4 – To enhance the stature and increase the size of professional master's programs.**

1. Utilize student teams and faculty/student consulting projects as a source of revenue generation to invest in the professional master's programs.
2. Launch a direct sales effort to HR VPs to attract new students to the MBA and other professional master's programs. Reinvest these new monies into enhancing the programs through classroom enhancement, hiring of tenure/tenure track faculty targeted to increasing capacity in high demand/high return programs.
3. Evaluate the financial performance of each professional master's program through a bi-annual cost accounting system, to determine individual program financial viability.
4. Invest resources in enhancing the career development and placement capabilities of the Liataud Graduate School of Business MBA office.
5. Invest in blended and on-line course development that can be used to expand professional master's programs and continuing education.
6. Explore the market demand for executive MBA programs targeted at specific professions such as engineering and health care and invest tuition differential resources to initiate targeted programs.
7. Build community among the students and improve the education experience, by investing in development efforts and development staff to raise one half of the approximately \$15 million required to renovate Douglas Hall.

**Goal 5 – To enhance the prominence of the entire faculty and to increase retention of faculty, including underrepresented minorities.**

1. Invest tuition differential funds to actively recruit underrepresented faculty and will continue to utilize the UIC underrepresented program to augment research and salary funding.
2. Invest in a development effort to secure donor funding for endowed faculty chairs and named professorships.
3. Use ICR monies to create a process for the efficient distribution of research support and enhance the prominence of the CBA faculty.
4. Invest a percentage of the ICR monies to create an infrastructure to support faculty research.
5. The CBA will invest tuition differential monies to reinstate faculty teaching and research awards.
6. The CBA will strive to maintain competitive salaries for faculty and staff through development efforts and through increased revenue generation from professional master's programs.

**Goal 6 – To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities Initiatives.**

1. Invest in marketing to increase the size of the MBA, MSA, MIS, MRE, etc. Develop and fund a yearly marketing plan.
2. Utilize the director of marketing to develop a faculty expertise data base and link faculty with journalists both in the Chicago are and nationally.
3. Invest resources to improve the professional graphics, photography, and Web design and utilize it for marketing professional master's programs.
4. In partnership with the Office of External Education, invest in continuing education opportunities for revenue generation.

**Goal 7 – To enhance the CBA's reputation for interdisciplinary research and teaching of innovation, including entrepreneurship, technology commercialization, new product development, technology process innovation, and financial product innovation as exemplified by the Chicago Financial Exchanges.**

1. Work with the UIC and CBA development staff to endow the Institute for Entrepreneurial Studies.
2. Leverage the use of clinical faculty to mentor students working to create new business and working with student teams on interdisciplinary project consulting and case competitions.
3. Invest CBA resources to seed student/faculty ventures in exchange for ownership percentages.

4. Provide realistic experiential learning opportunities for students interested in careers in financial services.

**Goal 8 – To enhance the work environment of the CBA.**

1. Invest CBA resources in 360 degree feedback evaluation for college level staff.
2. Provide coaching for CBA academic and staff leadership.
3. Invest tuition differential monies to move the Liautaud Graduate School of Business into Douglas Hall. (This would result in the MBA program office being on the UIC campus for the first time in 10 + years.)
4. Strive to maintain competitive salaries for staff.
5. Support skill-enhancing education and training for staff at all levels.
6. Invest tuition differential monies to improve classroom technology and appearance.

## **Section 4: Monitoring and Evaluation Plan**

### **Performance Metrics and Results**

Examples of sets of measures, timelines, and responsible parties for our eight goals:

#### **Goal 1**

To offer competitive business programs to a diverse undergraduate student body.

#### **Tactics**

1. Continuously evaluate the curriculum to ensure that courses convey state-of-the-art knowledge in the business disciplines and incorporate leading edge technology.

Associate Dean for Academic Affairs will report back in May '07

Responsible units: Undergraduate Task Force, UAPC and the Office of Academic Affairs

Measures: Plan with time line for review of overall CBA curriculum and individual majors; reports on curriculum reviews (at least one each year).

2. Increase the number of honors sections in core courses for undergraduate CBA students.

Associate Dean for Academic Affairs will report back in May '07

Responsible individuals: Assistant Dean of Undergraduate Programs, Associate Dean for Academic Affairs and Department Heads

Measures: number of new sections for honor students

3. Integrate written and oral communication assignments throughout undergraduate curriculum.

Associate Dean for Academic Affairs will report back in May '07

Responsible units: Office of Academic Affairs and Undergraduate Student Services

Measures: Resources allocated; revision of BA 100 curriculum

4. Increase stringency of grading in undergraduate courses.

Associate Dean for Academic Affairs will report back in May '07

Responsible individuals: Department Heads

Measure: change in medium grade in undergraduate core courses

5. Provide mentoring and development opportunities for teaching faculty.

Associate Dean for Academic Affairs will report back in May '07

Responsible individual: Associate Dean for Academic Affairs

Measure: Number of activities and number of faculty involved

6. Recognize excellent teachers and provide incentives for continued excellence.

Associate Dean for Academic Affairs will report back in May '07

Responsible individuals: Associate Dean for Academic Affairs and the Dean

Measure: Plan with evaluation criteria and resources devoted

7. Create research opportunities for undergraduate students.

Associate Dean for Research will report back in May '07

Responsible Individuals: Associate Dean for Research and Department Heads

Measure: number of research projects and number of students involved

8. Obtain a CBA-dedicated classroom building, so that classes can be offered in state-of-the-art classrooms and co-curricular activities can be conveniently located.

The Dean will report back in May '07

Responsible Individuals: Dean, Assistant Dean of Administration, and Director of Advancement

Measure: Commitment from campus and plan for renovation

9. Support student clubs and Increase the number of co-curricular leadership development activities.

Assistant Dean of Undergraduate Programs will report in May '07

Responsible Individuals: Assistant Dean of Undergraduate Programs

Measures: number of new activities and number of students involved

10. Partner with businesses in Chicago to expand experiential learning and internship opportunities for CBA students.

Assistant Dean of Undergraduate Programs will report in May '07

Responsible Individual: Assistant Dean of Undergraduate Programs

Measure: number of new opportunities

11. Partner with local high schools and community colleges to recruit the best underrepresented minority students.

Assistant Dean of Undergraduate Programs will report back in May '07

Responsible Individuals: Assistant Dean of Undergraduate Programs and program staff

Measure: Number of partnerships established

12. Expand the number of companies participating in the Emerging Scholars program established by Wal-Mart.

The Dean will report back in May 07.

Responsible Individuals: The Dean, Director of Advancement and Assistant Dean of Undergraduate Programs.

Measure: Number of additional companies participating in this program.

13. Develop a plan for using the undergraduate tuition differential to enhance the undergraduate programs.

Associate Dean for Academic Affairs will report back in May '07

Responsible Individuals: Associate Dean for Academic Affairs, Assistant Dean of Undergraduate Programs, and Assistant Dean of Administration.

Measure: Plan with number of courses/sections added and number of teaching enhancement opportunities offered for faculty. Tracking of financial resources by year.

## **Goal 2**

To become known for research at the interface between theory and business practice.

### **Tactics:**

1. Identify CBA research strengths.

The Dean will report back in May '07.

The task force for research will be responsible and will provide a final report in Spring, '07.

Measures: Clearly identified research strengths; clearly identified characteristics of research at the intersection of theory and practice; number of faculty and number of research projects that are aligned with the College strategy.

2. Recognize and reward faculty research excellence (at the intersection of theory and practice).

The Associate Dean of Research will report back in May '07

The Associate Dean of Research and Department Heads are responsible.

Measures: Resources devoted to recruiting, retaining, and rewarding faculty

3. Create a process for the effective allocation of internal research funds.

The Associate Dean for Research will report back in May '07

The Associate Dean for Research and Assistant Dean of Administration is responsible.

Measure: Plan developed – implementation to follow in AY08

4. Target internal research funds to faculty attempting to secure outside funding for their research.

The Associate Dean for Research will report back in May '07

The Associate Dean for Research is responsible.

Measure: Plan developed – implementation to follow in AY08

5. Create an infrastructure to support faculty interested in obtaining federal, as well as other governmental, foundation and private research funding for their research.

The Associate Dean for Research will report back in May '07

The Associate Dean for Research and the Assistant Dean for Administration are responsible

Measure: Infrastructure plan

6. Target doctoral student funding to CBA research strengths and programs with a track record of graduating students who are successful researchers in their respective disciplines (as evidenced by placement at research-oriented universities or by publication in highly ranked refereed journals).

The Associate Dean for Research will report back in May '07

The Associate Dean for Research is responsible.

Measure: Plan developed – implementation to begin in AY08

7. Support the activities of multidisciplinary research centers, such as the Center for Human Resource Management, that encourage theoretically informed research that addresses real business problems.

The Associate Dean for Research will report back in May '07

The Associate Dean for Research and Department Heads are responsible.

Measures: Attendance at workshops, number of faculty and PhD students who submitted grant proposals; resources allocated, journal publications.

8. Obtain funding for endowed chairs and named professorships to retain or attract faculty conducting exceptional research in areas of strategic importance to the college.

The Dean will report back May '07

The Dean and the CBA Office of Advancement will be responsible

Measures: Number of Endowed Chairs and named professorships established

9. Develop a regular CBA seminar series that fosters interaction between practice and the academy at the interface and create a culture that encourages participation by all CBA faculty.

The Associate Dean for Academic Affairs will report back May '07

The Associate Dean for Academic Affairs will be responsible

Measures: Number of seminars held and number of faculty and practitioners who attended

10. Sponsor CBA conferences that foster interaction between practice and the academy at the interface.

Associate Dean for Academic Affairs will report back May '07

The Dean and the Associate Dean for Academic Affairs are responsible

Measure: Number of conferences held and number of attendees; plan for future conferences

### Goal 3

To secure resources beyond those of the state budget, to promote the goals of the CBA.

#### Tactics.

1. Expand the number and size of professional master's programs which generate tuition differential.

Assistant Dean of the LGSB will report back in May '07

Assistant Dean of the LGSB, Assistant Dean of Professional MBA Programs and the Associate Dean for Academic Affairs are responsible.

Measures: Number of new professional master's programs approved; number of new contract MBA programs; and number of students enrolled in all programs

2. Expand the number of external education courses offered, including on-line and blended as well as traditional classroom settings.

Associate Dean for Academic Affairs will report back in May '07

Associate Dean for Academic Affairs and Assistant Dean of the Liautaud Graduate School are responsible

Measure: Increase in revenue from external education (\$200,000 increase for first year)

3. Develop incentives and provide support for CBA centers and institutes to increase the amount of funding generated from external sources.

Associate Dean for Research will report back in May '07

Associate Dean for Research and Assistant Dean of Administration are responsible

Measure: Number of externally research grants (2 new grants in first year)

4. Create incentives and provide support for faculty to obtain outside grant funding from federal agencies (e.g. NSF, foundations, and companies).

Associate Dean for Research will report back in May '07

The Dean and Associate Dean for Research are responsible

Measure: Incentive plan implemented and number of grants received by CBA faculty.

5. Train faculty and students in grant writing

Associate Dean for Research will report back in May '07

Associate Dean for Research is responsible

Measure: Number of faculty members and PhD students attending Grant writing workshops held by CBA

6. Provide the infrastructure to support masters' student consulting projects for which companies will pay a fee.

Associate Dean for Academic Affairs will report back in May '07

Associate Dean for Academic Affairs and Assistant Dean for Administration are responsible.

Measures: Resources allocated and staff hired.

7. Develop the infrastructure to create and protect CBA intellectual capital.

Associate Dean for Research will report back in May '07

Associate Dean for Research is responsible

Measure: Plan for infrastructure; resources allocated and staff hired

8. Actively participate in the comprehensive fundraising campaign for UIC.

Director of Advancement will report back in May '07

Director of Advancement and Development Staff are responsible

Measures: Fully staffed Development Office, creation of a multi-year comprehensive fundraising plan for the CBA, campaign goals set and measured

## **Goal 4**

To enhance the stature and increase the size of professional master's programs.

### **Tactics**

1. Target small and medium sized companies as sources of consulting projects for student groups.

Team Project Leader will report back May '07

Team Project Leader, Department Heads, Assistant Dean of Professional MBA Programs are responsible

Measure: Master list of target companies

2. Launch a direct sales effort to HR VPs to attract new students to the MBA and other professional master's programs.

Director of Marketing will report back in May '07

Director of Marketing and the Dean are responsible

Measure: Number of meetings with HR VPs.

3. Increase the number of customized professional MBA programs for Chicago area companies.

Assistant Dean of Professional MBA Programs will report back May '07

Associate Dean for Academic Affairs, Assistant Dean of Professional MBA Programs, and the Dean will be responsible

Measure: New contracts

4. In CBA marketing materials, emphasize interdisciplinary experiential learning opportunities in new product design and development, technology commercialization, risk management/financial services, and entrepreneurship.

Director of Marketing will report back May '07

Director of Marketing is responsible

Measure: New marketing materials with appropriate emphasis

5. Review the "fit" between faculty teaching capabilities and programs being offered, and provide training and mentoring, where needed, to upgrade the skills of faculty for teaching in professional programs.

Associate Dean for Academic Affairs will report back

Associate Dean for Academic Affairs and Department Heads are responsible

Measurable: Expenditures on faculty teaching development and increase in SIT ratings of master's programs instructors

6. Create a plan for evaluating the curriculum of all master's programs on a regular basis and streamline elective offerings.

Associate Dean for Academic Affairs will report back May '07

Associate Dean for Academic Affairs, the Graduate Academic Program Committee and Department Heads will be responsible

Measure: Approved plan

7. Evaluate the financial performance of each professional master's programs on a regular basis to determine its financial viability.

Associate Dean for Academic Affairs will report back May '07

Associate Dean for Academic Affairs, Director of Academic Administration and Assistant Dean of Administration are responsible for analysis

Measure: Report of financial performance

8. Expand and review co-curricular activities.

Assistant Dean of the LGSB will report back '07

Assistant Dean of the LGSB and Department Heads are responsible

Measure: Report on co-curricular activities

9. Expand the career development and placement capabilities of the LGSB office.

Assistant Dean of the LGSB will report back in May '07

Assistant Dean of the LGSB is responsible

Measure: Report on increased placement and enhancement opportunities for employed students.

10. Develop external education courses targeted at MBA alumni to encourage continuing interaction with the CBA.

Associate Dean for Academic Affairs will report back in May '07

Associate Dean for Academic Affairs and Department Heads are responsible

Measure: Number of external education targeted at MBA alumni

11. Encourage CBA academic and professional leadership to participate in AACSB, GMAC and other professional conferences to increase the national and international visibility of the CBA.

Associate Dean for Academic Affairs will report back in May '07

Dean and Associate Dean for Academic Affairs are responsible

Measure: Number of individuals attending AACSB, GMAC and other professional conferences. Number of presentations submitted for presentations at AACSB, GMAC, and other conferences.

12. Support student clubs and increase networking/socialization opportunities in support of professional development

Assistant Dean of the LGSB will report

Assistant Dean of the LGSB will be responsible

Measure: Number and resources devoted to clubs and networking events and students involved

13. Explore the market demand for executive MBA and specialized master's programs targeted at specific professions such as engineering and health care.

Assistant Dean of the LGSB will report on a yearly basis.

Assistant Dean of the LGSB will be responsible

Measure: Market statistics on demand for specific EMB programs.

## Goal 5

To enhance the prominence of the entire faculty and to increase retention of faculty, including underrepresented minorities.

### Tactics

1. Actively recruit underrepresented faculty and continue to support the UIC program for recruitment, promotion and retention of underrepresented minority faculty members.

The Associate Dean for Academic Affairs will report back in May '07

The Dean, the Associate Dean for Academic Affairs, and Department Heads are responsible

Measure: Number of offers made to underrepresented minorities

2. Identify research support groups and encourage the participation of underrepresented faculty members.

The Associate Dean for Academic Affairs will report back in May '07

The Associate Dean for Academic Affairs is responsible

Measure: number of underrepresented faculty members participating in research support groups.

3. Set a priority for the CBA development office of securing funding for at least one endowed faculty chair in each department, as well as several term professorships, to retain and attract outstanding faculty.

The Director of Advancement will report back in May '07

The Dean and the Director of Advancement are responsible

Measure: Comprehensive Campaign Fundraising Plan developed by end of '06, implementation begun

4. Work to increase funding available for faculty to present their research and to network at professional conferences.

The Associate Dean for Academic Affairs will report back in May '07

The Associate Dean for Academic Affairs, the Assistant Dean of Administration and the Department Heads are responsible

Measure: Attendance at national conferences

5. Encourage faculty to take on leadership roles in professional societies

The Associate Dean for Academic Affairs will report back in May '07

The Dean, the Associate Dean for Academic Affairs, and the Department Heads are responsible.

Measure: Number of faculty members accepting leadership roles in professional societies.

6. Nominate deserving faculty for university research awards as well as reinstate CBA faculty research awards.

The Associate Dean for Research will report back in May '07

The Associate Dean and Department Heads are responsible

Measures: number of nominations for university awards and number of CBA awards given.

## **Goal 6**

To increase the visibility of the CBA in Chicago and nationally and to support UIC's Great Cities Initiatives.

### **Tactics:**

1. Develop a yearly marketing plan for the CBA and for each unit such as MBA, MSA, MIS, etc.

The Director of Marketing will report back in May '07

The Dean, the Director of Marketing and the Director of Advancement are responsible.

Measure: Marketing plan for all tuition-differential master's programs

2. Centralize a clearinghouse for public documents, ads, and public relations.

The Director of Marketing will report back in May '07

The Director of Marketing and staff are responsible

Measure: Implemented plan for managing all public documents created in the CBA

3. Work with a public relations consultant to develop a faculty expertise data base and link faculty with journalists both in the Chicago area and nationally.

The Director of Marketing will report back in May '07

The Director of Marketing is responsible

Measure: Faculty expertise data base; number of media mentions

4. Keep the Web-site up to date and utilize it for marketing.

The Assistant Dean of Administration will report back in May '07

The Assistant Dean of Administration and Director of Marketing are responsible

Measures: number of hits; reduction in the number of complaints about out-of-date or inaccurate information

5. Have CBA leadership take an active role in economic development programs supported by the federal government, non-profit organizations such as the Chicago land Chamber of Commerce, and the city of Chicago.

The Dean will report back in May '07

The Academic Council (Department Heads) is responsible

Measures: number of programs and number of participants

6. In partnership with the Office of External Education, identify opportunities to create non-credit courses for local business professionals.

The Associate Dean for Academic Affairs will report back in May '07

The Associate Dean for Academic Affairs is responsible.

Measure: Number of non-credit courses planned and taught

7. Network through the Business Advisory Council to become known to a broader array of companies in the Chicago metropolitan area.

The Director of Advancement will report back in May '07

The Dean and the Director of Advancement are responsible

Measures: Number of meeting with BAC members and contacts generated by BAC members

8. Promote CBA organizations, such as the Center for Urban Real Estate, the Center for Urban Business and the Center for Economic Education that support the Great Cities mission.

The Director of Marketing will report back in May '07

The Director of Marketing and the center directors are responsible

Measures: Projects conducted with local businesses and non-profits; courses taught and workshops conducted through external education

9. Partner with UIC units such as the UIC Office of Technology Management and School of Engineering to commercialize UIC innovations.

The Executive Director of IES will report back in May '07

The Executive Director of IES and the Associate Dean of Academic Affairs are responsible

Measures: Number of innovations being commercialized through CBA partnerships

9. Build upon the existing Asia MBA programs to enhance ties to the financial markets and to support entrepreneurship initiatives domestically and globally.

Assistant Dean of Professional MBA Programs will report back May '07

Assistant Dean of Professional MBA Programs, Department Head of Finance and the Executive Director of IES are responsible

Measure: Annual report of connections established among the Chicago Exchanges, global entrepreneurs and the Asia MBA program.

## **Goal 7**

To enhance the CBA's reputation for interdisciplinary research and teaching of innovation, including entrepreneurship, technology commercialization, new product development, technology process innovation, and financial product innovation as exemplified by the Chicago Financial Exchanges.

### **Tactics**

1. Develop a strategic plan for the Institute of Entrepreneurial Studies that will guide the CBA development staff's efforts to endow the Institute and provide financial support for the Institute's programs and that will provide a plan for continuity of the Institute's academic and professional leadership.

The Executive Director of IES will report back in July '06

The Executive Director of IES is responsible

Measure: Strategic plan and architecture to track progress

2. Manage a list of companies which are potential prospects for sponsorship of student project courses.

The Director of Advancement will report back in May '07

The Director of Advancement & Coordinator of Project Teams are responsible

Measure: List of companies for sponsorship of student projects

3. Partner with other UIC colleges to offer entrepreneurship courses across the UIC curriculum.

The Executive Director of IES will report back in May '07

The Executive Director of IES is responsible

Measure: number of entrepreneurship courses being taught outside of CBA

4. Create a new business incubator in one of the residence halls

The Director of IES will report back in May '07

The Dean and the Director of IES are responsible

Measure: Plan, including external funding sources

5. Support student case competitions.

Associate Dean of Academic Affairs will report back in May '07

The Dean and Associate Dean of Academic Affairs are responsible

Measure: number of student groups competing

6. Partner with the UIC Office of Technology Management to commercialize innovations created at UIC.

Associate Dean for Academic Affairs will report back in May '07

Associate Dean for Academic Affairs, Director of IES and UIC Director of Technology Management are responsible

Measure: number of technologies being commercialized in partnership with the CBA

7. Have Finance Department Head meet with business leaders from the Chicago Exchanges to discuss strategic alignment between CBA and Exchanges.

Department Head of Finance will report back in May '07

Department Head of Finance is responsible

Measure: number of meetings between department head and business leaders

8. Cultivate relationships with the Chicago Exchanges and other financial institutions to strengthen relationships, increase funding opportunities and create experiential learning opportunities for students.

Department Head of Finance will report back in May '07

The Dean, Director of Advancement, and the Department Head of Finance are responsible

Measure: number of experiential learning opportunities

9. Leverage the use of business professionals in Chicago who have an interest in teaching part time or working with student teams on projects and case competitions, to develop their leadership and analytical skills.

Department Head of Finance will report back in May '07

Department Heads are responsible

Measure: number of business professionals teaching, guest lecturing or working with students teams on projects

## Goal 8

To enhance the work environment of the CBA.

### Tactics

1. Ensure that CBA employees are aware of UIC training and development opportunities.

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration and Director of HR are responsible

Measures: Postings of training and development opportunities; meetings with staff to share information about training and development.

2. Fund appropriate internal and external training.

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration is responsible

Measure: Dollars spent on training and development of staff

3. Create a knowledge management system for the college to increase staff productivity.

Assistant Dean for Administration will report back in May '07

Associate Dean of Research and Assistant Dean for Administration are responsible

Measure: Functioning knowledge management system

4. Provide 360 degree feedback evaluation for college-level staff

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration and Director of HR are responsible

Measure: Number of staff members who have participated

5. Provide coaching for CBA academic and staff leadership based on 360 degree feedback

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration and Director of HR are responsible

Measure: Number of individuals who have participated

6. Reorganize support staff positions to provide team-based administrative support

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration, Dean, and Associate Deans are responsible

Measure: Reassignment of staff; positive feedback from constituents

7. Provide space on campus for the Liautaud Graduate School Office

Assistant Dean for Administration will report back in May '07

The Dean and Assistant Dean for Administration are responsible

Measure: Plan approved, including space commitment from campus

8. Improve College Classrooms technology and appearance.

Assistant Dean for Administration will report back in May '07

Assistant Dean for Administration, Associate Dean of Academic Affairs, and Director of Academic Affairs are responsible

Measure: Number of classrooms improved

## History & Future Steps –

*The College of Business Administration solicited additional input to refine the first draft of the Strategic Plan.*

- March 3<sup>rd</sup> - Spring Faculty Meeting*
- March - Department Faculty Lunch Meetings*
- March 29, 30, & 31 - Staff Breakfast Town Hall Meetings*
- April 7<sup>th</sup> - Town Hall Meeting for Faculty  
Panel of Outside Reviewers  
Faculty Social Following the Town Hall*
- April - Four evening Town Hall Meetings for LGSB students*
- April - Undergraduate Town Hall Meetings*
- May 3 & 4 - Operating Committee Retreat to finalize the strategic plan*
- June 20 Business Advisory Council to review the finalized executive summary of the strategic plan.*

**The results of these meetings will be integrated into subsequent drafts of the strategic plan. The College of Business Administration will also further develop:**

**Resources Needed -**

**Based upon the FY07 Budget Planning Process**

## Appendix A: Strategic Plan Resources, Monitoring and Evaluation Plan

	<b>GOAL</b>	<b>YEAR</b>	<b>RESOURCES</b>	<b>RESPONSIBLE</b>	<b>GROUP</b>
	<b>Goal 1</b>	<b>To offer competitive business programs to a diverse undergraduate student b</b>			
	<b>Tactics</b>				
1	Curriculum Review	2007		Assoc Dean AA	
2	Honors Sections Increased	2007	\$60,000	Assoc Dean AA	Asst Dean UG
3	Communications in Curriculum	2007		Assoc Dean AA	UG
4	Increased Stringency in Grading	2007		Assoc Dean AA	Dept Heads
5	Teaching Development	2007		Assoc Dean AA	
6	Teaching Incentives	2007	\$10,000	Assoc Dean AA	Dean
7	Research for UG Students	2007		Assoc Dean AA	Dept Heads
8	Class-room Building	2009	\$5,000,000	Dean	Asst Dean Ad
9	Student Clubs	2007		Asst Dean UG	
10	Increase Internships	2007		Asst Dean UG	
11	Underrepresented Students	2007		Asst Dean UG	
12	Increase Emerging Scholars	2007	\$400,000	Dean	Dir Adv
13	UG Tuition Diff	2007	\$18,750	Assoc Dean AA	Asst Dean UG
	<b>Goal 2</b>	<b>To become known for research at the interface between theory and business p</b>			
	<b>Tactics</b>				
1	CBA Research	2007		Dean	Research Task
2	Reward Faculty Research	2007	TBD	Assoc Dean Res	Dept Heads
3	ICR Alloc	2008	\$25,000	Assoc Dean Res	Asst Dean of Ad
4	Research seed funds	2008	\$25,000	Assoc Dean Res	
5	Research infrastructure	2007	Plan	Assoc Dean Res	Asst Dean of Ad
6	Doctoral Students Funding	2007		Assoc Dean Res	
7	Multi-discip Centers	2007		Assoc Dean Res	Dept Heads
8	Endowed Chairs	2007	\$2,000,000	Dean	Dir Adv
9	Seminar Series	2007	\$5,000	Assoc Dean AA	
10	Sponsor Conferences	2007		Assoc Dean AA	Dean
	<b>Goal 3</b>	<b>To secure resources beyond those of the state budget, to promote the goals o</b>			
	<b>Tactic</b>				
1	Expand LGSB	2007		Asst Dean LGSB	Asst Dean Prof M
2	Expand External Ed	2007		Assoc Dean AA	Asst Dean LGSE
3	External Research Grants	2007		Assoc Dean Res	Asst Dean Adm
4	Research Incentives	2007	?	Assoc Dean Res	Dean
5	Train Faculty in Grant Writing	2007		Assoc Dean Res	
6	Consulting Projects	2007	Self Supporting	Assoc Dean AA	Asst Dean Adm
7	Intellectual Capital	2007	Plan	Assoc Dean Res	
8	Capital Campaign	2007		Dir Adv	Dev Staff

**Goal 4 To enhance the stature and increase the size of professional master's program**

**Tactic**

	Target Companies for Consulting			
1	Projects	2007	Dir Adv	Dept Heads
2	HR VP effort	2007	Dir Mark	Dean
3	Cohort MBA	2007	Asst Dean of Prof MBA	Assoc Dean AA
4	Marketing Materials	2007	Dir Mark	
5	"Fit" Faculty Teaching	2007	\$5,000 Assoc Dean AA	Dept Heads
6	MBA Curriculum	2007	Assoc Dean AA	Dept Heads
	Cost Accounting for each LGSB			
7	program	2007	Assoc Dean AA	Asst Dean Adm
8	Co-curricular Activities	2007	Asst Dean LGSB	Dept Heads
9	Career Placement	2007	Asst Dean LGSB	
10	External Ed for MBA Alumni	2007	Assoc Dean AA	Dept Heads
11	AACSB Visibility	2007	Assoc Dean AA	Dean
12	Student Clubs	2007	\$10,000 Asst Dean LGSB	
13	Exec MBA	2007	Asst Dean LGSB	

**Goal 5 To enhance the prominence of the entire faculty and to increase retention of faculty**

**Tactic**

1	Support Underrepresented Faculty	2007		Assoc Dean AA
2	Endowed Chairs	2007	Plan	Dir Adv
3	Faculty Conferences	2007		Assoc Dean AA
4	Faculty Leadership	2007		Assoc Dean AA
5	Nominate Faculty	2007		Assoc Dean Res

**Goal 6 To increase the visibility of the CBA in Chicago and nationally and to support Initiative.**

**Tactic**

1	Marketing Plan	2007		Dir Mark
2	Marketing Clearinghouse	2007		Dir Mark
3	PR Consultant	2007	\$24,000	Dir Mark
4	Website Update	2007		Asst Dean Adm
5	Econ Development	2007		Dean
6	Office of External Ed	2007		Assoc Dean AA
7	Network BAC	2007		Dir Adv
8	Promote Centers	2007		Dir Mark
9	IES partners with UIC	2007		Exec Dir IES

**Goal 7 To enhance the CBA's reputation for interdisciplinary research and teaching o**

**Tactic**

1	Strat Plan for IES	2006		Exec Dir IES	
2	List of companies for project teams Entrepreneurship with other UIC	2007		Dir Adv	Team Leader Pr
3	Colleges	2007		Exec Dir IES	
4	New Business Incubator	2007		Dir IES	Dean
5	Student Case Competitions	2007		Assoc Dean AA	Dean UIC Dir of Tech
6	Office of Tech Mgmt partnerships	2007		Assoc Dean AA	Mgmt
7	Finance & Chicago Exchanges	2007		Dept Head Finance	
8	Cultivate Relationships with Exchanges	2007		Dept Head Finance	Dean
9	Leverage Business Professionals	2007		Dept Head Finance	Dept Heads

**Goal 8 To enhance the work environment of the CBA.**

**Tactic**

1	Training Opportunities	2007		Asst Dean Adm	Dir HR
2	Fund HR Training	2007	\$10,000	Asst Dean Adm	
3	Knowledge Management System	2007		Assoc Dean Res	Asst Dean Adm
4	360 Eval	2007	\$10,000	Asst Dean Adm	Dir HR
5	Coaching	2007	\$10,000	Asst Dean Adm	Dir HR
6	Reorganize Staff Support	2007		Asst Dean Adm	Dean
7	LGSB on Campus	2007		Asst Dean Adm	Dean
8	Improve College Classrooms	2007	\$20,000	Asst Dean Adm	Assoc Dean AA