Southern Connecticut State University (SCSU), located in New Haven, Connecticut, is a comprehensive metropolitan public institution. Founded as New Haven State Normal School in 1893, the school evolved into a four-year college in 1937, and in 1954 became the New Haven State Teachers College, with added responsibility for a program of graduate studies. The school expanded its degree-granting powers to liberal arts and other professional fields as Southern Connecticut State College in 1959. In 1983, the institution was granted university status within the Connecticut State University System. As of 2012, the CSUS system was merged with the Connecticut Community College system and Charter Oak State College to form the 17-institution Connecticut State Colleges and Universities, or CSCU system.

Today, SCSU is a comprehensive university offering 118 undergraduate and graduate degree programs as well as nine sixth-year professional diploma programs, four graduate certificate programs, a Master of Fine Arts in creative writing program, and two doctoral programs: an Ed.D. in educational leadership and an Ed.D. in nursing education, developed collaboratively with nursing faculty at Western Connecticut State University. SCSU confers about 2,000 degrees each year and leads the state in the number of degrees conferred in the health and life sciences, social sciences, humanities, arts, communication, and education. Nearly 90 percent of SCSU’s graduates remain in Connecticut upon graduation and contribute to the economic, intellectual, and social well-being of the state.

Current enrollment is about 11,000, with 9,000 undergraduate and 2,000 graduate students served in degree programs. SCSU draws students from virtually every town in Connecticut, 27 states, and 39 countries. The university serves a diverse student population, about half of whom are the first in their families to graduate from college, and 24 percent are students of color.

The SCSU School of Business started as the Department of Business Economics in 1977, and later became the School of Business Economics. In 1983, the university applied successfully to the Department of Higher Education to change the school’s name to the School of Business to recognize its expanded scope and programs.

Today the School offers a Bachelor of Science degree in business administration with concentrations in accounting, economics, finance, management, M.I.S., international business and marketing, as well as a Bachelor of Arts degree in economics. An M.B.A. degree program was added to the School’s offerings in 1997. Approximately 1,100 undergraduate and 200 graduate students attend the School of Business, and over 7,000 alumni hold SCSU business degrees.

The SCSU School of Business has benefited from substantial positive changes since 2010:

- A permanent dean was named to lead the School in 2010, ending a period of significant turnover and inertia.
- The faculty voted unanimously in 2011 to seek AACSB accreditation, after a “listening campaign” by the dean and an exploratory study by a faculty committee.
- The School hired 21 faculty members between 2010-2015, bringing the total of full-time faculty to 42. Several were replacements for retiring faculty members. All new hires demonstrate the renewed commitment of the university to the School of Business and improve faculty qualifications in the aggregate. In addition, four half-time professional staff were hired in academic advisement, business development, fundraising and information technology to support the School’s faculty and students. The Academic Advisor position became full-time in 2014.
- The School hosted a visit by two consultants in 2013, Dr. Randy Boxx and Dr. Jerry Trapnell, to assess its readiness to submit the eligibility application and start the accreditation process. The consultants delivered a very positive report, citing the School’s strong strategic plan and accompanying budget, and recommended that SCSU submit its eligibility application.

We encourage our students and faculty to engage in service and learning activities that address workforce needs in Connecticut and beyond.

The School of Business prepares a diverse group of undergraduate and graduate students for careers in for-profit and not-for-profit organizations by linking knowledge and practice.

We offer our students a learning environment characterized by small classes, accessible faculty, and teamwork.

We affirm our commitment to faculty scholarship that contributes to the literature and enhances our teaching.

The UNIVERSITY’S MISSION STATEMENT

SOUTHERN CONNECTICUT STATE UNIVERSITY PROVIDES EXEMPLARY GRADUATE AND UNDERGRADUATE EDUCATION IN THE LIBERAL ARTS AND PROFESSIONAL DISCIPLINES. AS AN INTENTIONALLY DIVERSE AND COMPREHENSIVE UNIVERSITY, SOUTHERN IS COMMITTED TO ACADEMIC EXCELLENCE, ACCESS, SOCIAL JUSTICE, AND SERVICE FOR THE PUBLIC GOOD.
in the upcoming year.

- The faculty members and dean engaged in a public affairs campaign to encourage Connecticut’s Bond Commission to approve the remaining $3.5 million needed to renovate an existing building on campus as an administrative home for the School of Business. The $6.6 million project began in 2011, and the School moved into its new location in time for the fall 2012 semester, providing office and meeting space, two classrooms, and a finance trading room. Additional classroom and office space was provided to the school on 2015, in the new Buley Library wing.

- In 2011, the dean created a Business Advisory Council, whose members serve to advise her and her faculty on curricular, career, and fundraising issues. These business community leaders have significant involvement with the School, providing internships and jobs for students, financially supporting professional development programs, and advocating for resources at the university and state levels.

- The School received a $90,000 grant from Northeast Utilities to start a Business Success Center (BSC); the program provides internship placements and professional development activities for students. In 2012, the BSC opened in the renovated space, holding to date, workshops on business etiquette, communication “do’s and don’ts,” and other topics to prepare students for their careers. Other fundraising activities included a $50,000 gift to support School initiatives, as well as numerous smaller donations.

- The School submitted a $10 million bond fund request to the state to renovate the building annex to expand the Business Success Center, classroom and technology space for students and business community partners. The local legislative delegation sponsored this request; the project would provide facilities to engage with stakeholders, contribute to the local economy, and provide meaningful learning opportunities for our students.

- In 2015, the Master Facilities Planning Committee recommended that the school’s strategic importance to the university dictated that a new, free-standing School of Business building be constructed. Funding and timelines are being developed.

- The dean and faculty members have created a committee structure to support the quest for AACSB accreditation. The committees are Assessment, Curriculum, Faculty, Standards Review, and Steering (Strategic). The committees are engaged in the continuous improvement of the School.

- In addition, starting in 2011, the dean and provost supported groups of faculty members’ annual attendance at AACSB seminars and conferences to learn about the process, and built a budget that supports reduction of faculty teaching loads; travel to conferences; faculty retreats and professional development; and purchases of databases and other levels of support. As of 2015, 34 out of 40 have attended at least one seminar.

The Process

- The newly hired permanent dean engaged in a “listening campaign” with stakeholders in fall 2010, and reported back to the faculty with feedback. The responses can be summarized in three areas:

  - The School of Business – Faculty, staff, and students reported that significant morale issues existed. They focused on the poor infrastructure provided by the university, demonstrated through the School’s decrepit building, lack of faculty hires or a permanent dean, and shrinking resources.

  - The university – Members of the university community outside of the business school noted levels of apathy and disengagement among business faculty.

  - The local business community – Leaders in area organizations were not aware of the contributions of SCSU’s business school, and were not engaged with its faculty in any meaningful way. Alumni were included in this group.

- The dean reported these results to the faculty and staff, who confirmed the findings. Shortly thereafter, the dean surveyed the faculty to ascertain their priorities for the School’s future, and funded special project groups in spring 2011, based upon these identified priorities. The groups’ focuses included:

  - investigating AACSB accreditation
  - developing a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, leading to identification of a niche, brand, and promotional materials for the School
  - developing an assessment plan
  - reviewing the core curriculum
  - building relationships with the business community

- The groups made presentations to the faculty in fall 2011, and the faculty unanimously voted to seek AACSB accreditation.

- The dean and provost appointed coordinators for accreditation and assessment in spring 2011, and created steering and assessment committees to support these efforts.

- Faculty members attended AACSB accreditation, assessment, fund raising and curriculum seminars in 2011, 2012, 2013, 2014, and 2015, with follow-up work done each summer.

- The faculty approved a mission statement, strategic goals, and assessment plans over the 2012-2013 academic year. A faculty qualifications plan was presented in spring 2013, and completed in 2014.

- The dean, in consultation with the accreditation coordinator, appointed each faculty member to a standing committee (Steering/Strategic, Assessment, Faculty, Curriculum, or Student) with a charge from the dean each year, commencing in fall 2012, to demonstrate participating status.

- Committees reported on their progress at monthly faculty meetings.

- A new committee, Standards Alignment and Review, was created in 2013.

- Infrastructure improvements were made with the hiring of coordinators for Business Development, Business Success Center, and Information Technology in 2012 and 2013, and the assignment of a part-time fundraiser to the School in 2015.

- In the 2014–2015 academic year, the faculty advanced the assessment process, revised the undergraduate curriculum, expanded student professional development programming, and approved faculty qualifications criteria.
GOAL 1 TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION

Create and implement a strategic plan for the School of Business.
Linked to AACSB Standard 1: Mission, Impact and Innovation.

**ACTION/PERFORMANCE MEASURE** Develop and execute a strategic plan
**ACCOUNTABILITY** Dean, AACSB coordinator, strategic planning committee
**PROJECTED START/FINISH** Summer 2012 to present with annual updates
**ACTION STEPS**
- Summer 2012 Steering Committee developed draft strategic goals for the School.
- Fall 2012 Strategic goals were approved by faculty.
- Summer 2013 Committee developed draft objectives, budget, accountability and status for each strategic goal.
- Fall 2013 Plan approved by faculty. AACSB consultants praised it as being among the best they have seen.
- Summer 2014 Plan updated.
- Summer 2015 Plan updated.
- Fall 2015 Faculty will review progress on plan and make recommendations regarding any changes needed.

**GOAL 1 TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION**

Maintain AACSB Membership.
Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources.

**ACTION/PERFORMANCE MEASURE** Submit annual dues
**ACCOUNTABILITY** Dean
**BUDGET/RESOURCES**
- $5,000 annual dues 2012-2014.
- $5,400 initial application for accreditation fee 2015.
- $5,000 annual dues for 2015.

**NOTE:** annual dues for 2016 until the point of the initial accreditation team’s visit will be $8,400; at the time of the visit a one-time $14,000 fee will be assessed.

**PROJECTED START/FINISH** 2012/ongoing
**ACTION STEPS** Dues paid annually through 2015.

Secure resources and networks to support AACSB accreditation process.
Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources.

**ACTION/PERFORMANCE MEASURE** Establish fund raising activities
**ACCOUNTABILITY** Dean, Vice President of Institutional Advancement, Business Advisory Council
**PROJECTED START/FINISH** 2012/ongoing
**ACTION STEPS**
- 2011 $50,000 grant from Northeast Utilities to start Business Success Center (BSC);
  $50,000 gift from alumna to support school initiatives.
- 2012 Several smaller gifts (approximately $20,000 in total);
  BAC fundraising subcommittee established; waiting for VPIA to be hired to coordinate efforts.
- 2013 VPIA hired August 2013; met with BAC during fall semester to plan and kick off school fund raising campaign.
- 2014 Major Gifts Officer assigned half-time to School of Business. Dean hires Assistant to the Dean to free her up to fundraise approximately one day per week as of Fall 2014; Smaller gifts received (approximately $10,000 total).
- List of successful alumni created and a calendar of visits by the Dean established.
- 2015 New Development Professional begins half-time service in School of Business. Dean attends AACSB seminar on working with advisory boards. As a result the following established with the Business Advisory Council:
  - Named founding Council chair
  - Created draft by-laws
  - Developed BAC member matrix
  - Created new BAC newsletter
  - Assistant-to-the-Dean position expanded to 12-month position

**ACTION/PERFORMANCE MEASURE** Send faculty to AACSB seminars and conferences to learn processes and network
**ACCOUNTABILITY** Dean and AACSB coordinator
**BUDGET/RESOURCES** $50,000 year
**PROJECTED START/FINISH** 2011/ongoing
**ACTION STEPS**
- 2011 Five attended accreditation seminar.
- 2012 Five attended accreditation seminar; two attended applied assessment seminar; two attended fundraising seminar; seven attended assessment conference.
- 2013 Five attended accreditation seminar; five attended applied assessment seminar; three attended graduate curriculum seminars.
- 2014 Five attended accreditation seminar; three attended applied assessment seminars.
- 2015 Three attended accreditation; one attended ICAM; two attended measuring impact; one attended applied assessment seminar; one attended undergraduate curriculum.

**NOTE:** As of summer 2015, 78 percent of faculty members who are able to do so have attended at least one AACSB seminar or conference. Six faculty members are scheduled to attend seminars in 2015-2016.

Submit AACSB Eligibility Application.
Linked to AACSB Standard 1: Mission, Impact and Innovation.

**ACTION/PERFORMANCE MEASURE** File eligibility application
**ACCOUNTABILITY** Dean, steering committee
**BUDGET/RESOURCES** $5,400
**PROJECTED START/FINISH** COMPLETE
**ACTION STEPS**
- 2011-2015 Faculty teams attended AACSB seminars (see 1D2 for detail).
- 2011 Business Advisory Council was created.
- 2013 AACSB consultants visit campus.
- 2014 Engaged AACSB consultants to review/critique the Eligibility Application;
  Filed the application August 2014; Application accepted December 2014.
- 2015 AACSB-appointed mentor Lynne Richardson made first campus visit, March 2015.
**GOAL 1** TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION

**ACTION/PERFORMANCE MEASURE** Engage AACSB consultants to meet with stakeholders, assess school’s readiness to submit eligibility application, and recommend a plan.

**ACCOUNTABILITY** Dean

**BUDGET/RESOURCES** $7,500

**PROJECTED START/FINISH** COMPLETE

**ACTION STEPS**

- 2013 Site visit made and follow-up report received.
- 2014 Consultants reviewed EA prior to submission.

**GOAL 1** TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION

**ACTION/PERFORMANCE MEASURE** Engage AACSB consultants to meet with stakeholders, assess school’s readiness to submit eligibility application, and recommend a plan.

**ACCOUNTABILITY** Dean

**BUDGET/RESOURCES** $7,500

**PROJECTED START/FINISH** COMPLETE

**ACTION STEPS**

- 2013 Site visit made and follow-up report received.
- 2014 Consultants reviewed EA prior to submission.

**E nsure sufficient and qualified faculty.** Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources; Standard 5: Faculty Sufficiency and Deployment; and Standard 6: Faculty Management and Support.

**ACTION/PERFORMANCE MEASURE** Hire qualified faculty

**ACCOUNTABILITY** Search committees, chairs, and dean with input from faculty committee and AACSB coordinator

**BUDGET/RESOURCES**

- 2012 Hire six faculty $120,000 each (salary and benefits).
- 2013 Hire seven faculty.
- 2014 Hire 10 faculty to replace retirees, emergency appointments, and to raise faculty sufficiency.
- 2015 Hire five faculty to replace potential retirees.
- 2016 Hire four faculty to bring remaining participating faculty to 3/3 load and to grow the M.B.A. program.

**PROJECTED START/FINISH** 2011/Ongoing

**ACTION STEPS**

- 2011 Hired two tenure track (2 MGT/MIS).
- 2012 Hired six tenure track (3 MGT/MIS, 1 MKT, 1 FIN, 1 ACC).
- 2013 Hired seven faculty: two tenure track (1 MGT, 1 ACC); five special appointment (2 MGT, 2 ACC, 1 ECO).
- 2014 Hired nine faculty: five tenure track (2 ACC, 1 MKT, 1 ECO/FIN, 1 MGT/MIS); four special appointment (1 MIS, 1 MKT, 1 ECO, 1 ACC).
- 2015 Hired seven faculty: five tenure-track (2 ACC, 1 MKT, 1 ECO/FIN, 2 MGT/MIS); two special appointments (MKT & MIS).

**ACTION/PERFORMANCE MEASURE** Monitor annually faculty qualifications to assure that faculty meet AACSB standards regarding faculty sufficiency and deployment

**ACCOUNTABILITY** Faculty committee, AACSB coordinator, chairs and dean

**BUDGET/RESOURCES** Digital Measures Report

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**

- 2013 Qualifications presented to School (Spring 2013). Faculty qualifications approved by vote (Fall 2013).
- 2014 Faculty qualifications plan presented to AAUP Executive Committee by Provost, Dean, and School Steering Committee. Plan developed and presented to administration to move academically qualified faculty to a 3+1/3+1 teaching load.

**GOAL 1** TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION

**ACTION/PERFORMANCE MEASURE** Develop bylaws, which spell out the processes and procedures of the school

**ACCOUNTABILITY** Dean and steering committee/approved by school

**BUDGET/RESOURCES** Committee time

**PROJECTED START/FINISH** 2013/2014 INCOMPLETE

**ACTION STEPS**

- 2014-2015 Pending Standards Review Committee’s completion of work.

**ACTION/PERFORMANCE MEASURE** Collect and share stories that illustrate the impact and engagement of faculty with students, alumni and the business community

**ACCOUNTABILITY** Dean, faculty

**BUDGET/RESOURCES** 2014-2016: $1,000 annually for mailings and publication

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**

- 2013 Dean’s fall welcome back letter to faculty included a request for faculty to send stories they have heard about the difference that our faculty, staff or programs made in the life of a student or graduate.
- 2014 School Fall retreat to open with request for engagement stories and sharing of recent accomplishments.
- 2015 Ongoing: Dean is developing an electronic newsletter; Student stories are posted to Web and to digital signage; School’s Fall retreat will focus on impact this year.

**Maximize the influence of the School of Business on university committees.**

**Linked to** AACSB Standard 15: Faculty Qualifications and Engagement.

**ACTION/PERFORMANCE MEASURE** Encourage faculty to run for committee vacancies allocated to the School of Business and engage in other university-wide activities

**ACCOUNTABILITY** Chairs, AACSB coordinator

**BUDGET/RESOURCES** Faculty time

**PROJECTED START/FINISH** 2010/ongoing
GOAL 1 TO CREATE A HIGH-QUALITY SCHOOL OF BUSINESS WORTHY OF EXTERNAL ACCREDITATION

ACTION STEPS
• 2011 Faculty have served on important committees such as Promotion and Tenure, Sabbatical Leave, Market Pay Adjustment, University Curriculum Forum.
• 2013-2015 Dean and chairs worked with Faculty Senate to encourage faculty to serve on university-wide committees; some improvement was made.
  - More work needs to be done to ensure representation from the School on a regular basis.
  - A member of the Business faculty appointed to be project manager for the University’s 2015-2025 strategic plan; another appointed as liaison to Office of Sustainability, others appointed to special initiatives such as Student Success Task Force, Strategic Planning, VPFA and VPSA Searches.
  - Work has continued on improving faculty participation in university-wide service; all faculty serve on at least one School of Business committee.

ACTION/PERFORMANCE MEASURE Advocate for market pay in support of faculty recruitment and retention
ACCOUNTABILITY Dean, faculty members
START/FINISH 2011/ongoing
ACTION STEPS
• 2011-2015 The dean and at least one faculty member have served on this committee each year and have achieved changes in the process and size of awards.
  - Ten faculty members applied for and received market-pay adjustments that begin to address the large gap between market pay and collectively bargained salaries for Business faculty.

ACTION/PERFORMANCE MEASURE Advocate for market pay in support of faculty recruitment and retention
ACCOUNTABILITY Dean, faculty members
START/FINISH 2011/ongoing
ACTION STEPS
• 2011-2015 The dean and at least one faculty member have served on this committee each year and have achieved changes in the process and size of awards.
  - Ten faculty members applied for and received market-pay adjustments that begin to address the large gap between market pay and collectively bargained salaries for Business faculty.

SUPPORT FACULTY EXCELLENCE GOAL 2

Attract, develop, and retain highly qualified and diverse faculty.
Linked to AACSB Standard 1: Mission, Impact and Innovation; Standard 3: Financial Strategies and Allocation of Resources; Standard 5: Faculty Sufficiency and Deployment; and Standard 6: Faculty Management and Support.

ACTION/PERFORMANCE MEASURE Seek highly qualified faculty at discipline-specific conferences
ACCOUNTABILITY Dean, chairs, and search committees
BUDGET/RESOURCES $5,000 per position for conference recruitment
PROJECTED START/FINISH 2014/ongoing
ACTION STEPS
• 2012 Currently using ads in Chronicle and other selected media outlets.
• 2014 Strategy to target conferences for recruitment and pre-interviews.
• 2015 This objective is under continuous improvement; one failed marketing faculty search indicates the need for additional effort in this area to include refocusing efforts on high-quality candidates we can afford such as ABDs and new PhDs.

ACTION/PERFORMANCE MEASURE Facilitate market pay adjustments to bring faculty salaries closer to AACSB schools’ average
ACCOUNTABILITY Dean, faculty representative
BUDGET/RESOURCES CBA funded
PROJECTED START/FINISH 2011/ongoing
ACTION STEPS Ten faculty have received pay adjustments since 2011.
  - Note: This contractual matter will be considered during the upcoming AAUP contract negotiations.

ACTION/PERFORMANCE MEASURE Reimburse new hires for moving expenses (in addition to minority recruitment and retention funds)
ACCOUNTABILITY Provost and Dean
BUDGET/RESOURCES New hire $1,500-$3,000 each
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2012 Five faculty have received reimbursements for moving expenses.
• 2013 One faculty member received reimbursement up to $5,000.
• 2014 Three faculty members received reimbursement up to $5,000 each.
• 2015 Two faculty members received reimbursement up to $5,000 each.

ACTION/PERFORMANCE MEASURE Provide support for summer work
ACCOUNTABILITY Dean, in consultation with AACSB coordinator
BUDGET/RESOURCES 2012: $35,000 for assessment and strategic planning
2013: $25,000 for follow up on each; 2014: $47,000; 2015: $38,000
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2012 $35,000 to support summer assessment week and strategic planning.
• 2013 $25,000 to support summer assessment week and strategic planning.
• 2014 $66,155.55 for summer and winter intersessions to support MBA course development, AoL, Eligibility Application.
GOAL 2 SUPPORT FACULTY EXCELLENCE

- 2011 $376,489.92 for summer and winter intersessions to support MBA course development, AoL, expansion from 10 to 12 months of the Assistant-to-the Dean position.

ACTION/PERFORMANCE MEASURE. Provide support for faculty summer research
ACCOUNTABILITY Dean, VPIA, BAC
BUDGET/RESOURCES School of Business research grants: $5,000 each (made available to faculty members with one peer-reviewed article every two years)
PROJECTED START/FINISH 2015/ongoing
ACTION STEPS Pending

ACTION/PERFORMANCE MEASURE. Expand School space for additional offices, dean quarters, technology, classrooms, student support services to increase services of Business Success Center
ACCOUNTABILITY Dean, building committee
BUDGET/RESOURCES Bond $10 million
PROJECTED START/FINISH 2014/2015 INCOMPLETE
ACTION STEPS
- 2013 Presented to appropriate state legislative committees; proposal put on hold by new BOR president.
- 2014 Political efforts to get legislation to the Bond Commission is gaining momentum; university president and dean met with state senators and Commissioner of Economic and Community Development; support is in place. Next step is Board of Regents involvement.
- 2015 Pending. Dean lobbied State Sen. Martin Looney; item did not come up for action during legislative session; School received classroom and office space in the new addition to the Library as a short-term solution.

ACTION/PERFORMANCE MEASURE. Provide feedback on faculty working papers
(The Research Colloquium)
ACCOUNTABILITY Faculty committee, Dean, chairs
PROJECTED START/FINISH 2014/ongoing
ACTION STEPS
- 2014 Pending
- 2015 First and second School of Business Research Colloquia were held during fall and spring semesters. Attendance was strong (24 out of 40 in the spring) and feedback positive.

ACTION/PERFORMANCE MEASURE. Assign 3+1/3+1 loads to new faculty
ACCOUNTABILITY Dean
BUDGET/RESOURCES 3/3 load
PROJECTED START/FINISH 2011/ongoing
ACTION STEPS. Fifteen new faculty since 2011 are on 3+1/3+1
2011 (2); 2012 (6); 2013 (2); 2014 (5); 2015 (5)

ACTION/PERFORMANCE MEASURE. Reduce teaching loads to 3+1/3+1 for existing faculty
ACCOUNTABILITY Dean, AACSB coordinator, faculty committee
BUDGET/RESOURCES Reduction in workloads will increase the need for more faculty. See 1E1 above.
PROJECTED START/FINISH 2012
ACTION STEPS
- 2012, 2013 AACSB coordinators on reduced load (2). Chairs and M.B.A. director are on reduced load by union contract (5)
- 2014 President, provost and vice president for finance are working with the dean to implement a 3+1 load for academically qualified faculty as of January 2015
- 2015 Implementation began fall 2014 and continues through fall 2015. Total of 27 out of 42 faculty (64%) will be on 3+1/3+1 teaching load for fall 2015 (includes new hires)

ACTION/PERFORMANCE MEASURE. Provide orientation and mentoring for new faculty
ACCOUNTABILITY Office of Faculty Development, dean, chairs, AACSB coordinator
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
- 2012, 2013 Program at opening faculty meetings by director of Faculty Development Office; Annual faculty retreats focused on School’s strategic initiatives.

Create faculty development programs. Linked to AACSB Standard 12: Teaching Effectiveness, and Standard 15: Faculty Sufficiency and Deployment.

ACTION/PERFORMANCE MEASURE. Create a School-wide faculty orientation to take place each August
ACCOUNTABILITY Dean, AACSB coordinator
BUDGET/RESOURCES $1,500 per year/Professional Development Office
START/finish 2012/ongoing
ACTION STEPS
- 2012 Ribbon-cutting and afternoon orientation.
- 2013 AACSB workshops and retreats planned for September.
- 2014 Orientations on academic advisement and new databases (CompuStat and CRSP) held early fall semester.
- 2015 Continuous improvement; mission and strategic plan update; measuring impact will be the foci for fall retreat.

ACTION/PERFORMANCE MEASURE. Create faculty development programs that address teaching effectiveness and other topics
ACCOUNTABILITY Office of Faculty Development, AACSB coordinator, faculty committee
BUDGET/RESOURCES Faculty Development grants to cover speakers and materials ($4,000 per year), Dean to cover faculty and meals ($5,000 per year)
START/finish 2013/ongoing
ACTION STEPS
- 2013-2015 Faculty Development Office offers a variety of workshops throughout the year; faculty are encouraged to attend.
- Curriculum, professional development, and research grants are awarded by the
GOAL 2 SUPPORT FACULTY EXCELLENCE

2B Develop culture of professionalism. The number of applications from Business School has increased.
- Workshop on teaching effectiveness and case writing held September 2014 off-campus retreat. Partial funding provided by a successful application for Faculty Development Grant.
- Retreat focusing, in part, on measuring impact will be held September 2015.

ACTION/PERFORMANCE MEASURE Provide supplemental funding for faculty attendance at professional conferences to present research in addition to $1,000-$1,500/faculty member annually
ACCOUNTABILITY Dean
BUDGET/Resources • $2,000 x 34 faculty members ($68,000)
• $5,000-$15,000 x 40 faculty members ($40,000-$60,000 annually)
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2011 Started with dean-funded $500 per faculty member.
• 2013 Dean has purchased databases to support research and is raising funds to bring in additional ones.
• 2014-2015 Dean’s discretionary funds are available to faculty members in support of their presentations at conferences; amount increased to $1,000 per faculty member.

2B4 Develop faculty externships and exchanges
ACCOUNTABILITY Dean/faculty
PROJECTED START/FINISH 2016
ACTION STEPS:
• 2012 Sent one faculty member to participate in the Greater New Haven Chamber of Commerce’s Leadership Orientation program, planning to continue practice.
• 2013 Signed agreement with ESPEMÉ in France to facilitate faculty and student exchanges and study abroad.
• 2014-2015 Created partnerships with Connecticut Innovations, ReSet, The Grove, and the New Haven Manufacturing Association to provide opportunities for faculty members to engage with the business community.
- Developing a relationship with Liverpool John Moores University (UK) that will provide many opportunities for faculty to engage and exchange with counterparts in Liverpool, England. Dean and Assistant to the Dean will travel to Liverpool with a University delegation in September 2015.

2C Establish an incentive system for teaching, research, and service.
Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources.
ACTION/PERFORMANCE MEASURE Provide incentives and require that qualifications be met for tenured faculty to reach 3/3 load
ACCOUNTABILITY Dean, faculty committee
BUDGET/Resources Additional faculty to cover classes, faculty committee time
PROJECTED START/FINISH 2015
ACTION STEPS Pending

2C2 Maintain an electronic file system that allows access to information, Digital Measures, O drive for meeting minutes, etc.
ACCOUNTABILITY Dean, faculty committee, university Assessment and Planning Office
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2011 O-Drive was established to share materials and create electronic database
• 2012 Digital Measures implemented for tracking faculty participation and intellectual contributions.
• 2014 Digital Measures reports to be used to select those faculty to receive reduced teaching loads (3+1) in support of scholarly activity.
• 2015 Goal set for 100% participation in Digital Measures by June 30, 2015.
- Chairs using Digital Measures reports to develop professional improvement plans with full- and part-time faculty to meet faculty qualification standards.

2C3 Establish a business or business casual dress code for faculty, staff, and student workers
ACCOUNTABILITY Faculty committee
BUDGET/Resources Time
PROJECTED START/FINISH 2014 INCOMPLETE
ACTION STEPS Pending

2D Develop policies for summer teaching across all departments
ACCOUNTABILITY Steering committee
BUDGET/Resources Time
PROJECTED START/FINISH 2013/ongoing
ACTION STEPS
• 2013-2015: Policy announced and communicated electronically Spring 2013 to faculty;
  Dean considers policy in approving teaching schedules for intersessions from 2014-forward.

2D2 Provide incentives and require that qualifications be met for tenured faculty to reach 3/3 load
ACCOUNTABILITY Dean, faculty committee
BUDGET/Resources Additional faculty to cover classes, faculty committee time
PROJECTED START/FINISH 2015
ACTION STEPS Pending

2D1 Provide incentives and require that qualifications be met for tenured faculty to reach 3/3 load
ACCOUNTABILITY Dean, faculty committee
BUDGET/Resources Additional faculty to cover classes, faculty committee time
PROJECTED START/FINISH 2015
ACTION STEPS Pending
GOAL 2 SUPPORT FACULTY EXCELLENCE

Establish clear school evaluation criteria for tenure, promotion and professional assessment. Linked to AACSB Standard 6: Faculty Management and Support; Standard 10: Student/Faculty Interactions; Standard 12: Teaching Effectiveness; and Standard 13: Student Academic and Professional Engagement.

ACTION PERFORMANCE MEASURE Identify scholarship expectations in the school that are consistent with AACSB, the collective bargaining agreement and the related Faculty Senate documents.

ACCOUNTABILITY CBA, DEC, Dean, chairs, faculty committee

BUDGET/RESOURCES Time

PROJECTED START/FINISH 2013—annual review

ACTION STEPS
- 2013 Qualification categories as per new AACSB standards were identified by faculty committee 2013 and presented to all faculty in spring 2013; standards to be discussed and presented for a vote in fall 2013.
- 2014 Faculty members submit vitae via Digital Measures annually.
- 2015 100% of faculty were entered into Digital Measures for creating the first-ever faculty sufficiency reports in March; year-end updates due by July 31, with goal set of 100% participation.

ACCOUNTABILITY Office of Faculty Development, DEC steering committee

BUDGET/RESOURCES Time

PROJECTED START/FINISH 2014/ongoing

ACTION STEPS Pending

Provide faculty with the appropriate technology to enhance teaching and research activities.


ACTION PERFORMANCE MEASURE Provide appropriate computers and software to faculty.

ACCOUNTABILITY Office of Information Technology (OIT), chairs

BUDGET/RESOURCES $2,000 x 40 faculty members every 3 years for hardware; $500 per faculty member per year for software (shared license costs)

PROJECTED START/FINISH 2012/ongoing

ACTION STEPS
- 2012 Dean purchased Haver Analytics software for financial data analysis; Dean purchases second monitors for faculty who request them to support research.
- 2013 Dean purchased Statcalc software for financial data analysis; Dean purchases second monitors for faculty who request them to support research.
- 2014 Dean purchases STATA databases upon new faculty requests.
- 2015 Several faculty voluntarily attended the end-of-school-year two-day teaching institute; approximately 6 faculty members also were trained in the use of AAC2U (multi-state collaborative) rubrics.

ACCOUNTABILITY Office of Faculty Development, DEC steering committee

BUDGET/RESOURCES Time

PROJECTED START/FINISH 2014/ongoing

ACTION STEPS
- 2013-2014 Presentations by University’s Office of Faculty Development: Standards developed by Steering Committee.
- 2014 Dean, MBA director and one department chair attended the AACSB seminar on Implementing High Quality Online and Hybrid programs.
- Faculty teaching in Accelerated MBA program are trained by Teaching and Learning experts in online and hybrid program delivery.
- Several faculty voluntarily attended the end-of-school-year two-day teaching institute; approximately 6 faculty members also were trained in the use of AAC2U (multi-state collaborative) rubrics.

ACCOUNTABILITY Office of Faculty Development, DEC steering committee

BUDGET/RESOURCES Time

PROJECTED START/FINISH 2014/ongoing

ACTION STEPS
- 2013-2014 Plans for database demonstrations by firms; working with library to share costs of chosen platforms.

Provide faculty with the appropriate technology to enhance teaching and research activities.


ACCOUNTABILITY Office of Information Technology (OIT), chairs

BUDGET/RESOURCES $2,000 x 40 faculty members every 3 years for hardware; $500 per faculty member per year for software (shared license costs)

PROJECTED START/FINISH 2012/ongoing

ACTION STEPS
- 2012 Faculty computers updated every three years with new desktop or laptop.
- 2013 Dean purchased Haver Analytics software for financial data analysis; Dean purchases second monitors for faculty who request them to support research.
- 2014 Dean purchases STATA databases upon new faculty requests.

ACCOUNTABILITY Dean, OIT, and library

BUDGET/RESOURCES $57,000/year

PROJECTED START/FINISH 2012/ongoing

ACTION STEPS
- 2012 School supports DataStream and SAP; faculty were surveyed to identify their preferred database support; requested CompuStat and CRSP; faculty submit proposals to dean and technology center.
- 2013-2014 Plans for database demonstrations by firms; working with library to share costs of chosen platforms.
GOAL 2 SUPPORT FACULTY EXCELLENCE

2G Continue utilizing creativity in hiring for hard-to-hire fields. Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources; Standard 6: Faculty Management and Support; and Standard 7: Professional Staff Sufficiency and Deployment.

2G ACTION/PERFORMANCE MEASURE Faculty from hard-to-hire disciplines will work together to investigate how other universities that are both unionized and AACSB-accredited get around the salary cap problem

ACCOUNTABILITY Dean, school and department selection committees

BUDGET/RESOURCES School of Business summer faculty grants

PROJECTED START/FINISH 2015/ongoing INCOMPLETE

ACTION STEPS

• 2013 CSU accounting faculty members invited fellow accounting faculty from CSU institutions to discuss hiring and resource-sharing strategies.

• 2015-2016 AAUP contract will be negotiated in 2016 for 2017 implementation; this matter will be revisited during negotiations.

2G ACTION/PERFORMANCE MEASURE Work with administration and union during next collective bargaining contract negotiation to develop a non-tenured clinical faculty position with a three to five-year contract, and to remove maximum salary caps on ranks

ACCOUNTABILITY Steering committee and university administration

BUDGET/RESOURCES Faculty and Dean time

PROJECTED START/FINISH 2015/ongoing

ACTION STEPS

• 2013-2014 School will plan a forum with invited representatives from AAUP, Faculty Senate, the administration, deans from other professional schools, and School of Business faculty to discuss innovative approaches to addressing difficulties in recruiting, hiring and retaining talent.

• 2014 Two business faculty members (one SCSU and one CCSU) surveyed faculty members in hard-to-hire disciplines. Information given to AAUP, leadership of which is resistant removing salary caps.

• 2015 Business faculty members used e-mail to connect with faculty at sister institutions to urge them to include dropping the salary caps as a priority in the issues survey deployed by the AAUP.

2G ACTION/PERFORMANCE MEASURE Hire professional staff members to support continued growth and improvement in the School of Business

ACCOUNTABILITY Dean

PROJECTED START/FINISH 2011/ongoing; 2013 - 2014 approval to hire full-time BSC coordinator INCOMPLETE

ACTION STEPS

• 2013-2014 Three half time university assistants currently employed in the School of Business to support: Academic Advisement and Student Success; Business Development; Instructional Technology.

• 2014 Major Gifts Officer from the Institutional Advancement division spends ½ time devoted to School of Business; Academic Advisor assigned full-time to School of Business.

• 2015 Development officer replaced.

2H Provide incentives for faculty, departments and programs to apply for grants. Linked to AACSB Standard 3: Financial Strategies and Allocation of Resources.

2H ACTION/PERFORMANCE MEASURE Work closely with Sponsored Programs and Research to seek grant money to fund expansion of Business Success Center

ACCOUNTABILITY Dean, faculty, and SPAR

BUDGET/RESOURCES Time

PROJECTED START/FINISH 2012, ongoing

ACTION STEPS

• 2012: Title III application received a score of 98, but was not funded.

• 2014: First in World Grant submitted June 2014; in September 2014 not funded.

2H Create opportunities for research assistantship to support faculty research activities as well as enrollments; cross-listed with students. Linked with AACSB Standard 10: Student-Faculty Interactions, and Standard 13: Student Academic and Professional Engagement.

2H ACTION/PERFORMANCE MEASURE Assign each department a graduate research assistant

ACCOUNTABILITY Dean, BAC

BUDGET/RESOURCES Graduate research assistant @ $9,600 x 5 departments = $48,000/yr.

PROJECTED START/FINISH 2012: ongoing; 2014: 3 GA; 2015: 4 GA; 2016: 5 GA

ACTION STEPS

• 2012: Two graduate assistants (GA)

• 2013: 1.5 GAs for school

• 2014-2015: 1.5 GAs for School; note state hiring freeze for 2015.

2H ACTION/PERFORMANCE MEASURE Assign graduate research assistant positions independently from those assigned by the graduate school

ACCOUNTABILITY Dean, BAC

BUDGET/RESOURCES $9600 x 2 annually; $19,200 annually

PROJECTED START/FINISH 2015: 2; 2016: 2

ACTION STEPS To be developed.
ENHANCE & STRENGTHEN STUDENT EXPERIENCE

GOAL 3

Create a student resource center. Linked to AACSB Standard 4: Student Admissions, Progression and Career Development, and Standard 13: Student Academic and Professional Engagement.

**ACTION/PERFORMANCE MEASURE** Establish dedicated space for Business Success Center (BSC) to deliver business school orientation, academic advisement, professional development programs and internship support

**ACCOUNTABILITY** Dean BUDGET/RESOURCES Bond funding: $10 mm request

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2012 Piloted the BSC with a $90,000 grant from Northeast Utilities.
- 2013 Area legislators submitted a bond funding request to renovate the business school annex to provide student meeting and lounge space, classrooms and a technology lab, faculty and staff offices, conferencing space and an expanded BSC for engagement with the business community. Passed legislature, pending action.
- 2014 Temporarily held at Board of Regents; momentum gaining to push forward the legislation to bonding through intentional, careful lobbying efforts.

**ACTION/PERFORMANCE MEASURE** Establish internships

**ACCOUNTABILITY** Dean, chairs, BAC

**BUDGET/RESOURCES** 2012: $25,000 for part-time professional position to develop internship opportunities and to monitor placements; 2015: $80,000 annual salary and benefits for full-time professional position

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2012 BSC pilot program created.
- 2013 Internship process revised, including application, qualifications, etc.
- 2014 Fifty students registered for internships during the 2013-2014 academic year (28 in fall, 22 in spring). This is the first year that this data was collected and may underrepresent internship experiences, since some students arrange for this without receiving academic credit.
- Developed a relationship with CT Innovations which provides paid internships for Connecticut students through their Technology Talent Bridge program.
- Initiated the SCSU/Webster Bank Treasury Management internships program as of Fall 2014, with paid internships and stipends to support students sitting for the CTP exam.
- 2015 State budgetary crisis and hiring freeze have maintained this position at a part-time level.
- Support for part-time student preparation and employer internships coordinators continues.

**ACTION/PERFORMANCE MEASURE** Provide career services and professional development workshops

**ACCOUNTABILITY** BSC in collaboration with department chairs and university career services office, BAC

**BUDGET/RESOURCES** Raised $2,500/year for etiquette dinners; 2012, 2013: from BAC firm

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2013 First Business Communications Do’s & Don’ts seminars held.
- Networking seminar offered by PULSE young professionals group to MBA students.
- 2014 Ongoing programs in business etiquette, business communications offered.
- New programs added: employer panel, career fair.
- November: Business Communication Do’s and Don’ts.
- Feb/March: True Networking, Career Boot Camp.
- April: Business Etiquette Dinner, Career Fair for all concentrations.

**ACTION/PERFORMANCE MEASURE** Offer tutoring and technology support

**ACCOUNTABILITY** University Student Support Services, Accounting Society, OIT coordinator

**BUDGET/RESOURCES** 2013: part-time IT professional staff member dedicated to the school—$25,000; 2014—2016: $80,000 salary and benefits annually for full-time IT position

**PROJECTED START/FINISH** 2012: Accounting Society students volunteer time for tutoring; 2013: BSC part-time coordinator and part-time IT coordinator assist; 2014: full-time professional staff in BSC and IT are hired

**ACTION STEPS**
- 2012-2014 Tutoring, technology and related support provided by part-time professional staff.
- 2014 Progress is being made on each year’s initiatives. A First in the World grant proposal, submitted in June with anticipated announcement about funding in late September, would create a four-year program that provides $4M to support a B4 Success Program. The funding supports tutoring in courses with high D/F/W rates and requiring quantitative skills; would also support full-time professional positions in technology, internship and professional development was not funded.
- 2014-2015 Hired a part-time quantitative coach to assist students succeed in their quant-heavy courses.
- Coordinate with new director of Academic Success Center to provide paid peer tutors in 2015-2016 to improve retention and student success.

**ACTION/PERFORMANCE MEASURE** Establish an international experience

**ACCOUNTABILITY** Dean and Office of International Education

**BUDGET/RESOURCES** 2013: $3,000 — Dean’s visit to France to develop partnership with ESPEME 2014—2016: raise $5,000 annually to support students’ study abroad expenses ($5 X $1,000 each)

**PROJECTED START/FINISH** 2013: develop partnership; 2014—2016: send SCSU business students to study abroad at an ESPEME campus

**ACTION STEPS**
- 2013 Exchanges being discussed; dean visited two French universities (summer 2013) to create study abroad experiences for SCSU business students; continuing collaboration with K-Poly University in Ghana.
- 2014 Increase in numbers of students studying abroad from the School of Business.
- One student studying in Germany blogged about her experience studying abroad and

First in the W orld

K-Poly U niversity in G hana.
SCHOOL OF BUSINESS STATUS REPORT 2015

GOAL 3 ENHANCE & STRENGTHEN STUDENT EXPERIENCE

Admit qualified students and promote professionalism. Linked to AACSB Standard 4: Student Admissions, Progression and Career Development.

ACTION/PERFORMANCE MEASURE Increase and improve school’s visibility
ACCOUNTABILITY Admissions, Dean, M.B.A. director, School of Graduate Studies, chairs, and faculty
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2012 Brochures created to promote ribbon-cutting ceremony for new building. -Marketing students place 3rd in international case competition sponsored by American Marketing Association.
• 2023 MBA brochure created; Ongoing promotional campaigns; Undergraduate and MBA open houses; Web sites being redeveloped; Creation of Business Development Brochure; Dean received the Business Advocate of the Year Award from the Hamden Chamber of Commerce.
• 2014—2015 Accelerated MBA developed and launched with corollary marketing efforts. -School of Business building recognized with LEED Gold Certification and with a Power of Change Award, which is Connecticut’s prestigious, top building award for energy efficiency.

ENHANCE & STRENGTHEN STUDENT EXPERIENCE GOAL 3

ACTION/PERFORMANCE MEASURE Develop a business student orientation (BSO), in addition to the university’s new student orientation (NSO) and transfer student orientation (TSO)
ACCOUNTABILITY BSC coordinator, faculty
BUDGET/RESOURCES 2013: plan; 2014 – 2016: implement $2,500 annually
PROJECTED START/FINISH 2013/ongoing
ACTION STEPS
• 2011 Established an annual leadership and planning retreat for SCSU American Marketing Association collegiate chapter that ran for three academic years (2011, 2012, 2013).
• 2013 Pilot in fall 2013 for ECO 100 and 101 students with an employer panel event.
• 2014 Continue employer panel events for incoming Business students to expose them to expectations from employers and to provide realistic job previews.
• 2015 Held first Business School Boot Camp event for freshmen and sophomore students in January.

ACTION/PERFORMANCE MEASURE Set and monitor admission standards
ACCOUNTABILITY Admissions, student committee, M.B.A. director, M.B.A. committee, and dean
BUDGET/RESOURCES Time
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
• 2012—2013 Adopted GPA 2.3 undergraduate admissions standard for business students.
• 2013—2014 Reviewed M.B.A. standards and continue to monitor.
• 2013 Undergraduate Curriculum Committee revised curriculum and raised grade requirements across the curriculum; Committee also continued to discuss implementation strategies for a new admissions policy and process.

ACTION/PERFORMANCE MEASURE Facilitate student professional development
ACCOUNTABILITY Dean, Career Services Office, BAC, BSC
BUDGET/RESOURCES 2012: $2,500; 2013: $3,000; 2014—2016: see 3A2
PROJECTED START/FINISH 2012
ACTION STEPS
• 2012 Etiquette dinner.
• 2013 Etiquette dinner; Professional Communication; Networking for M.B.A.s.
• 2014—2015 Etiquette Dinner; Dress for Business Success; Business Communications Do’s and Don’ts; Employer Panel; Career Fair; Career Boot Camp; Accounting Career Fair; True Networking;


ACTION/PERFORMANCE MEASURE Provide computers and software for student use
ACCOUNTABILITY Office of Information Technology, Dean, BAC
BUDGET/RESOURCES 2012: BSC grant funded; 2013: $80,000 bond funded; 2014: $100,000 bond funded; 2015: $200,000 bond funded
PROJECTED START/FINISH 2012/ongoing. INCOMPLETE
ACTION STEPS
• 2012 Two computers in BSC for student use.
• 2013 Thirty two portable computers available in business school classrooms.
• 2014—2015 Maintaining equipment and refining processes and procedures.
• 2015 Cisco telepresence unit to be installed for fall 2015 use.
GOAL 3 ENHANCE & STRENGTHEN STUDENT EXPERIENCE

3B Develop Assurance of Learning (AoL) for Graduate and Undergraduate Students. Linked with AACSB Standard 8: Curricula Management and Assurance of Learning: Standard 9: Curriculum Content; and Standard 11: Degree Program Educational level, Structure, and Equivalence.

**ACTION/PERFORMANCE MEASURE** Implement and measure AoL
**ACCOUNTABILITY** Assessment committee and faculty
**BUDGET/Resources** 2012: $9,000 for summer assessment work, $18,000 for faculty travel to AACSB assessment seminar and conference; 2013: $6,000 for summer assessment work and $6,000 for faculty travel to AACSB assessment seminar; $8,000 for MGT 450 instructors (four sections at $2,000/section); 2014 – 2016: $5,000 for summer assessment work annually (grading assessment projects) $6,000 for faculty travel to conference annually, and $16,000 annually for MGT 450 instructors (eight sections at $2,000/section).
**PROJECTED START/FINISH** 2013/ongoing

**RESULTS TO COME**
- 2012 Held one-day retreat to explore AoL with Alex Olbrecht of Ramapo College.
  - Sent seven faculty members to AACSB Assessment Conference and two faculty to assessment seminar.
  - Assessment committee worked one week in late May to develop assessment goals, objectives, outcomes and curriculum map.
- 2013 Faculty approved draft assessment plan.
  - Three faculty attended AACSB Assessment seminar.
  - Assessment Committee worked in late May to refine rubrics and “Assessment Week” implementation plan for 2013-14.
  - Fall semester (2013) pilot data collected, analyzed, and reported; prompt refined for spring 2014 (undergrad).
  - Spring semester (2014) pilot data collected and analyzed; prompt further refined for fall 2014 (undergrad).
  - Summer “Assessment Week” held; instruments refined; plan made for fall MBA assessment implementation.
  - Fall semester (2014) first pilot data will be collected (MBA program).
- 2015 Participated in AAGUN Multistate Collaborative for undergraduate AoL: “Assessment Week” held; collected and analyzed data through MBA courses.

CREATE DYNAMIC CURRICULUM GOAL 4


**ACTION/PERFORMANCE MEASURE** Develop learning goals for undergraduate and M.B.A. curricula
**ACCOUNTABILITY** Dean, assessment committee
**BUDGET/Resources** Three credits reassigned time for assessment coordinator fall and spring (and $5,000 summer pay)
**PROJECTED START/FINISH** 2012/2013

**ACTION STEPS**
- 2012 Under the direction of assessment coordinator, committee met during 2012 summer and continued to meet during 2012-2013.

4A2 **ACTION/PERFORMANCE MEASURE** Approve assessment plan
**ACCOUNTABILITY** School and assessment committee
**BUDGET/Resources** Reassigned time for coordinator. See 4A1.
**PROJECTED START/FINISH** 2012/2013 COMPLETE

**ACTION STEPS**
  - Rubric and implementation plan developed summer 2013.

4A3 **ACTION/PERFORMANCE MEASURE** Assess, measure, and monitor quality of M.B.A. and undergraduate programs
**ACCOUNTABILITY** Assessment committee
**BUDGET/Resources** One credit per section of MGT 450 for instructor; 2013: $8,000; 2014 – 2016: $16,000 annually; reassigned time for coordinator (see 4A1)
**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013–2014 Piloted undergraduate assessment using students in capstone MGT 450; refined instruments both fall 2013 and spring 2014 semesters.
  - Assessment and Curriculum Committees began joint meetings once per semester (spring 2014); purpose of joint meetings is to better manage the curriculum, with regard to assurance of learning.
  - Findings will be used to monitor curriculum mapping and to close gaps that may be identified between learning outcomes and learning goals.
  - Joint Assessment and Curriculum committee meetings will continue once per semester, with a view toward the possibility of combing the committees to better manage the curriculum, with regard to assurance of learning.


**ACTION/PERFORMANCE MEASURE** Create student advisory board for M.B.A. and undergraduate students
**ACCOUNTABILITY** Dean, M.B.A. director, chairs
**BUDGET/Resources** Time
**PROJECTED START/FINISH** 2014/ongoing

**ACTION STEPS**
- 2015 Student Advisory Board launched; regular meetings held with Dean; students represented School at University-wide events.

4E1 **ACTION/PERFORMANCE MEASURE** Review curriculum regularly and revise as appropriate
**ACCOUNTABILITY** Faculty, curriculum committee
**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013 Business core revised and approved at school level; university approval needed.
- 2014 Substantial revisions made to the BSBA program and its various concentrations; submitted fall 2014 to University Curriculum Forum for approval.
- 2015 All undergraduate changes vetted through the governance process and signed-off by Provost.
GOAL 4 CREATE DYNAMIC CURRICULUM


ACTION/PERFORMANCE MEASURE Create a syllabus template to include learning objectives and how school learning objectives will be met, in addition to university requirements
ACCOUNTABILITY Curriculum committee, faculty committee, AACSB and assessment coordinators and chairs, assessment committee
BUDGET/RESOURCES Time
PROJECTED START/FINISH 2013/ongoing
ACTION STEPS
- 2013 Syllabi are being revised as faculty become aware of measuring learning objectives and program reviews.
  - Faculty will develop syllabi consistent with school’s learning objectives in support of AoL at a fall retreat facilitated by the Provost.
- 2014–2015 Discussion continues regarding the need for more standardization; faculty aren’t yet “there,” but some support received for standardization across core courses.
  - New accelerated, hybrid MBA program utilizes syllabus template and all faculty to teach in the program enroll in online pedagogy training.

ACTION/PERFORMANCE MEASURE Examine syllabi for conformity
ACCOUNTABILITY Chairs and M.B.A. director, assessment coordinator and assessment committee
BUDGET/RESOURCES Time
PROJECTED START/FINISH 2014-2015 INCOMPLETE
ACTION STEPS Pending

Able to work in a diverse work environment. Linked with AACSB Standard 5: Faculty Sufficiency and Deployment, and Standard 10: Faculty-Student Interaction.

ACTION/PERFORMANCE MEASURE Form diverse teams of faculty to improve creativity and decision-making
ACCOUNTABILITY Dean and chairs
BUDGET/RESOURCES Hiring and allocation of faculty
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
- 2012, 2015 Dean appointed all faculty members to at least one interdisciplinary committee to address AACSB standards and to demonstrate participating status.
  - Our faculty are diverse from various cultures, ages, and races, but women faculty are underrepresented in several areas: MGT/MIS has 6/14; MKT 1/5; ACC 1/9; ECO/FIN 1/10.
- 2014–2015 At the start of this academic year, 43.5% of our faculty are ethnic minorities; 51% of our faculty were born outside the U.S. and/or are ethnic minorities; 28% of our faculty are women (female Dean is not included).

CREATE DYNAMIC CURRICULUM GOAL 4

ACTION/PERFORMANCE MEASURE Assure a diverse student population
ACCOUNTABILITY Admissions, dean, and faculty
START/FINISH 2012/ongoing
ACTION STEPS
- 2012–2015 A diverse group of students exists from differing backgrounds.
  - Faculty assures diverse student teams when developing projects.

ACTION/PERFORMANCE MEASURE Assure the infusion of a global business perspective across the school
ACCOUNTABILITY Dean, faculty
PROJECTED START/FINISH 2012/ongoing
ACTION STEPS
- 2012–2014 Collaborate with international partners such as Kumasi Polytechnic (Ghana); ESPEM (France); each academic discipline offers an international course.
- 2015 Liverpool John Moores University partnership discussions.

ACTION/PERFORMANCE MEASURE Be aware and weigh the impact of business decisions on sustainability. People, Planet, and Profit (P3)
ACCOUNTABILITY Dean, chairs, M.B.A. director, assessment coordinator, and faculty
BUDGET/RESOURCES Class and school meetings
PROJECTED START/FINISH 2015/ongoing; 2014: School and departments use P3 framework for meetings
ACTION STEPS
- 2013 The P3 is written in our assessment plan, which stresses the importance for sustainable decision-making for everyone; outreach to university’s Office of Sustainability for the 2013 – 2014 year.
- 2014 Business school appoints a faculty member as liaison to SCSU’s Office of Sustainability; he teaches Green Management and his students manage sustainability projects for the university.
  - The dean and selected faculty members to partner with the mayor of Bridgeport (striving to be “the greenest city in the USA”) to collaborate on startup projects with students.
- 2015 SCSU cited in Princeton Review as one of the nation’s greenest campuses.
  - Faculty member, students, and Business Advisory Council partner to promote refillable water-bottle stations on campus in an effort to reduce quantity of plastic bottles going into landfills.
**GOAL 4  CREATE DYNAMIC CURRICULUM**

**4D** Cultivate leadership qualities in graduate students. Linked with AACSB Standard 13: Student Academic and Professional Engagement.

**ACTION/PERFORMANCE MEASURE** Assure that M.B.A. graduates know the process for building teams and demonstrating leadership in business decision making

**ACCOUNTABILITY** Dean, M.B.A. director, graduate faculty

**BUDGET/RESOURCES** Dynamic project-based courses

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2012–2015 Faculty deploy teams and projects and include process in graduate classes.

**4D1** Assure that M.B.A. graduates know the appropriate conflict management skills required in team projects

**ACCOUNTABILITY** Graduate faculty

**BUDGET/RESOURCES** Dynamic project-based courses

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2012–2015 Conflict management techniques are practiced in team projects.

**4E** Faculty and administration make appropriate ethical decisions in the management of the Business School. Linked with AACSB Standard 1: Mission, Impact and Innovation, and Standard 9: Curriculum Content.

**4E1** Manage all business decisions in a manner reflective of social responsibility and accepted ethics

**ACCOUNTABILITY** Dean, faculty, and administration

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013 Support collegial behavior and accepted ethics among faculty, staff, and students.
  - Adopt “Change for Good” theme.
  - Encourage students to exhibit ethical behavior in school classes.
  - Faculty teach ethical business decision making.

**4E2** Work with the university’s Office of Sustainability on student and faculty projects

**ACCOUNTABILITY** Faculty

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013–2015 School faculty member named liaison to Office of Sustainability.
  - Plans to explore collaboration with Environmental Education department and Office of Sustainability to offer certificate program.
  - Began exploring summer of 2015 the means to implement SCSU’s partnership with City of New Haven, Alexion Pharmaceuticals, and STEM disciplines in delivering training in the Biotech Career Ladders Program.

**PARTNER WITH STAKEHOLDERS GOAL 5**

**5A** Partner with University. Linked with AACSB Standard 13: Student Academic and Professional Engagement, and Standard 15: Faculty Qualifications and Engagement.

**ACTION/PERFORMANCE MEASURE** Develop business institutes in order to generate funds from revenue sharing with the university

**ACCOUNTABILITY** Dean, faculty, business development coordinator

**BUDGET/RESOURCES** 2013 – 2016: $25,000 annually to support part-time business development coordinator

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013 Part-time business development coordinator hired.
  - Outreach begun to area organizations.
  - Development of an experts guide to promote faculty members’ research and consulting expertise to business community.
- 2014 Partner with new SCSU Director of Special Projects to respond to initiatives in the business community regarding: utilities management, succession planning, management training, treasury management and financial planning.
- 2015 Dean and Assistant to the Dean working with a group across the campus to develop and deliver non-credit institutes.

**5A1** Participate with university departments and/or schools for campus conferences

**ACCOUNTABILITY** Provost, dean, chairs, and faculty

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013-ongoing Participating in the celebration of Title IX on campus.
  - Investigate a partnership with Information Technology to create Center for Innovation.
  - Support professional master’s programs in Applied Physics and Chemistry.
  - Investigating partnerships with Health and Human Services programs.
  - Collaborate with Gateway Community College Hospitality Management program through the hire of one faculty member per institution.
  - Partner with Physics department to create cross-functional internship teams.
  - Partner with Applied Physics to address firms’ needs through the New Haven Manufacturing Association.

**5A2** Work with the university’s Office of Sustainability on student and faculty projects

**ACCOUNTABILITY** Faculty

**PROJECTED START/FINISH** 2013/ongoing

**ACTION STEPS**
- 2013–2015 School faculty member named liaison to Office of Sustainability.
  - Plans to explore collaboration with Environmental Education department and Office of Sustainability to offer certificate program.
  - Began exploring summer of 2015 the means to implement SCSU’s partnership with City of New Haven, Alexion Pharmaceuticals, and STEM disciplines in delivering training in the Biotech Career Ladders Program.
**PARTNER WITH STAKEHOLDERS GOAL 5**

**ACTION/PERFORMANCE MEASURE** Create a center for small business and non-profits

**ACCOUNTABILITY** Dean and faculty, BAC

**BUDGET/RESOURCES** To be determined

**PROJECTED START/FINISH** 2015 **INCOMPLETE**

**ACTION STEPS**
- 2014-2015 Not started but may include: workshops to support individual and organizational needs; training for non-profit managers in business skills; development of Center for Innovation.

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**Partner with Community.** Linked with AACSB Standard 1: Mission, Impact and Innovation.

**ACTION/PERFORMANCE MEASURE** Establish Business Advisory Council

**ACCOUNTABILITY** Dean

**BUDGET/RESOURCES** Funds for monthly reception: $2,000 annually, 2013–2016

**PROJECTED START/FINISH** 2011 started; 2012-present: group continues to have regular meetings and provide valuable input

**ACTION STEPS**
- 2011-ongoing The Council meets regularly and advises the Dean.
  - Some Council members financially support some of the activities of the School, like the Etiquette Dinner for students, scholarships and other BSC events.
  - BAC actively supports AACSB accreditation and related School initiatives.
- 2015: Council matures, including appointing a founding chair, creating bylaws, establishing expectations for financial contributions, and initial planning around fundraising initiatives.

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**Assure stakeholders satisfaction with the program.** Linked with AACSB Standard 1: Mission, Impact and Innovation.

**ACTION/PERFORMANCE MEASURE** Conduct regular satisfaction surveys of students, employers, and alumni

**ACCOUNTABILITY** Dean, steering committee

**PROJECTED START/FINISH** 2011-2014: administrator updated alumni and employer surveys

**ACTION STEPS**
- 2011, 2012 Hold Town Hall meetings with students.
  - Surveyed employers (N=51) regarding desired skills and abilities of graduates.
  - Distributed student survey. Results have contributed to mission creation, admissions standards, and student representation on committees.
- 2014–2015 Survey developed and will be deployed electronically during summer 2015.

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**Partner with Business Community.** Linked to AACSB Standard 13: Student Academic and Professional Engagement, and Standard 15: Faculty Qualifications and Engagement.

**ACTION/PERFORMANCE MEASURE** Host business leaders, entrepreneurs, and distinguished educators on campus

**ACCOUNTABILITY** Office of Professional Development, dean, and faculty

**BUDGET/RESOURCES** 2013 – 2016: $5,000 annually

**PROJECTED START/FINISH** 2012/ongoing

**ACTION STEPS**
- 2012 The Dean hosted several speakers for our School meetings and students.
  - Departments have hosted speakers in their disciplines open to all.
  - The Faculty Development Office hosts distinguished educators twice a year for half a day.
  - The School hosted Google’s "Create a Website Day" for entrepreneurs.
- 2013 The School hosted a Minority Business Expo for State agency heads
  - Jerry Greenfield, co-founder of Ben & Jerry’s and SCSU’s 2013 commencement speaker, spoke on “doing good while doing well” – socially responsible business practices.
- 2014 Hosted Rotary International local presidents at the Business School.
  - Hosted a New Haven Manufacturing Association luncheon.
  - First Business School Career Fair.
  - Ongoing visits facilitated by School’s Director of Development.
  - House the regional PTAP (CT Procurement Technical Assistance Program) specialist in the Business School.
- 2015 Dean’s Business Advisory Council is developing and fundraising an entrepreneurship activity; founder and owner of Edible Arrangements is developing a green initiative on campus to reduce the use of plastic water bottles.
  - School is working with local utilities to develop programs that can lead to certifications or baccalaureate degrees that meet the needs of an employment sector in which the workforce is rapidly moving toward retirement and there are not qualified applicants waiting to succeed the retirees.

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**ACTION/PERFORMANCE MEASURE** Establish a Business Development Center

**ACCOUNTABILITY** Dean

**BUDGET/RESOURCES** See 5A1

**PROJECTED START/FINISH** 2015/ongoing

**ACTION STEPS**
- 2013 Part-time business development coordinator hired; initial contacts established.
- 2014-2015 Coordinator hosted meetings with area legislators, area business groups and conducted outreach to assess organizational needs.

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**ACTION/PERFORMANCE MEASURE** Partner with The Grove (a co-working incubator and innovation center in New Haven) and other similar institutions

**ACCOUNTABILITY** Dean and faculty

**BUDGET/RESOURCES** To be determined

**PROJECTED START/FINISH** 2015/ongoing

**ACTION STEPS**
- 2013 Co-founder of The Grove (and an SCSU alum) was invited to join the BAC.
  - Possible collaborations were discussed.
- 2014-2015 Business incubator relationships with the City of Bridgeport are explored.