

Appendix 5. SOM STRATEGIC PLAN 2020

The table assigns responsibilities to appropriate parties and timeframes for implementation. The dollar figures represent *committed resources* or an *increase in resources* for each action/goal.

Acronyms used in Table

AoL: AoL Committee

AD-AA: Associate Dean, Academic Affairs AD-

Grad: Associate Dean, Graduate Programs AD-UG:

Associated Dean, Undergraduate Programs CBSI:

China Business Studies Initiative Dean: Dean's Office

DEI: Diversity, Equity, and Inclusion

Committee FDC: Faculty Development

Committee

FGC: Faculty Governance Council

GFBR: Gellert Family Business Resource

Center GPC: Graduate Program Committee

GSAB: Graduate Student Advisory board

OAF: Office of Administration and

Finance SOM: School of Management

UPC: Undergraduate Program Committee

UGSAB: Undergraduate Student Advisory Board

Vision Statement: We will lead the transformation toward a more inclusive, equitable, and prosperous world.

Mission Statement: Through rigorous management education and impactful research, from the heart of the San Francisco community, we inspire our students to cultivate their skills, lead with integrity, and serve others to promote a more just and sustainable economy.

Strategic Objectives:

1. Diffuse the values of our mission and vision into our everyday operations and activities.
2. Create a culture of quality, consistency, and continuous improvement in teaching amongst all instructors.
3. Innovate/Expand upon our undergraduate and graduate curriculum and degree programs.
4. Stimulate impactful research across departments linked to our mission and vision.
5. Align/Improve admission and recruiting with our mission and vision.
6. Strengthen our relationships with external partners and stakeholders.

Strategic Objective #1: Diffuse the values of our mission and vision into our everyday operations and activities.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
1.1	Create a culture of diversity, equity, and inclusion (DEI) throughout SOM.	DEI	N/A	Ongoing		
1.1.1	Establish and maintain a SOM scholarship initiative to support students from underrepresented groups.	Dean, SOM Development, Alumni, Advisory Boards, GSAB, UG SAB	N/A	1 year		
1.1.2	Increase partnerships with companies/vendors from underrepresented groups.	OAF, Advisory Boards, Alumni	N/A	1 year		
1.1.3	Regularly host discussions and invite speakers to address topics around diversity, equity, privilege, and/or inclusion and how it can be enacted as a business imperative within SOM and beyond.	DEI, External Relations, FGC	\$5,000 annually	Ongoing	Honorarium, T&E reimbursement or USF Swag.	
1.1.4	Conduct an annual DEI survey to all stakeholders to measure how these values are included in our work.	DEI, OAF	N/A	1 year		
1.1.5	Participate in the Jesuit Foundation grant process with <i>Race Forward's</i> "train the trainer" model to train faculty to recognize, address and discuss micro aggressions in class and as they relate to workplace practices.	USF's Continuity of Committee, Faculty	N/A	1-2 years		

1.2	Integrate a set of "Dons" awards for research, teaching, and service with our existing merit awards to recognize USF faculty, staff, and students for their effort to promote and espouse our mission and vision in their work.	FGC, Dean	N. A	1-year	No monetary award needed.	
1.3	Establish a communication channel to provide confidential and constructive feedback for all SOM leaders to ensure they are leading with integrity and practicing the values espoused in the mission and vision.	FGC, OAF	N/A	1 year		
1.4	Create and publicize a central repository of resources to help SOM community members incorporate the mission and vision into our work. Provide resources for alumni, employers, and advisory board members to share and implement best practices in their workplace.	AD-AA	\$500 annually	2-3 years	PT program assistance.	
1.5	Provide resources to faculty and staff to uphold the Jesuit hallmark value of <i>cura personalis</i> through education and professional development.	Dean, FDC, OAF	N/A	Ongoing	Tap into Provost office events.	

Strategic Objective #2: Create a culture of quality, consistency, and continuous improvement in teaching amongst all instructors.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
2.1	Develop a set of measurement tools faculty may voluntarily use to collect systematic feedback from stakeholders (students, employers, faculty colleagues, advisory board members, administration) to improve curriculum design and teaching effectiveness.	FGC, Academic Departments, GSAB, UGSAB, Advisory Boards	N/A	1 year		
2.1.1	Create a Qualtrics survey template for faculty to use to collect mid-semester feedback from students to improve their teaching.	FGC, GSAB, UGSAB, AD-Grad, AD-UG	N/A	1 year		
2.1.2	Create a Qualtrics survey template for faculty to use to collect periodic feedback from external stakeholders to update their curriculum.	Academic Departments, Advisory Boards	N/A	1 year		

2.2	Create opportunities for faculty to systematically share best practices with their teaching and pedagogy to enhance the overall quality of instruction at the School of Management.	Dean, AD-AA, FGC, Academic Departments	N/A	1-2 years		
2.2.1	Create an informal forum (e.g., TeachTalk) where faculty can seek feedback and share ideas on a regular basis to improve their instruction.	AD-AA, Academic Departments	N/A	Ongoing		

2.2.2	Develop formal teaching workshops and seminars for faculty to share best practices and curricular content from their classes.	AD-AA, Academic Departments	N/A	1-2 years		
2.2.3	Encourage faculty to attend and participate in CRASE sessions and CTE events more regularly.	AD-AA	N/A	Ongoing		
2.2.4	Create an Experiential Learning Depository (ELD) to collect, share, and exchange experiential learning experiences within the USF community and with external parties.	AD-AA, Academic Departments	N/A	1-2 years	PT program assistant & marketing funds.	
2.3	Provide funds for faculty to take courses or training to improve their teaching.	Dean, OAF	\$10,000 annually	Ongoing		

Strategic Objective #3: Innovate/Expand our undergraduate and graduate programs.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
3.1	Infuse existing undergraduate and graduate degree programs with curriculum and content to make them more aligned with the mission and vision.	GPC, UPC, AD-Grad, AD-UG, Academic Departments	N/A	Ongoing		
3.1.1	Systematically review the program curriculum to improve alignment and ensure consistency with the mission and vision.	GPC, UPC, AD-Grad, AD-UG	N/A	Every 2-3 years		

3.1.2	Create SOM Bay Area immersion programs with local corporations to increase community engagement and align our program offerings with the market needs and trends.	Academic Departments, Advisory Boards	N/A	2-3 years		
3.1.3	Have at least one course from each department to get the Community-Engaged Learning (CEL) designation over the next two years.	Academic Departments, UPC, AD-UG	N/A	2 years		
3.1.4	Evaluate the impact of new instruction technologies and online teaching experience gained during the COVID-19 pandemic crisis to create engaging online graduate coursework for a global audience.	AD-AA, AD-Grad	N/A	1 year		

3.2	Re-Imagine the BSBA Degree, differentiate the core curriculum, and create a degree aligned with our mission and vision that draws students to USF and meets the changing needs of employers.	UPC, AD-UG, Academic Departments, Advisory Boards, UG-SAB, Employers, Alumni	\$2,000 one-time	1-2 years		
3.2.1	Identify and integrate key concepts across the business core to reinforce learning and expose interdependencies across disciplines within organizations.	UPC, AD-UG, Academic Departments	N/A	1 year		
3.2.2	Develop and use a measurement tool to accurately and rigorously measure progress related to our learning competencies and objectives.	GPC, UPC, AoL	N/A	1-2 years		

3.2.3	Create an overarching "learning map" for all SOM students to receive at the beginning of the program (e.g., in BUS 100), to help show how various classes fit into the learning map.	UPC, AoL	N/A	1-2 years		
3.2.4	Add career and personal development content to relevant courses/topics in the business core.	UPC, UG-AD, Academic Departments	N/A	1-2 years		
3.2.5	Develop and integrate content related to promoting "sustainable capitalism" into the core curriculum: Encourage our students to (1) evaluate the status quo with a critical mind, (2) consider the various pros and cons of changes to the system, and (3) develop creative skills to propose and pursue innovative approaches to humanize business practices.	UPC, Academic Departments	N/A	2-4 years		
3.3	Utilize existing resources and expertise more effectively to enhance graduate programs.	GPC, AD-Grad, Program Directors	N/A	Ongoing		
3.3.1	Focus on developing managerial and leadership talent through curricular, co-curricular, and exec-ed/lifelong learning initiatives, which will equip students with skills to address more complex, interdisciplinary, and cross-sector problems to promote more social, economic, and environmental stability.	GPC, AD-Grad, Departments, Advisory Boards, Program Directors, Grad Career Services, External Engagement	N/A	2-3 years		

3.3.2	Design, develop, and deliver customized career education offerings that help expand and enhance students' competencies in the career development process to ensure they are ready to engage in a competitive job market, regardless of location.	Graduate Career Services, Program Directors, AD Grad	Reallocate external relations, career services general operating budget	2-3 years	Marketing & MISC operational Expenses	
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Strategic Objective #4: Stimulate impactful research across departments linked to our mission and vision.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
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4.1	Develop a stronger research culture within the School of Management.	Dean, FDC, Academic Departments	N/A	Ongoing		
4.1.1	Promote a more effective balance between research and teaching (e.g., work to align teaching schedules so they can facilitate more productive research during the semester).	Dean, USF Faculty Assn.	N/A	2-3 years		
4.1.2	Provide small-scale competitive funding for research through centers or the Dean's office.	Dean, OAF	\$10,000 annually	1-3 years		
4.1.3	Circulate working papers and hold weekly seminars.	FDC, Academic Departments	N/A	1 year		
4.1.4	Invite researchers from nearby schools to present seminars or give practice job talks.	Academic Departments	\$2,000 annually	2-3 years	Honorarium, T&E reimbursement, or USF Swag.	
4.2	Explore options to redistribute responsibilities of faculty to support more research productivity. Including	Dean, FGC	N/A			
4.2.1	Allow for a 4-0 teaching load	Dean, Academic Departments, FGC, USF Faculty Assn.	N/A	1-2 years		

4.2.2	Include an option for faculty to focus more on research vs. teaching.	Dean, Academic Departments, FGC	N/A	2-3 years	Adjunct salary/benefits	
4.2.3	Allow multiple RAs for research-active faculty.	Dean, OAF	\$10,000 annually	1-2 years	RA salary/benefits	
4.3	Establish a Student Society for Management Research, which would be a formal group for students who work with faculty in the development of scholarly research for peer review and other publications.	Dean, OAF, GSAB, UGSAB	N/A	2-3 years		
4.4	Create a "platform" (e.g., website, events, webinar series, etc.) for faculty to strengthen the connection between research and practice within the broader community.	Academic Depts., External Relations, Employers, Advisory Boards	\$7,000 annually	1-2 years	Prog assistant	

Strategic Objective #5: Align/Improve admission and recruiting with our mission and vision.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
5.1	SOM Leadership to develop a clear and data/market-driven strategy, recognizing the unique position of each program.	Dean, AD-Grad, Admissions, Program Directors	Reallocate enrollment management general operating budget.	1-2 years		
5.1.1	Measure and track 100% of job placements of graduating students and alumni from graduate programs.	AD-Grad, Graduate Career Services	Reallocate external relations general operating budget.	1-2 years		
5.1.2	Establish a precedent to create enrollment targets based on market trends and USF's historical applicant pipeline data.	AD-Grad, Graduate Admissions, Program Directors	N/A	1-2 years		
5.1.3	Provide adequate resources for graduate recruiting and admissions. Engage all faculty to actively participate in recruiting and admissions.	AD-Grad, Admissions, OAF, Academic Departments	Budget prioritization within Grad Admission and SOM Marketing general operating budget.	1 year		
5.1.4	Maximize technological resources such as Slate, Salesforce, and Peoplegrove for precise and consistent data collection and reports; use key data points to find critical connections that will facilitate enrollment and alumni engagement.	AD-Grad, Admissions, External Relations, University IT	\$5,000 annually	2 years	Tech subscriptions and training.	

5.2	Highlight and promote nationally ranked programs, and work to improve the rankings of all programs in regional, national, and international outlets.	Dean, AD-Grad, Graduate Admissions, Program Directors, Career Services	Budget prioritization within Grad Admission and SOM Marketing general operating budget.	3-5 years	Marketing.	
5.3	Develop programs to help transition USF undergraduates and alumni to USF graduate degree programs.	AD-Grad, AD-UG	N/A	2 years		
5.3.1	An early admission to MBA and graduate programs that create incentives for current USF undergraduate students to consider SOM for further graduate education.	AD-Grad, Graduate Admissions, Program Directors	N/A	1 year		
5.3.2	A Double Dons campaign that could apply to all USF undergrad alumni to offer admission to a master's program with a guaranteed scholarship.	AD-Grad, Admissions, Program Directors, Academic Departments, SOM Development	\$20,000 annually	1 year	Scholarship. Marketing	
5.4	Keep students engaged from application to alumnus status, in partnership with the University, co-create seamless and engaging transitions through marketing, advertising, and event planning.	AD-Grad, AD-UG, Related University Partners	UG, Grad and External Relations - general operating budget reallocation	2 years		
5.5	Provide resources to upgrade SOM internal and external websites.	Web Services, OMC, Admissions, Program Directors	\$10,000 one-time	1-2 years		

Strategic Objective #6: Strengthen our relationships with external partners and stakeholders.

	Actions/Goals	Stakeholders to Engage	Resources (Estimated Budget)	Time Frame	Notes	Completed
6.1	Develop a stronger network among USF Advisory Boards and alumni to help support and enhance SOM operations and activities.	ADs, Advisory Boards, Alumni Relations	N/A	On-going		
6.1.1	Connect with local and international alumni to expand experiences through mentoring, internships, continuing education, and professional opportunities for the USF community.	ADs, Director of Alumni Relations, External Relations	N/A	On-going		
6.1.2	Create a bi-annual Strategic Planning Newsletter to share plans, progress and resource need with alumni, advisory boards, and employers.	Dean, SPC, OMC	\$1,000 annually	1 year		
6.1.3	Create lifelong learning opportunities for alumni	ADs, Alumni Relations, Program Directors, Executive Education, Academic Departments	Budget reallocation within Alumni Relations and Executive Education	2-3 years		
6.1.4	Develop “Dons Success Stories” of SOM alumni to highlight the role of SOM in their success.	Alumni Relations, Program Directors, USF Office of Marketing & Communications	Budget reallocation within Alumni Relations	On-going		
6.1.5	Collect and maintain a pool of potential speakers/guests for classroom engagement.	Dean’s Circle & OAF, Faculty	N/A	1 year		

6.2	Grow relationships with local and global organizations to support SOM programs, and operations, and promote student development	Alumni Relations, External Relations, Faculty	N/A	1-3 years		
6.2.1	Partner and prioritize initiatives with women and/or minority-led companies; increase interconnections among professors + students + external community/organizations to make an impact on our community.	Alumni Relations, External Relations, Faculty	N/A	1-3 years		
6.2.2	Grow global partnerships, corporate sponsors, grants, and restricted funds to financially support students, faculty, and programs.	SOM Development, External Relations, Finance	\$100,000 annually	1-5 years		
6.3	Leverage network of SOM Centers and Groups to enhance teaching, student development, and research opportunities	CBSI, GFBR, Malloy Group	N/A	1-5 years		
6.3.1	Morph China Business Studies Initiative (CBSI) into a research center/institute to leverage its vast local and global resources.	CBSI	\$50,000 annually	3-5 years		
6.3.1.1	Expand the scope to include other Asian countries in its portfolio.	CBSI	N/A	2-3 years		
6.3.1.2	Build a dynamic virtual internship program into CBSI's flagship International Student Ambassador Program (ISAP).	CBSI	N/A	1-2 years		
6.3.2	Grow the Gellert Family Business Resource Center to be the premier resource and learning community for multigenerational, small- to mid-sized family businesses in the San Francisco Bay Area.	GFBR	\$100,000 annually	1-5 years		