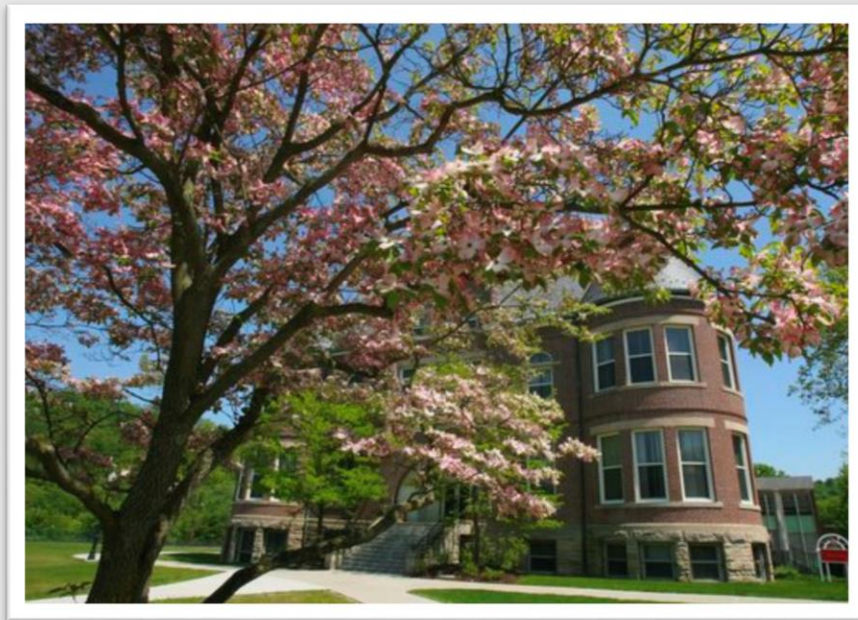


Focus on the Future

Department of Business & Economics Strategic Plan, 2015-2020

Approved: April 30, 2015
Updated: April 26, 2016
Updated: April 6, 2017
Updated: August 22, 2018
Updated: September 25, 2019



California University of PA
Eberly College of Science and Technology

Focus on the Future

Department of Business & Economics
Strategic Plan

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MISSION

It is the mission of the Department of Business & Economics to provide high quality undergraduate and graduate education in the business disciplines that actively engages students in the learning process, combines contemporary academic theory with relevant applications and experiential learning, and offers the global perspective necessary for today's business professionals.

We achieve our mission through our distinctive programs, high level of student-faculty interaction, highly qualified faculty committed to scholarly activity and professional development, and with the assistance of a network of alumni and community partners. We prepare students with the skills needed for today and for a future that will require life-long learning.

VISION

The Department of Business & Economics will be a leader in business education, engaging pedagogy, applied research and community engagement by building on our strengths and leveraging partnerships with students, alumni, faculty from other disciplines, and industry and community leaders.

VALUES

The underlying values of the Department of Business & Economics are to:

- Strive for academic excellence and continuous improvement at both the undergraduate and graduate levels in all programs and delivery methods.
- Enhance the global worldview of our students.
- Serve the region, the commonwealth, and the nation and foster a spirit of civic engagement in our students.
- Provide opportunities for professional growth.
- Develop and maintain high quality, modern facilities and technology.
- Enhance the use of existing resources and develop/increase new sources of revenue.

STRATEGIC GOALS

In alignment with the University's Strategic Plan¹, in all things the Department of Business & Economics seeks to

- I. Expand student access to engaging, student-centered education both in the classroom and through rich extracurricular activities, service-learning and experiential learning opportunities, and partnerships with the business community.
- II. Develop a rich community of lifelong learners through innovative approaches that inspire students to a higher level of learning and achievements and prepare them for success in a dynamic world.
- III. Serve the local community, the Commonwealth of Pennsylvania and beyond both through our educational offerings and community outreach.
- IV. Generate global awareness and an appreciation for different cultures, points of view and gender inclusion and while promoting civility, tolerance and inclusiveness and maintaining a culturally diverse environment; connect student experiences with global business practices.

¹ Please see *Charting Our Path: California University of Pennsylvania Strategic Plan 2015-2020* and the chart on the following page.

Relationship between Cal U Core Goals and Department Strategic Goals

University Core Goals

Goal 1: Enhance the academic excellence and experience of our students.

Goal 2: Operate using sound and efficient fiscal and governance practices.

Goal 3: Create a transformative learning and working environment that promotes diversity through a culture of civility and inclusiveness.

Goal 4: Serve in the areas where we live and learn through the Commonwealth, the region, the nation and the world.

Goal 5: To continue to enhance the quality of student life.

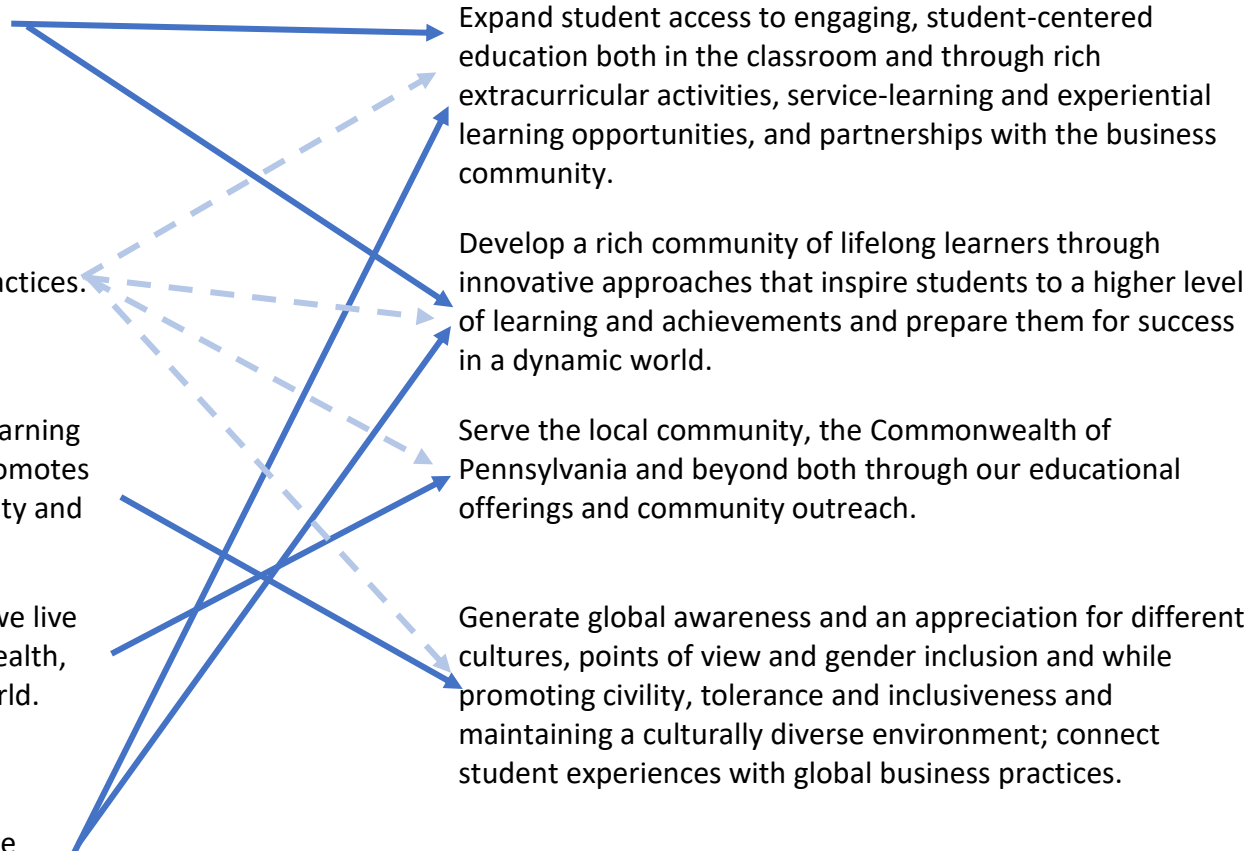
Department Strategic Goals

Expand student access to engaging, student-centered education both in the classroom and through rich extracurricular activities, service-learning and experiential learning opportunities, and partnerships with the business community.

Develop a rich community of lifelong learners through innovative approaches that inspire students to a higher level of learning and achievements and prepare them for success in a dynamic world.

Serve the local community, the Commonwealth of Pennsylvania and beyond both through our educational offerings and community outreach.

Generate global awareness and an appreciation for different cultures, points of view and gender inclusion and while promoting civility, tolerance and inclusiveness and maintaining a culturally diverse environment; connect student experiences with global business practices.



LETTER FROM THE DEPARTMENT CHAIR

“Times and conditions change so rapidly that we must keep our aim constantly focused on the future” (Walt Disney)

When I became chair of the Department of Business & Economics in February 2015, I challenged the department’s faculty, staff and students to stay focused on the future building on the past by bringing together talents, skills and experiences to strengthen the path forward. Through this strategic plan, we lay out a blueprint that will leave an even better legacy for those who follow us. I count myself as very lucky to lead such a talented and diverse group of faculty with an amazing commitment to our students, the University and our community.

The department continues its efforts at obtaining accreditation from the Accreditation Council for Business Schools and Programs (ACBSP). This has involved, among other things, a very careful analysis of our curriculum, faculty, and process of assuring student learning. The result will be a system of continuous improvement in line with the department’s mission to provide high-quality, high-value business education at both the undergraduate and graduate level. Over the next several years, we will continue to increase our course offerings, create several new specialized programs, encourage further development of a learner-centered environment, and hire new faculty in management, accounting and other areas.

Business & Economics remains the largest undergraduate program on campus (attracting nearly 200 new freshmen each year, as well as more transfer students than any other department on campus). The MBA program continues to grow as well, in both the face-to-face and Global Online formats. All of these students will experience a program focusing on relevant business knowledge underpinned by a strong base in the liberal arts, natural and behavioral sciences, and modern quantitative and information technology methods. Our learning environment is designed to actively engage students in the learning process, providing intellectual challenge and frequent opportunities to build skills in critical thinking, communication and teamwork—exactly the skills that today’s jobs demand.

More importantly...with our ‘constant focus on the future’...our students will not only gain the skills for today’s business climate, but also the ability to learn and function in the dynamic, changing world in which we live. It is critical that all of us...faculty, students, alumni, and other stakeholders...recognize that learning does not only occur while we are in school, nor only in formal settings. True learning, and the love of learning, must be life-long. In that way, the future can be assured.

Paul Hettler, Ph.D.
Chair, Department of Business & Economics
Professor of Economics



DEPARTMENT OVERVIEW

The Department of Business & Economics enrolls nearly 1000 students in undergraduate and graduate programs. Our 12 tenured and tenure-track faculty and 3 full-time visiting faculty are assisted by more than 20 part-time faculty in delivering coursework in the Associate of Science in Accounting, Bachelor of Science in Business Administration (with 8 concentrations) and Master of Business Administration degree programs.

The Department is housed in historic Watkins Hall. Built in 1892 as the original Science Hall of the Southwestern Normal School, the building was renamed in honor of former University president John Watkins. The building includes faculty offices and classrooms. Additional classrooms and computer labs are shared with other departments.

DEPARTMENT FACULTY 2019-2020

*Dr. Paul Hettler, Chair
Professor of Economics

*Dr. Stephanie Adam
Assoc. Professor of Management

Dr. Ahmet Akgun
*Assoc. Professor of
Management Science*

Dr. Adnan Chawdhry
*Assoc. Professor of
Information Systems*

*Dr. Joshua Chicarelli
Assoc. Professor of Accounting

Prof. David Jones
Assoc. Professor of Accounting

*Dr. Elizabeth Jones
*Assoc. Professor of
Integrated Management*

*Dr. Richard LaRosa
Assoc. Professor of Marketing

Dr. Mark Lennon
Assoc. Professor of Management

Dr. Nan Li
Assoc. Professor of Finance

*Dr. Edmund Matecki
Assistant Professor of Economics

Dr. John Michaels
Professor of Management

*Dr. J. Christian Ola
Assoc. Professor of Finance

Dr. Clyde Roberts
Professor of Accounting

Dr. Joseph Schwerha
Assoc. Professor of Business

Dr. Kentaro Murayama
*Visiting Assistant
Professor of Economics*

Dr. Neeley Shaw
*Visiting Assistant
Professor of Management*

Dr. Alfred Tarquinio
*Visiting Assistant
Professor of Marketing*

* Member of the 2019-2020 Accreditation and Strategic Planning Committee

DEPARTMENT CONTACT INFORMATION

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Phone: 724-938-4581

Department Secretary:

Ms. Shirley Elnikar (elnikar@calu.edu)

Phone: 724-938-5020

STRATEGIC OBJECTIVES

For each of the Department's Strategic Goals, proposed Objectives and potential deliverables are listed below. Annually the Department meets to develop short-term and long-term objectives and deliverables and to evaluate progress towards previous objectives and deliverables, guided by this Strategic Plan.

GOAL I

Expand student access to engaging, student-centered education both in the classroom and through rich extracurricular activities, service-learning and experiential learning opportunities, and partnerships with the business community.

Objective 1:

Encourage and incentivize faculty professional development to improve pedagogy, scholarship and service.

- Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship
- Request funding from the administration to assist with scholarship and other professional development activities

Objective 2:

Develop and implement a marketing and recruitment plan for the department's programs.

- Develop/revise marketing materials for programs
- Establish social media presence for department
- Coordinate with Admissions Office on recruitment efforts

Objective 3:

Obtain initial accreditation from the Accreditation Council for Business Schools and Programs (ACBSP).

- Take steps necessary to complete accreditation process.

GOAL II

Develop a rich community of lifelong learners through innovative approaches that inspire students to a higher level of learning and achievements and prepare them for success in a dynamic world.

Objective 1:

Develop and implement a formal system for continuous improvement of the curriculum.

- Establish/update a system of outcomes assessment for all department programs
- Create a plan to regularly re-evaluate the curriculum based on assessment data and internal and external stakeholder feedback

Objective 2:

Increase and improve Departmental resources to meet the needs of students and faculty.

- Develop and implement a human resource plan aligned with the department's needs
- Develop and implement a technology plan aligned with the department's needs

GOAL III

Serve the local community, the Commonwealth of Pennsylvania and beyond both through our educational offerings and community outreach.

Objective 1:

Develop and implement formal and informal strategies for community outreach and involvement.

- Reimagine and reinvigorate the Entrepreneurial Leadership Center
- Encourage and recognize faculty involvement and volunteerism in the community

Objective 2:

Increase formal and informal relationships with the business community.

- Explore the creation of an advisory council
- Partner with Career Services, Internship Center and others to build relationships with businesses and other stakeholders

GOAL IV

Generate global awareness and an appreciation for different cultures, points of view and gender inclusion and while promoting civility, tolerance and inclusiveness and maintaining a culturally diverse environment; connect student experiences with global business practices.

Objective 1:

Increase the global dimensions of the business programs.

- Develop short-term study abroad program
- Create a database of study abroad and internship abroad opportunities for students
- Develop strategies to recruit international students

Objective 2:

Encourage the teaching of tolerance and inclusion across the curriculum and prepare students with teamwork skills appropriate for a diverse work environment.

- Encourage faculty to be mindfully inclusive in their use of examples/questions and choice of readings/materials
- Examine the curriculum for opportunities to increase students' exposure to diversity and inclusive content
- Develop teamwork through both curricular and extracurricular activities

PROGRESS REPORT AND UPDATE, 2015-16

Departmental Updates

Faculty and Staff Changes

In the Fall of 2015 we welcomed a new faculty member, Dr. Adnan Chawdhry, as an Assistant Professor of Management Information Systems. Dr. Chawdhry brings an invaluable mix of academic preparation and first-hand industry experience. His expertise will help the department modernize the MIS concentration and bring a solid understanding of the important role of information systems in all business activities to students in the department's programs.

Curriculum Changes

During 2015-16 the department received approval for several new programs to begin Summer 2016:

1. Business Analytics Concentration (Global Online MBA)
2. Post-baccalaureate Business Analytics Certificate (Global Online)

Strategic Progress Report, April 2016

Action Plan/Goal 2015-16	Results/Progress
Establish a Business Programs Advisory Council (BPAC) made up of industry representatives, faculty, alumni and students.	<ul style="list-style-type: none"> Worked to recruit participants, which turned out to be much more difficult than expected. Hope to have a meeting of the group in August or September 2016.
Have the completed ACBSP Preliminary Visit Questionnaire (PVQ) accepted by mentor, prepare for self-study as required by Action Plan	<ul style="list-style-type: none"> Submitted draft of the PVQ to mentor as planned. Awaiting feedback from assigned mentor, expected completion Summer 2016.
Increase cooperation with the Entrepreneurial Leadership Center & Student Incubator (ELC/SI) to develop opportunities for students and faculty.	<ul style="list-style-type: none"> Integrated the PASSHE Business Plan Competition into the MBA Entrepreneurship curriculum.
Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs.	<ul style="list-style-type: none"> Little specific progress was made towards this goal.
Increase visibility of the department, department programs, and student and faculty accomplishments.	<ul style="list-style-type: none"> Created departmental Facebook, Twitter and LinkedIn accounts/pages. Under took efforts (including a photo contest) to increase the number of students following us on social media. Revised department program sheets, began work on creating other program-specific marketing materials. Re-established our Omicron Delta Epsilon honor society (for economics).
Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship	<ul style="list-style-type: none"> No professional development funds were available in 2015-16 towards this goal. An undergraduate research course was proposed, hopefully to be approved during 2016-17 to allow students to obtain credit for independent scholarly activities Began the process of incorporating research (applied and basic) into the undergraduate curriculum, beginning with the students in the freshman learning community

Strategic Action Plans for 2016-2017

Action Plan/Goal 2016-17	Measures/Deliverables
Utilize the Business Programs Advisory Council (BPAC) to improve the relevancy of our curriculum and to increase cooperation between business community and the programs.	<ul style="list-style-type: none"> • Hold at least one BPAC meeting 2016-17. • Create survey document for BPAC members, employers, internship supervisors and others related to desired job skills, student characteristics, etc. • Host at least two external speakers on campus from the business community.
Increase and improve marketing, recruitment and retention efforts in the department.	<ul style="list-style-type: none"> • Revise or develop marketing materials (brochures, flyers, posters, etc.) for each of the department's programs. • Utilize the student "Business Program Ambassadors" at campus Open Houses and other events to recruit students. • Contact high schools to provide information about the department's programs (and try to visit schools). • Improve communication and advising with current students. • Establish or re-establish program-specific honors societies.
Prepare for ACBSP self-study as required by Action Plan.	<ul style="list-style-type: none"> • Review action plan created by mentor and create timeline for completion. • Complete action plan and have self-study/site visit plan by end of 2016-17.
Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs.	<ul style="list-style-type: none"> • Sponsor at least one international study abroad experience for business students • Develop at least one agreement with an international university or other organization to bring students to Cal U • Increase the number of international students enrolled in our program
Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship	<ul style="list-style-type: none"> • Obtain funds for faculty professional development purposes (travel, data acquisition, equipment, etc.) and to assist with student projects • Continue the incorporation of research (applied and basic) into the undergraduate curriculum, beginning with the students in the freshman learning community and various core and concentration courses (on going) • Develop projects-based capstone course (on going)

PROGRESS REPORT AND UPDATE, 2016-17

Departmental Updates

Faculty and Staff Changes

In the Fall of 2016 we welcomed three new faculty members, Dr. Stephanie Adam (Associate Professor of Management), Prof. Joshua Chicarelli (Associate Professor of Accounting) and Dr. Mark Lennon (Associate Professor of Management).

Dr. Adam is a Human Resource Management specialist with a DBA from Northcentral University and a MS from LaRoche College. Dr. Adam also had a career as an HR professional before turning to academia full time. She is developing an interesting research program based upon her dissertation research on the impact of corporate volunteerism on employee performance and satisfaction. Her teaching philosophy is based on holding students to high standards, providing practical insights and giving students opportunities to practice critical thinking.

Prof. Chicarelli has a Master of Accountancy from West Virginia University and is a licensed CPA. He is pursuing a DBA in accounting at Anderson University. His dissertation research focuses on the alternative methods of income tax avoidance and the mediating effects of corporation size on firm value. He brings a balance of experience as a practicing auditor with appropriate academic/theoretical understanding of the discipline to the classroom.

Dr. Lennon has a Ph.D. in Strategy and International Business from the University of Rhode Island. He has more than 6 years of teaching experience at Penn State Altoona, Frostburg State University, and Loyola University of Maryland. Prior to pursuing his advanced degree, he had an industry career spanning 10 years which included working in Japan, teaching in South Korea, and working with small businesses in the financial industry. His research focusing on a more holistic understanding of the market for the electronic currency, Bitcoin, is an outstanding example of work on technology and innovation that meshes well with the department's focus on entrepreneurship. Dr. Lennon has a record of student engagement and involving students in high-level learning both in and out of the classroom.

In May 2016, Ms. Renee Logue returned to the department to fill a second secretarial support staff role.

Curriculum Changes

During 2016-17 the department received approval for several new programs to begin Fall 2017:

3. Integrated Global Business Concentration (Global Online BS in Business Administration)
4. Health Care Management Concentration (Global Online MBA)
5. Forensic Accounting Minor and Sub-Baccalaureate Certificate (Global Online)
6. Innovation & Entrepreneurship Sub-Baccalaureate Certificate (Global Online)

Strategic Progress Report, April 2017

Action Plan/Goal 2016-17	Results/Progress
Utilize the Business Programs Advisory Council (BPAC) to improve the relevancy of our curriculum and to increase cooperation between business community and the programs.	<ul style="list-style-type: none"> • The BPAC met September 29, 2016 and successfully discussed several initiatives to work on for the future. • A survey for internship supervisors has been created and will be administered beginning with Summer 2017.
Increase and improve marketing, recruitment and retention efforts in the department.	<ul style="list-style-type: none"> • Revised program sheets for each department concentration • Continued the “Business Program Ambassadors” program and utilized these students for on campus recruiting events in 2016-17 • Held several mass advising sessions for students in the weeks before registration.
Prepare for ACBSP self-study as required by Action Plan.	<ul style="list-style-type: none"> • Completed Preliminary Visit Questionnaire in May 2017
Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs.	<ul style="list-style-type: none"> • No significant progress
Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship	<ul style="list-style-type: none"> • 2016-17 budget did not allow for additional professional development expenditures • developed a plan to increase student writing and research in the business core courses.

Strategic Action Plans for 2017-2018

Action Plan/Goal	Suggested Measures/Deliverables
Develop a multi-faceted community outreach through the Center for Innovation, Technology and Entrepreneurship.	<ul style="list-style-type: none"> • Continue building a relationship with the Mon Valley Alliance, Intermediate Unit 1, and local school districts • Finalize a significant external funding source for these activities • Partner with other departments on campus in these outreach efforts
Utilize the Business Programs Advisory Council (BPAC) to improve the relevancy of our curriculum and to increase cooperation between business community and the programs.	<ul style="list-style-type: none"> • Hold at least one BPAC meeting 2017-18. • Create survey document for BPAC members, employers, internship supervisors and others related to desired job skills, student characteristics, etc. • Host at least two external speakers on campus from the business community.
Increase and improve marketing, recruitment and retention efforts in the department.	<ul style="list-style-type: none"> • Develop new marketing materials (brochures, flyers, posters, etc.) for each of the department's programs. • Utilize the student "Business Program Ambassadors" at campus Open Houses and other events to recruit students. • Contact high schools to provide information about the department's programs (and try to visit schools). • Improve communication and advising with current students. • Establish or re-establish program-specific honors societies.
Complete ACBSP self-study.	<ul style="list-style-type: none"> • Complete Self Study by end of 2017-18 and prepare for site visit in Fall 2018
Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs.	<ul style="list-style-type: none"> • Sponsor at least one international study abroad experience for business students • Develop at least one agreement with an international university or other organization to bring students to Cal U • Increase the number of international students enrolled in our program
Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship	<ul style="list-style-type: none"> • Obtain funds for faculty professional development purposes (travel, data acquisition, equipment, etc.) and to assist with student projects • Continue the incorporation of research (applied and basic) into the undergraduate curriculum, beginning with the students in the freshman learning community and various core and concentration courses (on going) • Develop projects-based capstone course (on going)

PROGRESS REPORT AND UPDATE, 2017-18

Departmental Updates

Faculty and Staff Changes

In August 2017, Dr. Louise Serafin, Associate Professor of Management, announced her retirement, effective immediately, after 25 years at the University. She was named *Professor Emeritus* in January 2018.

In the Spring of 2018 we hired a new faculty member, Dr. Elizabeth Jones (Associate Professor of Business). Dr. Jones remained part-time until Fall 2018 when she became full-time faculty and took on the role of Coordinator, Undergrad Business Global Online Programs. Following a distinguished 30-year career with the National Security Agency, Dr. Jones completed a Ph.D. in Organization and Management from Capella University. Since that time, she has taught in the Business & Economics Department at Notre Dame of Maryland University where she designed and led the Master of Arts in Leadership and Management. She is a certified Quality Matters™ Master Reviewer and was ACBSP accreditation co-champion for NDMU's successful initial ACBSP accreditation.

For Fall 2018 we will welcome Dr. Ahmet Akgün, Associate Professor of Management Science. Dr. Akgün completed his Ph.D. in Industrial Engineering at Wichita State University in May. He also worked as a Lead Energy Efficiency Engineer at WSU's Industrial Assessment Center. Dr. Akgün's research focuses on the application of optimization models to the electricity market.

Curriculum Changes

During 2017-18 the department received approval for several new programs to begin Fall 2018:

1. Accelerated Bachelor to MBA program with Commercial Music Technology program
2. Human Resource Management Minor
3. Management Information Systems Minor
4. Bachelor of Science in Business Administration (BSBA) proposals to convert concentrations in the BS to majors were approved by the PASSHE Office of the Chancellor in June 2018. (New BSBA majors are Accounting, Economics, Finance, Human Resource Management, Interdisciplinary Studies in Business & Commerce, Management and Marketing).

Strategic Progress Report, August 2018²

Key Strategic Objectives	Results from 2017-18	Current Year Deliverables (2018-19)	2019-2020 + Deliverables
<p>Develop a multi-faceted community outreach through the Center for Innovation, Technology and Entrepreneurship</p>	<ul style="list-style-type: none"> • Developed relationship with IBM to bring the IBM Skills Academy to campus. • Began discussions with biology, CIS, and communication regarding joint activities, curricula, etc. • Invited to join in Shippensburg University’s Start Up Weekend • Planning stages of offering a co-curricular experience with Brownsville Area SD and/or California Area SD. 	<ul style="list-style-type: none"> • Complete SOW with IBM and develop related curriculum • Increase participation with the Keiretsu Forum • Have Cal U students participate in the Shippensburg University event • Bring at least on school district partnership to fruition • Continue to partner with other departments on campus in these outreach efforts 	<ul style="list-style-type: none"> • Finalize a significant external funding source for these activities • Continue to develop relationships with IBM, other universities, local school districts, Keiretsu Forum, etc.
<p>Utilize the Business Programs Advisory Council (BPAC) to improve the relevancy of our curriculum and to increase cooperation between business community and the programs</p>	<ul style="list-style-type: none"> • No BPAC event was held; however, BPAC members were consulted on various issues one-on-one. • Worked with Career Services and Internship Center on revised surveys of employers, internship supervisors, and recent graduates. 	<ul style="list-style-type: none"> • Hold at least one BPAC meeting or virtual meeting during 2018-19 • Host at least two external speakers on campus from the business community (e.g. a speaker from the Pittsburgh CFA group) 	<ul style="list-style-type: none"> • Develop new ways to utilize the expertise of our BPAC members • Add to the BPAC membership

² While completing the ACBSP Self-Study, it became clear that a more formal and deliberate strategic planning review focused on ‘closing the loop’ was necessary. As part of this revised process, our annual discussion of strategic plan progress and program outcomes was moved from late April to a day-long Department Retreat meant to specifically focus on these tasks. The first Retreat was held August 22, 2018 at the Kara Alumni House on campus. This year’s Progress Report resulted from that meeting.

Key Strategic Objectives	Results from 2017-18	Current Year Deliverables (2018-19)	2019-2020 + Deliverables
Increase and improve marketing, recruitment and retention efforts in the department	<ul style="list-style-type: none"> Developed new program sheets with university Marketing Began surveying existing students about advising process Worked with Student Success to determine ways to improve advising, especially of new and transfer students. 	<ul style="list-style-type: none"> Develop additional new department marketing materials (brochures, flyers, posters, etc.) incorporating ACBSP accreditation information and IBM relationship Contact high schools to provide information about the department's programs (and try to visit schools) Improve communication and advising with current students Establish or re-establish program-specific honors societies 	<ul style="list-style-type: none"> Utilize the student "Business Program Ambassadors" at campus Open Houses to recruit students Develop an efficient, long-term marketing and recruitment plan
Complete ACBSP self-study	<ul style="list-style-type: none"> Self-study submitted July 15, 2018. Site visit scheduled Oct. 7-10, 2018 	<ul style="list-style-type: none"> Complete site visit in Fall 2018 Celebrate successful accreditation 	<ul style="list-style-type: none"> Maintain accreditation Implement the quality assurance, quality improvement process
Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs	<ul style="list-style-type: none"> Summer study abroad trip cancelled due to low response. 	<ul style="list-style-type: none"> Sponsor at least one international study abroad experience (planned for Spring Break 2019) 	<ul style="list-style-type: none"> Develop at least one articulation agreement with an international university or other organization Increase the number of international students enrolled in the program
Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship	<ul style="list-style-type: none"> Nearly half the faculty had some scholarly or other professional development activity 2017-18, funded by extra professional development funds from Provost office and FPDC. 	<ul style="list-style-type: none"> Obtain funds for faculty professional development purposes and to assist with student projects. 	<ul style="list-style-type: none"> Continue the incorporation of research (applied and basic) into the undergraduate curriculum Develop projects-based capstone course (long-term goal). Determine long-term funding source for professional development activities

Key Strategic Objectives	Results from 2017-18	Current Year Deliverables (2018-19)	2019-2020 + Deliverables
Establish cycle for regular review of courses and syllabi	<ul style="list-style-type: none"> • Cycle has been established 	<ul style="list-style-type: none"> • Ongoing review 	<ul style="list-style-type: none"> • Ongoing review
Design improved assessment/assurance of student learning outcomes plan	<ul style="list-style-type: none"> • Assistant Chair heads ASLO Committee • Positive feedback from University Assessment Committee received 	<ul style="list-style-type: none"> • Data collected as per plan, report generated, ongoing assessment • 	<ul style="list-style-type: none"> • Developed improved assessment plan, based on industry best practices
Request additional tenure-track positions based on department needs	<ul style="list-style-type: none"> • Two faculty hired for Fall 2018, 3 positions requested for 2019-20 	<ul style="list-style-type: none"> • Conduct search for 1 approved position 	<ul style="list-style-type: none"> • Request additional positions based on department needs
Improve appearance and content of department web site	<ul style="list-style-type: none"> • Department web content reviewed and updated. 	<ul style="list-style-type: none"> • Continuous update department web content 	<ul style="list-style-type: none"> • Gather feedback from stakeholders on site content
Develop a promotional plan/tag line/'brand' for the program	<ul style="list-style-type: none"> • Tag line/'brand' developed (Engaging, Relevant, Global) 	<ul style="list-style-type: none"> • Build brand through improved marketing, incorporate University's new 'brand' when available 	<ul style="list-style-type: none"> • Assess effectiveness and penetration of marketing efforts
Create and implement a social media plan	<ul style="list-style-type: none"> • Maintained at least once weekly posting, or reposting via Facebook and Twitter 	<ul style="list-style-type: none"> • Develop more original content • Explore additional platforms 	<ul style="list-style-type: none"> • Gather web analytics related data
Request funding from the administration to assist with scholarship and other professional development activities	<ul style="list-style-type: none"> • Effectively used funds made available for conference presentations, workshop attendance, etc. 	<ul style="list-style-type: none"> • Include request in department Annual Report 	<ul style="list-style-type: none"> • Identify long-term source of funding and appropriate incentives for professional development

Long-term Action Plans (2018-2020)

Long-term Action Plans	Longer-term Deliverables
Continuous improvement of curriculum	<ul style="list-style-type: none"> • Implement complete assessment/assurance of student learning outcomes plan • Continue development and implementation of "Learning Community" • Assess and improve advising plans • Obtain additional teaching technology resources
Develop a Human Resources plan	<ul style="list-style-type: none"> • Evaluate current faculty resources and create a 5-year plan to ensure adequate academically qualified staffing
Improve teaching excellence	<ul style="list-style-type: none"> • Support travel requests for faculty to attend workshops/conferences related to teaching effectiveness and pedagogy • Develop an internal Quality Matters review process in conjunction with the Teaching and Learning Center. • Have department's online course offerings reviewed using the internal Quality Matters process
Promote scholarship and professional activities	<ul style="list-style-type: none"> • Support travel requests for faculty to attend workshops/conferences relating to research or scholarly activity • Grant workload equivalency (release time) for scholarly activity • Support travel requests for faculty to attend workshops/conferences related to teaching effectiveness and pedagogy
Implement complete assessment/assurance of student learning outcomes plan	<ul style="list-style-type: none"> • Plan implemented, data collected and analyzed • Program/curriculum changes are made to address deficiencies
Continue development and implementation of "Learning Community"	<ul style="list-style-type: none"> • Revise learning community course sequence based on feedback • Expand learning community curriculum beyond freshman year
Assess and improve advising plans	<ul style="list-style-type: none"> • Detailed advising sequence to be developed and communicated to students and faculty • Increase percentage of student completing quantitative and other foundation courses by end of sophomore year
Obtain additional teaching technology resources	<ul style="list-style-type: none"> • New dedicated computer lab classroom available for department use • Other new technology implemented by faculty in the department • Complete feasibility study of requiring business students to have laptop computers
Evaluate current faculty resources and create a 5-year plan to ensure adequate academically qualified staffing	<ul style="list-style-type: none"> • Revised 5-year plan of course offerings in alignment with current and projected staffing
Support travel requests for faculty to attend workshops/conferences related to teaching effectiveness and pedagogy	<ul style="list-style-type: none"> • Travel funded
Support travel requests for faculty to attend workshops/conferences relating to research or scholarly activity	<ul style="list-style-type: none"> • Travel funded
Grant workload equivalency (release time) for scholarly activity	<ul style="list-style-type: none"> • Release time for research requested and received
Collect feedback from stakeholders on program using survey instruments	<ul style="list-style-type: none"> • Evaluate responses and implement changes to program as warranted • Coordinate with Career Services, Internship Center, etc. to collect stakeholder data specific to business students
Monitor annual retention and graduation rates	<ul style="list-style-type: none"> • Utilize Starfish and other academic resources to assist at-risk students

PROGRESS REPORT AND UPDATE, 2018-19

Departmental Updates

Faculty and Staff Changes

Academic year 2018-19 was a year of transition. Dr. M. Arshad Chawdry, Professor of Finance, passed away in December 2018, Dr. Ismail Cole, Professor of Economics, retired in January 2019, and Dr. Shirley Lazorchak, Professor of Marketing, retired in August 2019.

In spring 2019 we hired a visiting faculty member, Dr. Kentaro Murayama, to temporarily fill the economics vacancy. He will continue in his visiting capacity for 2019-2020. Dr. Murayama received his Ph.D. in Economics from American University.

For fall 2019 we will welcome Dr. J. Christian Ola, Associate Professor of Finance. Dr. Ola completed his DBA in finance from Anderson University and for three years was the dean of business for Butler County Community College after serving Waynesburg University for eight years. To temporarily fill the in management, we will welcome Dr. Neeley Shaw as a visiting faculty member. To temporarily fill the vacancy in marketing, we will welcome Dr. Alfred Tarquinio as a visiting faculty member.

Accreditation Status

The department's graduate and undergraduate programs became accredited by the Accreditation Council for Business Schools and Programs (ACBSP). The ACBSP review team visited campus in October, 2018. We received notification of our accreditation with a condition and notes in December. Our first quality assurance report will be due in September 2020.

Learning outcomes are documented at <https://www.calu.edu/academics/business/learning-outcomes/>

Curriculum Redesign

Closed the Loop in curriculum and course content based on assessment findings

ACBSP Standard 6

- Redesigned entire undergraduate curriculum
- Reimagined undergraduate program goals and program learning objectives
- Reimagined major/concentration learning objectives
- Revised course learning objectives for all core courses to ensure CPC fulfillment and assess

- Redesigned BUS499 as a true capstone and LO that contains all summative assessment for the undergraduate program (fall 2018)
- Revised LO for core courses to contain formative assessment for CPC (spring-summer 2019)
- Situation analysis around MBA curriculum (including benchmarking and re-evaluation of grad student needs (spring 2019)
- Launched MBA redesign initiative for summer 2019 which resulted in full redesign and preparation of new UCC syllabi

ACBSP Standard 4

- Complete redesign of summative and formative assessment for both undergrad and grad
- Undergrad
 - Program summative assessment: External benchmark and internal course-embedded assignments BUS499
 - Program formative assessment: ACC200.....
 - Major/concentration summative assessment: Marketing, BUS401...
 - Major/concentration formative assessment: embedded in core courses
 - Iteratively improving use of D2L rubrics for semi-automating course-embedded data collection and reporting. BUS 499 Fall and Spring rubric examples
 - Addressed issues with missing longitudinal data within the majors/concentrations to address condition of accreditation
- MBA summative assessment improvements
 - Created a D2L site to house internal and external assessment. We now have the requisite three periods of data necessary to remove the condition about lack of longitudinal data
- Beta-testing LOM&R with Peregrine Academic services to integrate external and internal assessment

During 2018-19 the department received approval for several new programs to begin Fall 2019:

1. Master's in Accountancy
2. Bachelor of Science in Business Administration (BSBA) in Interdisciplinary Studies in Business & Commerce Online and on-ground
3. Launched converted concentrations in the BS to majors (New BSBA majors are Accounting, Economics, Finance, Human Resource Management, , Management and Marketing).
4. BSBA in Economics added a fully online option

Under consideration for 2020-21

1. Significant revision of the MBA program with new focus on integration across the business disciplines, leadership, and decision-making.
2. Revised concentrations in Entrepreneurship, Business Analytics, and Healthcare Management
3. New concentrations in Applied Economics and Management

4. New BSBA Interdisciplinary Studies in Business & Commerce concentrations in International Studies, Humanities, Social Science, and Science & Technology
3. Minor in Business Analytics
4. Contingent upon successful hire of a new marketing faculty member, propose a new digital marketing major

Faculty Development Future Plan

1. Designate Dr. Ola as curator of ACBSP faculty initiatives for ACBSP Standards 3 and 5

Strategic Progress Report, August 2019³

Key Strategic Objectives	Results from 2018-19	Current Year Deliverables (2019-20)	2020-2021 + Deliverables
<p align="center">ACBSP Accreditation</p>	<ul style="list-style-type: none"> Received initial conditional accreditation fall 2018 Celebrated spring 2019 Immediately began working on condition and notes (see accomplishments below) 	<ul style="list-style-type: none"> Create and implement process improvements Revise documentation in preparation for Sept 2020 QA report 	<ul style="list-style-type: none"> Deliver first QA report Sept 2020 Deliver second QA report Sept 2022 Implement the quality assurance, quality improvement process
<p align="center">Strategic planning process improvements (Standard 2) Accreditation note</p>	<ul style="list-style-type: none"> Held inaugural strategic planning offsite in August Clear direction for preparation future strategic plans ACBSP condition and notes on accreditation to guide future plans 	<ul style="list-style-type: none"> August 2019 strategic planning offsite Integrate department strategic plan with accreditation plans to address ACBSP condition and notes Approve new strategic initiatives by October 2019 	<ul style="list-style-type: none"> Annual August strategic planning offsite Approve strategic plan updates each October
<p align="center">Develop a multi-faceted community outreach through the Center for Innovation, Technology and Entrepreneurship (Standard 3)</p>	<ul style="list-style-type: none"> Strong showing at 3-Day Start-up weekend at Shippensburg University event. Will expand participation 	<ul style="list-style-type: none"> Increase participation with the Keiretsu Forum Have Cal U students participate in the Shippensburg University event Bring at least on school district partnership to fruition Continue to partner with other departments on campus in these outreach efforts 	<ul style="list-style-type: none"> Find significant external funding source for these activities Continue to develop relationships with other universities, local school districts, Keiretsu Forum, etc.

³ This year's Progress Report resulted from the Department Retreat held August 21, 2019 at the SAI. Farm.

Key Strategic Objectives	Results from 2018-19	Current Year Deliverables (2019-20)	2020-2021 + Deliverables
<p align="center">Systematize gathering of stakeholder feedback (Standard 3) Accreditation note on closing the loop</p>	<ul style="list-style-type: none"> • Added items to Peregrine survey attached to outbound exam for undergrads and grads • Now ALL graduating students provide information • Identified areas (such as advising and curriculum relevance that informed curriculum redesign 	<ul style="list-style-type: none"> • Monitor results of Peregrine outbound survey to create longitudinal data set 	<ul style="list-style-type: none"> • Make curriculum and process changes as warranted
<p align="center">Utilize the Business Programs Advisory Council (BPAC) to improve the relevancy of our curriculum and to increase cooperation between business community and the programs (Standard 3) Accreditation Note</p>	<ul style="list-style-type: none"> • BPAC sought membership unsuccessfully • Finance Club invited two speakers • Awards Dinner held in spring 	<ul style="list-style-type: none"> • Dr. Ola to lead BPAC process • Hold at least one BPAC meeting or virtual meeting during 2019-20 • Host at least two external speakers on campus from the business community (e.g. a speaker from the Pittsburgh CFA group) 	<ul style="list-style-type: none"> • Develop new ways to utilize the expertise of our BPAC members • Add to the BPAC membership
<p align="center">Increase and improve marketing, recruitment and retention efforts in the department (Standards 3, 6, 7)</p>	<ul style="list-style-type: none"> • Improved program sheets • Augmented outbound survey for graduating students (delivered with CPC outbound exam)' • Added dedicated advising for GO business students • Participated in university on-campus marketing initiatives 	<ul style="list-style-type: none"> • Develop additional new department marketing materials (brochures, flyers, posters, etc.) incorporating ACBSP accreditation information • Improve communication and advising with current students • Establish or re-establish program-specific honors societies 	<ul style="list-style-type: none"> • Develop an efficient, long-term marketing and recruitment plan • Leverage accelerated Bachelor's-to-Master's opportunities • Increase ACBSP presence
<p align="center">Improve appearance and content of department web site (Standard 3)</p>	<ul style="list-style-type: none"> • ACBSP-required elements added prior to accreditation visit 	<ul style="list-style-type: none"> • Continuous update department web content • 	<ul style="list-style-type: none"> • Gather feedback from stakeholders on site content

Key Strategic Objectives	Results from 2018-19	Current Year Deliverables (2019-20)	2020-2021 + Deliverables
<p>Develop a promotional plan/tag line/'brand' for the program (Standard 3)</p>	<ul style="list-style-type: none"> • NTR. Continuing with engaging, relevant, global 	<ul style="list-style-type: none"> • Build brand through improved marketing, incorporate University's new 'brand' as appropriate 	<ul style="list-style-type: none"> • Assess effectiveness and penetration of marketing efforts
<p>Create and implement a social media plan (Standard 3)</p>	<ul style="list-style-type: none"> • NTR. 	<ul style="list-style-type: none"> • Develop more original content • Explore additional platforms • Hire marketing faculty with digital expertise 	<ul style="list-style-type: none"> • Gather web analytics related data • Plan and implement!
<p>Improve assessment/assurance of student learning outcomes plan (Standard 4) Accreditation condition 4.1 and 4.2</p>	<ul style="list-style-type: none"> • Revised entire undergraduate curriculum with new Program Learning Objectives spring 2019 • Created entirely new undergrad assessment plan with Program and Majors, Summative and Formative assessments • Piloted transitional data collection and reporting • Enhanced outbound survey to include indirect program content assessment 	<ul style="list-style-type: none"> • Create semi-automated data collection process • Data collected as per plan, report generated, ongoing assessment • Document continuous impact on curriculum based on data 	<ul style="list-style-type: none"> • Develop improved assessment plan, based on industry best practices and departmental innovation
<p>Request additional tenure-track positions based on department needs (Standard 5)</p>	<ul style="list-style-type: none"> • Search for strategic management position was unsuccessful • Successful search for finance position 	<ul style="list-style-type: none"> • Searches for strategic management, accounting, and marketing approved • Gain approval for economics position for fall 2021 	<ul style="list-style-type: none"> • Request additional positions based on department needs

Key Strategic Objectives	Results from 2018-19	Current Year Deliverables (2019-20)	2020-2021 + Deliverables
<p>Request funding from the administration to assist with scholarship and other professional development activities (Standard 5)</p>	<ul style="list-style-type: none"> • Most full-time faculty took <i>Applying the Quality Matters Rubric</i> training in a joint venture with Dr. Jones and the TLC 	<ul style="list-style-type: none"> • Find alternatives to current constraints on faculty scholarship and travel • Include request in department Annual Report 	<ul style="list-style-type: none"> • Identify long-term source of funding and appropriate incentives for professional development
<p>Increase faculty scholarship, student-faculty joint scholarship, and undergraduate scholarship (Standard 5)</p>	<ul style="list-style-type: none"> • Seven faculty and one adjunct had publications or conference presentations • One student-faculty presentation at MBAA International Conference spring 2019 • Three undergraduate honors projects presented spring 2019 	<ul style="list-style-type: none"> • One student-faculty paper has been accepted for publication in fall 2019 • Find funding work-arounds to current travel limitations 	<ul style="list-style-type: none"> • Continue the incorporation of research (applied and basic) into the undergraduate curriculum • Develop projects-based capstone course (long-term goal). • Determine long-term funding source for professional development activities • Obtain funds for faculty professional development purposes and to assist with student projects.
<p>Improve curriculum for continued relevance (Standard 6) Accreditation note</p>	<ul style="list-style-type: none"> • Revised entire undergraduate curriculum • Created clear curriculum-assessment maps for core and majors 	<ul style="list-style-type: none"> • Revise MBA curriculum • Insert information literacy across core undergrad curriculum • Insert ethics across undergrad core curriculum • Add communications requirements across core undergrad curriculum • Research how to infuse critical thinking across the curriculum 	<ul style="list-style-type: none"> • Adjust MBA concentrations as market dictates • Develop digital marketing major • Infuse curriculum with digital competencies
<p>Establish cycle for regular review of courses and syllabi (Standard 6)</p>	<ul style="list-style-type: none"> • Revised all undergraduate core syllabi to reflect new program learning objectives 	<ul style="list-style-type: none"> • Revise MBA syllabi based on new curriculum • Have all revised graduate and undergraduate UCC syllabi approved by the UCC 	<ul style="list-style-type: none"> • Ongoing review and revision

Key Strategic Objectives	Results from 2018-19	Current Year Deliverables (2019-20)	2020-2021 + Deliverables
<p>Increase the global dimension of the business programs through student participation in study abroad programs and recruitment of international students to our programs (Standard 6)</p>	<ul style="list-style-type: none"> • Dr. Schwerha short-term study abroad to France spring 2019 	<ul style="list-style-type: none"> • Planned short-term study abroad to Germany and Eastern Europe spring 2020 	<ul style="list-style-type: none"> • Sponsor at least one international study abroad experience • Develop at least one articulation agreement with an international university or other organization • Increase the number of international students enrolled in the program

APPENDIX: DEPARTMENT GOVERNANCE

Following Article 6 of the Faculty Collective Bargaining Agreement: “The department chairperson directs the activities of the department, subject to the approval of the Dean.... He/she is responsible to the Dean...for the development of department plans, guidelines and internal office operation; he/she directs the department's administrative organization and may delegate authority and assign responsibility as appropriate; and he/she represents the academic discipline both on and off campus either personally or by designation of department representatives. The department chairperson is also responsible for recommending to the Dean...such matters as personnel actions, curricular changes, course offerings, teaching assignments and the department budget. In all phases of department affairs, the chairperson should be sensitive to and reflect, but not be restricted to, majority department faculty sentiment.”

Committees exist to assist in the conduct of the department's business. Unless required by the Collective Bargaining Agreement, committee membership shall be determined by the department chair. Each committee shall elect a chair who is responsible for reporting on the committee's activities at every regularly scheduled department meeting. A description of the current standing committees can be found below:

Accreditation/Strategic Planning Committee

Coordinates effort to obtain and maintain program accreditation. Develops, monitors and coordinates the implementation of the Department Strategic Plan. Coordinates the development, publication and assessment of an action plan for achieving strategic goals. Coordinates a process of continuous improvement across all department functions.

Assurance of Student Learning Committee

Designs, implements, and monitors a plan for the collection of assessment of student learning outcomes (ASLO) data using both internal and external metrics that is in compliance with standards required by ACBSP, the MSCHE, the University and PASSHE. Analyzes data collected and reports findings to department faculty.

Curriculum Committee

Coordinates the development and revision of courses and programs in the department. Ensures compliance with College, University and PASSHE curriculum guidelines. Utilizes data from ASLO and external stakeholders to monitor achievement of educational goals and plan for continuous improvement.

Evaluation Committee

Coordinates the evaluation of regular and temporary faculty as required by the department Evaluation Policy and the Collective Bargaining Agreement. Reports evaluation results to department chair and dean by required deadlines. Develops and monitors evaluation guidelines that are consistent with the Department and University missions.

Marketing and Public Relations Committee

Develops appropriate and necessary marketing materials for department programs (in coordination with appropriate University offices). Coordinates marketing and recruitment efforts. Provides for the dissemination of news related to the department to external stakeholders. Coordinates the public dissemination of ASLO and other data relevant to the department's functioning as required by ACBSP, the University and PASSHE.

Promotion Committee

Evaluates faculty candidates for promotion following the guidelines set forth in the Collective Bargaining Agreement and by the University-wide Promotions Committee. Submits evaluations by required deadlines.

Tenure Committee

Evaluates faculty candidates for tenure following the guidelines set forth in the Collective Bargaining Agreement and by the University-wide Tenure Committee. Submits evaluations by required deadlines.