College of Business
Strategic Plan 2010-2015

Vision

The Iowa State University College of Business aims to become a nationally significant professional school with a nationally prominent faculty providing unique disciplinary and interdisciplinary focuses reflecting the science and technology strengths of Iowa State University and to be recognized among the top ten Colleges of Business in land-grant universities in the United States.

Mission Statement

Create and share research and educate tomorrow’s business leaders to be prepared to face the challenges of the 21st century.

Core Values

- **Emphasize scholarly research** that enhances the college’s reputation
- Expect faculty to develop **strong reputations in both research and teaching**
- Develop educational programs **linking theory and research with practice** and use these programs to enhance our outreach programs
- Set **high expectations for our students** and establish engaging curricula and learning environments
- **Provide students with skills and experiences needed to succeed** in a complex, technology-driven, global society
- Seek a **performance-based culture that emphasizes collegiality and collaboration** in fulfilling our research, teaching, and service responsibilities
- Expect **high integrity and ethical behavior** from our faculty, staff, and students
- **Enhance and embrace diversity** among our faculty, staff, and students
### Primary Goal: Strengthening Research

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<th>Goal</th>
<th>Measures and Actions</th>
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| Increase the quality of published research     | • Total number of faculty publications in refereed academic journals considered “premier” by the college and departments in one calendar year  
• Total number of faculty publications in refereed academic journals acknowledged by highly respected external sources such as Financial Times (FT 40) in one calendar year  
• Total number of citations received by faculty members for papers published in the last five years |
| Increase the number of invited speakers       | • Total number of invited academic speakers for seminars and conferences in one calendar year  
• Total number of invited industry speakers for seminars and conferences in one calendar year |
| Increase research in emerging areas           | • Total number of faculty publications in refereed academic journals related to the “emerging areas” identified by each academic discipline in the college in one calendar year |
| Establish policies/criteria for evaluating grant-writing activities | • Develop a college-level policy to evaluate the merit of faculty research grants for tenure and promotion |
| Increase faculty grant application, research, and collaboration activities | • Total number of external research grant applications submitted by faculty in one calendar year  
• Total number of internal research grant applications submitted by faculty in one calendar year  
• Total number of research grants received by faculty in one calendar year  
• Total amount of research grants received by faculty in one calendar year |
| Increase internal communications about faculty research and accomplishment | • Create a website to spotlight high impact faculty research activities  
• Create a website to archive faculty working papers  
• Create a website to list faculty publications in the last five years |
| Evaluate the impact of differential teaching load on faculty research | • Establish a differential teaching load policy to encourage high quality research and productivity  
• Create a measurement system to evaluate faculty research quality and productivity  
• Collect annual statistics on faculty research quality and productivity as a result of reduced teaching load |
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| Improve student learning experience and performance on college learning outcomes across the curriculum | • Increase frequency of faculty interaction with learning communities  
• Reduce section size in all core business classes to 65 - 75 students per section  
• Use measures and assessment methods identified in the college outcomes assessment plan  
• Use assessment data to drive curriculum development and improvement  
• Build and improve communication skills  
• Build and improve ethical awareness  
• Build and improve critical thinking and analytical skills |
| Improve students’ understanding of sustainability in business decision making | • Develop and use assessment instruments based on appropriate external measures (e.g., Aspen Institute measures) |
| Increase student involvement in co-curricular leadership programs | • Number of students involved in co-curricular leadership programs each year, such as Gerdin Citizenship Program and Leadership in Action Programs  
• Number of students completing co-curricular leadership programs each year |
| Increase participation and opportunities in,  
• Honors program  
• International programs  
• Entrepreneurial program | • Create an honors capstone course/experience  
• Number of students in honors program  
• Number of students participating in study abroad programs  
• Number of students participating in short-term international study programs  
• Number of business students with a minor in entrepreneurial studies |
| Increase diversity of student body | • Percentage of students classified as diverse  
• Percentage of students classified as male versus female  
• Percentage of students classified as international |
| Maintain enrollment and enhance interaction with feeder institutions | • Continue to formalize ties with in-state and out-of-state community colleges  
• Build and improve visibility with high schools through modes such as promotional materials and on-campus programs for high school counselors  
• Identify a student recruiter  
• Offer on-line learning opportunities for students  
• Number of students |
| Maintain or improve student employment and career opportunities | • Percentage of students employed within six months of graduation  
• Average starting salary overall and by major  
• Annual number of internships and co-ops  
• Number of companies recruiting on campus  
• Number of companies and students involved in career and other recruiting events |
## Primary Goal: Strengthen Graduate Education

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| Continue to improve the quality of students accepted into the MBA program | • Entrance exam scores  
• Previous work experience  
• Undergraduate record                                                                                                                                   |
| Increase cooperation with other strong programs on campus            | • Number of concurrent BS/MBA programs  
• Number of students pursuing concurrent degrees  
• Number of interdisciplinary graduate certificate programs                                                                                         |
| Increase faculty participation in the MBA and Ph.D. programs         | • Number of different faculty who teach MBA and Ph.D. courses  
• Number of different faculty who participate in extracurricular activities with MBA and Ph.D. students                                                                 |
| Maintain or increase at-graduation placement for MBA program          | • At-graduation employment rate  
• Number of companies recruiting students annually  
• Annual number of internships and co-ops                                                                                                             |
| Strengthen student learning assessment for MBA program               | • Direct measures of learning  
• Curriculum and program changes resulting from assessment  
• Formal student feedback (mid-program and exit surveys) and input (e.g., through student representation on learning outcomes and curriculum committees) |
| Increase professional development and leadership opportunities for MBA students | • Number of students participating in projects with external organizations (e.g., consulting, live cases, service learning projects, research projects)  
• Number of industry speakers, workshops, and conferences  
• Number of organized company site visits  
• Institute a leadership academy                                                                                                                       |
| Provide opportunities to develop ethics and social responsibility    | • Number of MBA courses with ethics and social responsibility content  
• Number of MBA courses with sustainability content  
• Number of extracurricular events and activities with ethics, social responsibility, and sustainability focus                                                                                        |
| Develop formal policies and procedures to achieve consistency across the Ph.D. disciplines | • Ph.D. handbook that provides policies and procedures  
• Student feedback and input (including student representation on Ph.D. advisory group)                                                                 |
| Support Ph.D. student research                                       | • Number of colloquia and workshops by ISU faculty  
• Number of colloquia and workshops by noted faculty from other universities  
• Conference papers presented by students  
• Journal article publications by students  
• Total amount of funding to support research                                                                                                           |
| Enhance efforts to increase the diversity of the student body        | • Number of students classified as diverse  
• Develop a recruiting strategy                                                                                                                         |
**Primary Goal: Enhance Global Awareness**

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| Increase student international experiences | • Number of students studying abroad  
• Number of students participating in experiential learning activities in other countries  
• Number of freshmen and sophomores participating in international programs and activities  
• Provide a curriculum plan in Bus Ad 101 for all new students showing opportunities for study abroad activities that will not delay graduation |
| Increase interaction among domestic and international students | • Create and support the International Business Club and other international student organizations  
• Establish events focused on a particular region  
• Establish programs to integrate international students into campus life and the community  
• Create programs that allow sharing and learning of cultures |
| Enhance international teaching and research activities among faculty | • Catalog and disseminate faculty research on international issues and with international collaborators  
• Increase international teaching and research opportunities |
| Explore establishing an initiative for organizing, supporting and integrating international programs | • Strengthen the role of the International Programs Committee (IPC)  
• Identify a coordinator of International Programs  
• Identify mechanisms to support study abroad and international activities  
• Increase role of IPC to work more closely with and to initiate programs with Study Abroad Office and Undergraduate Programs Office  
• Bring the multiple international activities within the college under an office/institute for greater integration and coordination |
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| Enhance reporting of faculty and student activities/accomplishments | • Display faculty research and accomplishments on plasma screens and college website  
  • Display student accomplishments on plasma screens and college website  
  • Display student organization activities on plasma screens and college website |
| Increase and encourage sense of community among faculty, staff, students, and alumni through participation in college activities | • Number of faculty and staff participating in student centered activities, such as graduation ceremonies, club activities, placement/orientation/recruiting service activities, and other events  
  • Number of students participating in the above activities  
  • Number of alumni and non-alumni professional friends participating in the above activities |
| Continue strong communication among college constituents             | • Number of Dean’s forums and other Dean and Associate Dean open communications with the college community  
  • Number of reports from other areas of the college to the college community, such as Career Services placement reports or updates |
| Increase and encourage professional involvement in college activities | • Number of professional participants assisting as evaluators in student centered college activities, such as the ongoing Gerdin Citizenship program and the annual MBA case competition |
| Increase and encourage participation in student-based organizations and competitions | • Number of faculty and staff advising and assisting college student organizations and competitions  
  • Number of students participating in the above activities  
  • Number of alumni and non-alumni professional friends advising and assisting in the above activities |