Executive Summary

The College of Business (COB) five-year strategic plan emphasizes our need to recruit and develop the talent necessary for excellence in the future we foresee. This annual report shows great progress on these goals. Furthermore, we recognize our responsibility and work needed to provide the currency and distinctions in the programs offered that are necessary to our present and future. Again, the COB will report strong progress in program development and distinction. We desire to adapt our classrooms and co-curricular support to manage and maximize quality learning experiences suited to our increasingly diverse student body.

We will work with our stakeholders to replace our current marginal facility with a place that inspires the excellence our traditions mandate and our future requires. The COB is also happy to report significant progress on the initiatives necessary to make this dream a reality. Finally, we will raise the resources necessary to sustain our quality, acknowledging the expectations that differential excellence in programs in the CSU must be sustained with external (non-state) support.

Strategic planning at the college level is informed by academic affairs and by University-level and system-level contexts. It is within this broader context (academic affairs-level, University-level, and system-level) that we acknowledge the changing demands on business education. The COB has developed the vision, mission, strategic goals, and initiatives with its strategic plan (2015-2020—launched Aug. 17, 2015) to address these demands while continuing to build excellent areas of distinction. What follows is the update of the COB’s first year of progress with this five-year strategic plan.
The COB will engage in the AACSB requisite continuous improvement review during this coming year 2016/17 with our team visit scheduled for fall 2017. Immediately following the last review (January 2014), the qualified tenure track density ratios in both accounting and management fell below accreditation standards due primarily to insufficient replacement of retirees. However, in 2014/15 the COB had seven successful tenure track searches with an additional eight in 2015/16. The COB now has 42 tenure/tenure track faculty (up from 33 in 2013/14). 21 of these faculty joined the COB since fall 2013.

Although our overall college permanent to non-permanent faculty ratios must continue to improve, functional area coverage is presently sufficient to meet standards. AACSB standards were modified in 2013. COB’s Ad Hoc Accreditation Committee and the faculty are educated in the new standards. The new standards require the COB to provide clear
Academic Program Review/Assessment Plans for the College of Business

evidence of its engagement of stakeholders, its impact, and its contribution to innovation; all within the context of the mission, vision, and values developed within the strategic plan. The COB should be ready for a successful maintenance review.

The COB has a mature functioning assessment plan for all programs. All programs were successfully assessed based on their established learning outcomes over the past six years, and in recent years used refined program improvement processes to “close the loop” by assuring assessment data is considered in ongoing course and program improvement practices. The undergraduate business program learning goals are assured by a “common core” that is owned by all faculty in the college. In the past year, the COB revised its handbook to clarify and make the COB’s entire curriculum management and improvement process more transparent. The assessment program informs course and program improvement. Every five years, a comprehensive program and learning goals review is conducted. The assessment program provides at least two assessments of each learning goal every five years.

The assessment data is used by the department(s) offering the course and the Undergraduate Curriculum Committee (serving as the core program committee) or Graduate Curriculum Committee (for the MBA) in considering and recommending core course or program improvements. The COB has historically been grateful for the Provost’s contribution to our assessment program. These funds have provided the necessary incentive to the assessment coordinators in the college for the extra and intensive work they do in facilitating course consistency, instrument development, administration, analysis, and reporting of program outcome data. These funds also provide the incentive for active attendance in curriculum committee meetings to assure that assessment data is used and used properly in program improvement initiatives. The assessment and program improvement processes in the COB can be found in the COB Handbook under Curriculum Management Policy and Procedures (pp. 13-17), and is further detailed in Appendix 3: College of Business Curriculum Revision Process (pp.29-39).
California State University, Chico
College of Business

COB Goals 2015-2020

Program and Human Resource Development Goals

1. Develop more external engagement opportunity for faculty and students.
2. Develop and support faculty and staff excellence.
3. Assure continuing excellence and currency in all business curriculum and programs.
4. Raise the profile of COB Programs of Distinction, branded as Centers or Professional Certificates and serving as the nexus of value added partnerships.
5. Invest in co-curricular student support with tutoring, applied projects, and develop enhanced career advancement support.
6. Enhance presence and use of business-enabling technology that distinguish our students.
7. Embrace global diversity, grow global student presence.
8. Embrace local diversity, enhance COB quality, value, and presence in the North State.

Fundraising Goals (modified for 2016/17 to align with University Capital Campaign)

1. Attract and sustain faculty excellence by funding research and program endowments (Goal = $10 million by 2020).
2. Design and build a facility that inspires and supports COB excellence (Goal = $25 million financed by gifts; $25 million by bonds serviced by COB revenue generating efforts (50 percent) and Campus (50 percent)).
3. Engage COB Advisory Board more effectively to raise funds and expand network of real-world business experiences for faculty and students (Goal = sustained annual giving of $2 million).
1. Develop more external engagement opportunity for our faculty and students:
   a. Brought 28 successful business alumni to campus for an expanded, second annual two-day Executives on Campus event with complementing student-led Biz Talks lecture series.
   b. Business team (led by professor Colleen Robb) and Engineering team (led by professor David Alexander) combined capital to secure partnership in California water resource solutions with Blue Tech Valley Fresno grant.

e. COB Faculty Summer Research Competition Awarded 12 faculty stipends of $5,000 each and COB’s first Annual Extraordinary Faculty Contributions $10,000 award for exceptional mission-aligned impact went to Professor Curt DeBerg.

f. Two of the four faculty receiving the campus’ Professional Achievement Honors went to COB faculty Damon Aiken and Tim Heinze for outstanding research contributions.

g. First COB staff recognition award of Staff Mentor was given to Laura Bass, coordinator for Finance and Marketing.

2. Develop and support faculty and staff excellence:
   a. Seven new tenure track faculty began their CSU, Chico career in fall 2015 and eight new tenure track faculty were hired for fall 2016.
   b. Hired and trained a new communications coordinator for COB.
   c. Repurposed space (Glenn 108) to build five new faculty offices.
   d. Staff support was hired for:
      i. Supervision and program development in COB Student Success Center.
      ii. Administrative support for Seufferlein Sales Program (privately funded).
      iii. Administrative support for Center for Entrepreneurship (privately funded).
      iv. High touch tech support and technology integration in classes, with faculty and staff (funded by Hosting Center).

3. Assure continuing excellence and currency in all business curriculum and programs:
   a. Launched pilot business U-course with Entrepreneurship framing, hands-on projects, and sensitivity to developing information competence.
   b. Developed and offered four new online versions of core classes to be offered in summer to assist progress toward graduation.

4. Raised the profile of our Programs of Distinction, branded as Centers or Professional Certificates, and serving as the nexus of value added partnerships:
   a. Professional Accounting—For the third year in a row partnered with the IRS to have students prepare tax returns for low-income taxpayers. This year doubled the service offered and provided Butte County’s low-income taxpayers and the local economy over $1 million in tax refunds.
COB Significant Achievements 2015/16

b. Seufferlein Professional Sales Program:
   i. For the seventh year in a row took first place in the Western Regional Sales Competition. All graduating participants from CSU, Chico were hired by top employers.
   ii. Opened the Seufferlein Professional Sales Program facility—our first named program in the COB.
   iii. Started Pi Sigma Epsilon (PSE), a national professional sales student organization with 60 members—won best new club on campus from Associated Students (AS).

c. Professional Consulting—launched the piloted program with two successful consulting projects for major firms:
   i. Hitachi Sensors
   ii. Lundberg Farms

d. Center for Entrepreneurship:
   i. Bridge Entrepreneurship Program proposal was developed for training faculty and supporting students—over 30 faculty from every college were engaged in the development.
   ii. The Future 4 Business Concept Competition was expanded from a regional to national competition with participants from Universities from across the US. CSU, Chico took second place in the new Future 4 & More Competition, with an innovation from student Wyatt Hahn, a freshman from our piloted U-course.
   iii. Incubator support was provided to six students from across three colleges (business, psychology, and philosophy) to further develop their innovations.

e. Center for Enterprise Systems and Informatics Research (CESIR):
   i. Launched Center with director funded by Hosting Center.
   ii. Initiated cross-college development of a Data Science Program proposal.
   iii. Developed a proposal for business option in business analytics and core course modifications to incorporate analytics foundations and use.
   iv. Business Information System student teams took first place in both major regional (Innojam) and national (#innotakeoff) competitions. Graduating team members secured top job placement upon graduation.

5. Invest in co-curricular student support with tutoring, applied projects, and develop enhanced career advancement support:
   a. Remodeled and expanded COB Student Success Center, added tutors, aligned and trained tutor with faculty course coordinator to close individual education gaps (best practice for underrepresented minority (URM) populations), and provided course concept support.
   b. Added group project work space (three breakout rooms) to COB Student Success Center to enable and support team project work outside of class.
COB Significant Achievements 2015/16

6. Enhance presence and use of technology that distinguish our students:
   a. Centralized data purchasing across college through new Center.
   b. Engaged potential partners in new facility construction to maximize technology integration potential.

7. Embrace global diversity, grow global student presence:
   a. Invested in outreach and recruitment of international students (trips to China and Quito secured agreements) for the MBA program, through COB’s 3+2 Program—will have seven additional international students in fall 2016 that should sustain at this rate and beyond, because of these efforts.
   b. 20 top African student leaders received entrepreneurship training from COB faculty and students, to continue over the next two summers under a new $237,000 grant from the State Dept.

8. Embrace local diversity, enhance COB quality, value, and presence in the North State:
   a. Developed a high quality Redding-relevant management program to launch fall 2016.
   b. Celebrated entrepreneurs from 15 North State high schools by engaging them in two competitions; one at CSU, Chico and one in Sacramento, sponsored by the COB and the Students for the Advancement of Global Entrepreneurship (SAGE).
   c. Placed SAGE mentors in Paradise, CA and other North State high schools to assist students with entrepreneurial projects.

COB Significant Financial Achievements 2015/16

1. Attract and sustain faculty excellence by funding research endowments (goal = $10 million by 2020):
   a. Developed soft and hard pledges for $2.25 out of $3 million needed to sustain continuing research stipends in accounting.

2. Design and build a facility that inspires and supports COB excellence (goal = $25 million financed by gifts; $25 million by bonds serviced by COB revenue generating efforts (50 percent) and campus (50 percent)):
   a. Developed funding model and concept for new building.
   b. Developed internal and external consensus for initiatives, signed memorandums of understanding (MOUs).
   c. Aligned building and other fundraising initiatives with University’s Capital Campaign.

3. Engage COB Advisory Board more effectively to raise funds and expand network of real-world business experiences for faculty and students (goal = sustained annual giving of $2 million):
   a. Doubled the sustainable 2012 level of annual giving in large part from the increased level of donations by the COB Advisory Board—funds are and will be used to offset the general fund (GF) for the strategic initiatives until endowment and facility initiatives are fully funded.

4. Grants, contracts, and other external funding (goal = $1,150,000):
   a. Blue Tech Fresno Grant
   b. Department of State
   c. Financial Reporting Systems
   d. Hosting Center (P-S partnership with SAP)
Challenges for COB

External Challenges

- Reduced funding from the state government is forcing the College of Business to seek private funding to attract new, high quality faculty and to support new venture, facility development, and program initiatives.
- Recruiting academically qualified faculty is becoming extremely difficult due to the decline in the number of students graduating with Ph.D.'s in business disciplines and union constraints in pay structure.
- Demand for degrees from accredited business programs is increasing, creating pressure for student access into College of Business courses.
- Cost of living in California is among the highest in the country, which makes it difficult to attract, hire, and retain tenure track faculty.
- The role of the comprehensive regional university in higher education is under scrutiny.

Internal Challenges

- Since fall 2013, COB has replaced 21 of its 42 tenure track faculty. Developing and retaining these highly qualified faculty will take resources and will strain the diminishing senior faculty to serve on Retention Tenure Promotion (RTP) committees and as faculty mentors.
- Operating within a union environment affects decision making flexibility.
- Classroom size and availability constrains our ability to “size” our classes ideally.
- Faculty and staff offices are housed in different buildings, which does not facilitate a cohesive, communicative, supportive, and collegial environment.
- Primary classroom building Glenn Hall must be replaced to support the excellence of the programs produced and space and technology innovations in business education needed for programs of excellence in our future.
- The diversity profile of our students has changed mandating program and co-curricular adaptations and changes to close the lingering achievement gaps in the underrepresented students.
- Central administration has not been stable over the past few years, confusing decision-making and ownership of decisions. A stable central administration should offer efficiency, clarity, time savings, and less stress and effort in managing the college.
Mission

The College of Business embraces the residential nature of our campus to create a learning-centered community that instills in our students the knowledge, skills, and values necessary for both immediate success upon graduation and long-term career achievement.

We emphasize applied research and are devoted to continuing the tradition of excellence in our academic programs while developing distinctive initiatives to meet the ever-changing needs of our stakeholders.

Vision

Anchored in a tradition of excellence, the business education we provide sustains success in generations of leaders graduated here. Faculty and successful alumni assure our quality.

Faculty expertise in current business realities and distinctive pedagogies translate knowledge and understanding into skills that distinguish our students as career-ready to employers.

Our excellence is also sustained by the generosity and continued engagement of our alumni. We are a place that inspires and energizes the highest level of performances.
College of Business
Values and Programs of Distinction

Values

1. Graduates prepared for continued success in the workplace.
2. A great place to work, learn, and grow; where people show mutual respect and support.
3. Faculty, staff, and students positively engaged with the campus, community, people, and organizations around the globe.
4. Personal faculty-student interactions supported by learning spaces and an inspired sense of place that provides the Chico Experience.

Programs of Distinction

Professional Certificates
- Professional Accounting Certificate
- Seufferlein Professional Sales Program Certificate
- Professional Consulting Certificate

Centers
- Center for Enterprise Systems and Informatics Research
- Center for Entrepreneurship
- College of Business Student Success Center
University’s Academic Plan and University Strategic Priorities

University Strategic Priorities

1. Believing in the primacy of learning, we will continue to develop high-quality learning environments both inside and outside the classroom.

2. Believing in the importance of faculty and staff, and their role in student success, we will continue to invest in faculty and staff development.

3. Believing in the wise use of new technologies in learning and teaching, we will continue to provide the technology, the related training, and the support needed to create high quality learning environments both inside and outside of the classroom.

4. Believing in the value of service to others, we will continue to serve the educational, cultural, and economic needs of Northern California.

5. Believing that we are accountable to the people of the State of California, we will continue to diversify our sources of revenue and strategically manage the resources entrusted to us.

6. Believing that each generation owes something to those which follow, we will create environmentally literate citizens, who embrace sustainability as a way of living. We will be wise stewards of scarce resources and, in seeking to develop the whole person, be aware that our individual and collective actions have economic, social, and environmental consequences locally, regionally, and globally.

Academic Plan Themes

1. Student Success

2. Excellence in Teaching and Learning

3. Community Development

4. Faculty Development

5. Staff Development

6. Administrative Process and Policy Improvements

COB Priorities and Initiatives

The following tables provide the annual update on the College of Business’ progress on goals and the initiatives in place for accomplishing these goals. The table also provides the COB alignment with the above University and Academic Plan priorities. Goal priorities and initiatives within program goal priorities are presented in order.

www.csuchico.edu/vpaa/wasc/StrategicPrior/index.html
<table>
<thead>
<tr>
<th>Goals Statement or Revision</th>
<th>Objectives/Initiative 2015/16</th>
<th>Measures of Success 2016/17</th>
<th>Progress made 2015/16 and Continuing/New Initiative 2016/17</th>
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<tbody>
<tr>
<td>1 Develop more external engagement opportunity for our faculty and students.</td>
<td>1. Increase internships—continuing 2016/17.</td>
<td>1. Increased number of academic internship placements in accounting and management (baseline 15/16 = 18).</td>
<td>1. Changed course classifications for accounting and management (two largest options) to course-based rather than student-based, providing an affordable scaling-up of participants in the program.</td>
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<td>1b. Appointed facilitator and class-based course development support in accounting.</td>
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<td>1c. Appointed management area internship director (2016/17) to develop class-based course and launch scaled-up internship program in area.</td>
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<td>1d. Hired coordinator for COB Student Success Center to provide part-time administrative support for internship placement—will purchase software access as management infrastructure for applications, risk management, contracts and outcome tracking necessary to the scaling-up of academic internships in the COB.</td>
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<td>1e. COB Advisory Board submitted industry leads to pursue for future internship placement. The department chairs and COB Student Success Center coordinator will secure placements from these leads in 2016/17.</td>
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<td>2. Formed and executed a high-profile, national, and cross-discipline competition which focused on sustainability.</td>
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<td>2a. Secured a grant for 2016/17 engaging faculty and students in three colleges in state-wide water resource solution project 2016/17.</td>
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## College of Business Program and Human Resource Development Goals

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<tr>
<td>2</td>
<td>Develop and support faculty and staff excellence.</td>
<td>1. Recruit five to eight new qualified tenure track faculty within next year with average of five added faculty/year to 2020—continuing 2016/17.</td>
<td>1. Eight new faculty will start 2016/17 with diverse faculty profile—four male, four female, three URMs, and four international faculty.</td>
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<td>2. Establish sustainable funding for needed salary (research) supplements—continuing 2016/17.</td>
<td>2. Collected first installment of first endowment in accounting. Established soft pledge of $1.5-$2 million for accounting endowment.</td>
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<td>3a. Provide more high quality team-building and career development opportunities for staff—continuing 2016/17.</td>
<td>3a. i. Two retreats and two all-staff development lunches (Established Staff Mentor Recognition).</td>
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<td>3b. Support advisor, staff, and faculty training and engagement to better serve URM students—new initiative 2016/17.</td>
<td>ii. Most administrative staff participated in an internal workshop series on Excel skills.</td>
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<tr>
<td>2</td>
<td>Develop and support faculty and staff excellence.</td>
<td>4. Established Faculty Extraordinary Achievement Award—new initiative 2016/17.</td>
<td>4. Awarded $10,000 prize in competition for faculty with most strategically aligned contributions/impacts.</td>
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<td>5. Provide summer research stipends to incent mission-aligned, high-impact outcomes—continuing 2016/17.</td>
<td>5. Twelve $5,000 awards provided from MBA fees to incent mission-aligned publication.</td>
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<td>6. Hosting Center will provide intensive technology support for faculty and staff—new initiative 2016/17.</td>
<td>6. Hosting Center gifted COB support services of fully qualified tech support person.</td>
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<td>7. Finance and Marketing Department hosted an in-house faculty seminar-series with three research presentations—new initiative piloted 2015/16, continuing 2016/17.</td>
<td>7. More high-impact faculty research.</td>
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<tr>
<td>Assure continuing excellence and currency in all business curriculum and programs. (Note - revised wording of continuing goal.)</td>
<td>1. Review, update, align, and &quot;right-size&quot; the COB undergraduate common core, consider upper division gateway course in core and potential integration of general education (GE) writing and capstone within the business core—continuing 2016/17.</td>
<td>1. Lower division program review completed.</td>
<td>1. Completed review of lower division common core. Changes included eliminating Business Administration (BADM) 101 and moving Business Law (BLAW) 302 to the lower division for the BADM and Business Information Systems (BSIS) program. In 2016/17 the Undergraduate Curriculum Committee (UCC) will complete review and revisions of the upper division common core.</td>
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<td>2. Identify and address integration issues with the transfer model curriculum (TMC) and resulting associate degrees for transfer (AST) in lower division core—continuing 2016/17.</td>
<td>2. One change brought program closer to alignment. Second change leaves lower division program gap to address 2016/17.</td>
<td>2. Movement of BLAW 302 to lower division through program review provided better alignment with TMC model and AST’s of in-area community colleges. In 2016/17 the COB must still address a current program omission to properly align.</td>
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<td>3. Pilot U-course as freshman gateway to business, enhanced information competence and civic engagement with business/entrepreneurial skills—continuing 2016/17.</td>
<td>3. Offered 132 business freshman a U-course experience. 97% of business freshman in COB’s U-course pilot continued as sophomores, while only 85% of business freshman who did not have U-course continued as sophomores.</td>
<td>3. Pilot was generally successful in achieving freshman engagement and retention goals, the information competency portion of the course was not able to provide the learning outcome result needed to continue as a program substitution for statistics, as planned. One more pilot of this course pairing in fall 2016 and a pilot with the GE English course (ENG 130) and our BADM 101 course in spring 2017 will provide outcomes to inform our future directions with the course. The spring pairing may better support both the learning goals for each course and the goals for U-course pairings.</td>
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<td>4. Offer an ensemble of online core courses in summer—new initiative piloted 2016.</td>
<td>4. All four online courses filled in pilot. 131 students away for summer progress in program. Will reduce time to graduate.</td>
<td>4. Faculty developed online versions of three-core courses. Faculty are currently developing an additional set of three upper division core classes online to offer summer 2017.</td>
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University Strategic Priority: 1, 3, 6, 8
Academic Theme: 2
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| 3  | Assure continuing excellence and currency in all business curriculum and programs.  
Note - revised wording of continuing goal.) | 5. Embed a Chico business program area of distinction experience in every COB student through co-curricular competitions and/or options in specific training—new initiative 2016/2017.  
6. Provide a successful accreditation maintenance review—new initiative 2016/17. | 5. Each graduate will be measurably distinguished in professional accounting, professional sales, information management and use, entrepreneurial thinking, or professional business strategy consulting, or one of the distinguishing skill sets that define such specialization.  
6. Accreditation Peer Review Team recommends maintenance of accreditation in fall 2017. | 5. Electives and signature courses in areas of distinction will be considered across options. Common core course enhancements, especially in the upper division, will be examined in 2016/17 for potential enhancement for skills aligned with our Programs of Distinction.  
6. With successful review of COB strategic plan and management processes including finances, curriculum management processes, faculty development, and management process combined with COB facilities improvement plans, COB should be successful in accreditation review. |
### College of Business
Program and Human Resource Development Goals

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<td>4</td>
<td>Raise the profile of COB Programs of Distinction, branded as Centers or Professional Certificates and serving as the nexus of value adding partnerships. (Note - revised wording of continuing goal.)</td>
<td>1. Leverage new communication platforms and cycles to better connect stakeholders—continuing 2016/17.</td>
<td>1. The new employee serving in the role of COB communications coordinator has successfully updated all aspects of college web presences and developed an effective and efficient web update system. The coordinator has also provided new and/or more effective management of social media and cyclic college e-newsletter. In the coming year, the coordinator will manage effective message and material alignment with University Advancement in anticipation of the University Capital Campaign public launch in 2016/17.</td>
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<td>2a</td>
<td>Scale-up entrepreneurship education in non-business courses and in training non-business faculty for projects in classes—continuing 2016/17.</td>
<td>2a. Developed program, consensus, and proposal for curriculum, a “maker space” and faculty development mechanism for entrepreneurship education across the disciplines on campus.</td>
<td>2a. Approximately 42 faculty across all colleges and several community members developed the Bridge Entrepreneurship proposal to establish support and programs across the disciplines, including support for competitions and networking through the COB Center for Entrepreneurship. Funding will be sought from Coleman and Kaufman Foundations. Coleman Foundation appointed Tim Stearns from Fresno State as Chico’s mentor and the Center for Entrepreneurship. The COB funded a trip to Fresno for three members of the Bridge team.</td>
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<td>2b</td>
<td>Showcase students skill through regional and national competitions—continuing 2016/17.</td>
<td>2b. 2nd Place in Future 4 &amp; More Competition, Incubator funded six student projects.</td>
<td>2b. Added $18,000 in event costs, and spent $36,315 in Incubator Acceleration funds in support of 6 new ventures.</td>
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University Strategic Priority: 1, 6, 8
Academic Theme: 1, 2
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<td>4</td>
<td>Raise the profile of our Programs of Distinction, branded as Centers or Certificates and serving as the nexus of value adding partnerships.</td>
<td>3a. Upgrade training space for professional sales program—completed initiative.</td>
<td>3a. New Seufferlein Sales center opened in Aug. 2015, program developed new student club, Pi Sigma Epsilon (PSE), a charter division of the national organization. The club was chartered by AS, attracted 60 members in its initial year and won the University award for best new student club.</td>
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<td>3b. Continue to raise distinction for excellence by entering additional high-profile national competitions—new initiative 2016/2017.</td>
<td>3b. A national title from recognized competition in addition to the Western Regional title.</td>
<td>3b. CSU, Chico won first place in the Western States Collegiate Sales Competition for the seventh year in a row. The Seufferlein Sales Program will sponsor an additional national competition this coming year. The COB program will compete in either the American Marketing Association (AMA) Northwestern Mutual Sales Competition in March 2017, or the National Collegiate Sales Competition in April 2017.</td>
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<td>3c. New courses to add currency and access to programs—new initiative 2016/17.</td>
<td>3c. Courses approved.</td>
<td>3c. The program will develop curriculum in customer relationship management (CRM) to enhance knowledge and understanding of our students, and develop a no-prerequisite sales course to enable training of non-business majors to participate in these programs and competitions.</td>
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<td>4. Develop and launch of newly approved Professional Consulting Certificate—continuing initiative 2016/17.</td>
<td>4. Successful placement of students in program to top management consulting firms (e.g. Accenture, MacKenzie and Associates).</td>
<td>4. Piloted program with two successful consulting projects from two courses, with deliverables to major clients (Hitachi in fall 2015, Lundberg Farms in spring 2016). 20-25 top management students will develop skill sets and networks as a flagship for quality in our management program.</td>
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University Strategic Priority: 1, 6, 8
Academic Theme: 1, 2
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<td>4</td>
<td>Raise the profile of our Programs of Distinction, branded as Centers or Certificates and serving as the nexus of value adding partnerships.</td>
<td>5a. Use the CESIR to form an on-campus affinity group for big data and analytics capabilities in research and classes. Leverage Hosting Center capabilities for this purpose—continuing 2016/17.</td>
<td>5a. CESIR facilitated the development of a data science program by engaging interested faculty and chairs from math, computer science, and business. A program proposal was developed by this interdisciplinary group. The business faculty have developed an initial proposal for a business analytics option with recommendations for understanding data analytics in business brought into a set of existing core courses. These proposals will be considered in 2016/17 under processes for addressing Program Goal 3, Initiative 1 and 5 above, and with consideration for using Hosting Center capabilities for this purpose.</td>
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<td>5b. Showcase student skills through national and regional competitions—new initiative 2016/17.</td>
<td>5b. Student team won Enterprise Systems regional coding competition SAP InnoJam Coding the Future and national #innotakeoff Competition.</td>
<td>5b. Team captain Daniela Gonzalez-Diaz was hired by Deloitte, all other graduates on the team earned multiple job offers.</td>
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<td>6. Scale Volunteer Income Tax Assistance (VITA) program to better meet community demand—continuing 2016/07.</td>
<td>6. Students engaged in support of community provided $1 million returned to low income taxpayers and local economy.</td>
<td>6. Program serviced twice as many taxpayers as last year.</td>
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University Strategic Priority: 1, 6, 8
Academic Theme: 1, 2
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<td>5</td>
<td>Invest in co-curricular student support with tutoring, applied projects, and develop enhanced career advancement support.</td>
<td>1a. Remodel COB Student Success Center in Glenn Hall to add scale and facility quality, ongoing supervision, student training, and more business courses tutored—<strong>initiative completed</strong>.</td>
<td>1a. Construction plans and designs were executed. Physical changes in student support space will enable Goal 1, Initiative 1 and 2 as well and the ongoing enhancement of our tutoring support for core classes and to shore up gaps present in COB’s increasingly diverse students.</td>
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<td>1b. Develop tutoring support for all core courses and tutoring that is increasingly effective in closing educational foundation gaps—<strong>new initiative 2016/17</strong>.</td>
<td>1b. Developing support and training through COB Student Success Center (See Goal 2, Initiative 3b).</td>
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<td>2a. Add a facilitated group project space to COB Student Success Center—<strong>initiative completed</strong>.</td>
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<td>2b. Institute mandatory advisement at entry freshman/transfers and as student enters upper division program—<strong>new initiative 2016/17</strong>.</td>
<td>2b. Will afford proper engagement and management of student progress through program.</td>
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<td>6</td>
<td>Enhance presence and use of business-enabling technology that distinguish our students.</td>
<td>1a. Integrate and leverage our technology distinction across the core and in support of Goal 3, Initiative 5—revised initiative 2016/17.</td>
<td>1a. All students will engage with dynamic enterprise systems in business problem-solving with skills in use of data and analytics. Benchmark in 16/17.</td>
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<tr>
<td>1a. Develop data and analytics support for classroom and faculty research.</td>
<td>1b. Joined CSU data consortium. Operationalized Wharton Research Data Services (WRDS) platform to deliver data to faculty and student and subscribed to SDC data.</td>
<td>1b. Faculty in finance, marketing, and business information systems engaging with system to enhance course integration and research—Supports program Goal 2.</td>
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<td>2. Use CESIR to enable updates of technology used in the core—moved to integrated curriculum based initiative under Goal 3, Initiative 5.</td>
<td>2. In support of Goal 6, Initiative 1 above. Hosting Center and CESIR will examine costs and resource availability for implementation.</td>
<td>2. Data and supporting use in classroom is an increasing cost as educational demands in business require data-based problem engagement as a necessary pedagogy for proper skill development. New faculty research and classroom needs doubled this data cost in 2015/16 and will likely double again in 2016/17 as we add additional new faculty schooled in these new areas across the business disciplines. Sustainable funding must be developed for this purpose.</td>
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<td>3. Maximally leverage COB’s corporate partnerships and COB’s UCC Hosting Center to enhance faculty training and student placement networks—continuing but modified 2016/2017.</td>
<td>3. Faculty in BSIS are respected internationally for their quality and currency.</td>
<td>3. Employers seek out CSU, Chico graduates for the excellence of their programs.</td>
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<td>7</td>
<td>Embrace global diversity, grow global student presence.</td>
<td>1. Add 20 international students to our resident MBA program, maintain a 40 to 50 percent global complement to this program—continuing 2016/17.</td>
<td>1. An additional seven international students will join the MBA class in fall 2016.</td>
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<td>2. Develop internationally relevant MSA program for launch 2018—modified initiative 2016/17</td>
<td>2. New internationally focused MSA program will launch in 2018.</td>
<td>2. New internationally focused MSA program will launch in 2018.</td>
<td>2. Last year’s plan to launch in 2017 is delayed one year while the COB develops its five new accounting faculty members and continues to build the faculty complement needed to launch.</td>
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<td>3. Enhance impact of our international graduate students by engaging them with students in the undergraduate programs through teaching support positions and as tutors, etc. in the COB Student Success Center—continuing but reworded initiative 2016/17.</td>
<td>3. Four international MBA students were hired as graduate assistants or instructor student assistants in the COB Student Success Center in direct support of students in undergraduate classes.</td>
<td>3. The MBA fees have provided COB the opportunity to support such efforts to sustain program quality.</td>
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<tr>
<td>4. Offer best practice entrepreneurship education to consortium of students from African nations—new initiative 2016/17.</td>
<td>4. Received a $234,000 grant. COB will serve 20 African college students over three summers. Faculty and students providing the program will increase sensitivity and knowledge of Africa and its entrepreneurial potential.</td>
<td>4. Received a $234,000 grant. COB will serve 20 African college students over three summers. Faculty and students providing the program will increase sensitivity and knowledge of Africa and its entrepreneurial potential.</td>
<td>4. Beginning summer 2016, the faculty and students in the COB will offer training in the application of tools and practices leading to entrepreneurial success. The long-run goal of this program is for CSU, Chico to play a role in finding solutions to the vast issues the African continent faces and to provide cross-cultural interest and sensitivity to our students, faculty, and staff.</td>
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**College of Business Program and Human Resource Development Goals**

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<td>**8</td>
<td>Embrace local diversity, enhance our quality, value and presence in the North State.**</td>
<td>1. Provide Redding, CA with a high quality management program with high relevance to the Redding area and more live-faculty presence—continuing reworded initiative 2016/2017.</td>
<td>1. Developed new “Redding relevant” management program for Redding site.</td>
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<td>2. Bring entrepreneurship expertise to local schools and school systems—continuing initiative 2016/17.</td>
<td>2. 12 faculty-supervised students are in North State high schools supporting teachers engaged in entrepreneurial experiences in their classes.</td>
<td>2. Students in entrepreneurship program and in SAGE support teachers doing entrepreneurship projects in classes (in Paradise, Chico, and Marysville).</td>
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<td></td>
<td>3. Grow CSU, Chico’s competition in entrepreneurship for regional high schools through our SAGE outreach program—continuing 2016/17.</td>
<td>3. Managed two competitions for North State high schools, one at CSU, Chico and one in Sacramento.</td>
<td>3. For the second year in a row, SAGE and the entrepreneurship faculty have engaged North State and Sacramento Valley high schools in a sponsored competition both on campus and in Sacramento. In 2016/17, the COB will work to expand this program with a focus on Redding-area high schools.</td>
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<td>4. Provide support for HSI initiatives on campus—new initiative 2016/17.</td>
<td>4. Attract HSI based funding to campus in support of URM initiatives in business and other disciplines.</td>
<td>4. A COB Spanish-speaking professor with over 15 years of experience in a highly effective Hispanic serving institution has joined the University’s new Hispanic Institution Serving (HIS) Committee, headed by Chela Patterson, to provide support and look for leadership opportunities for COB in the University initiative.</td>
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# College of Business
## Financial Resource Development Goals
($20—$30 million)

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<td>1</td>
<td>Attract and sustain faculty excellence by funding research endowments.</td>
<td>1. Create a set of endowments to incent faculty through salary supplements for research—continuing 2016.</td>
<td>1. $10 million targeted over five-year plan. ($7 million in faculty research endowments, $3 million in distinctive program endowments.)</td>
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<td>1a. Accounting—an additional $1 million ($3 million total).</td>
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<td>1b. Entrepreneurship—$1 million for entrepreneur in residence.</td>
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<td>1c. Build research support endowments for finance, management, and marketing areas—new specifics continuing initiative 2016/17 ($3 million).</td>
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**University Strategic Priority:** 2, 5  
**Academic Theme:** 4
### Goals Statement or Revision

**Objectives/Initiative 2015/16**

1. Design and build a facility that inspires and supports COB excellence.

   - **1.** Design funding model for a 100 percent privately funded building—*initiative completed.*
     - 1a. Secure CSU support by providing "case" for new building—*new initiative 2016/17.*
   - 2. Develop internal and external consensus regarding needs and concept, including promotional materials—*initiative completed.*
     - 2a. Assist central Advancement in continuing development of Capital Campaign materials that are also carried into COB-based communication material—*new initiative 2016/17.*
   - 3a. Raise $25 million from gifts.
   - 3b. Provide $338,000 per year (2015/16, 2016/17, and $776,000 thereafter for 28 years) out of total COB resources to service 25 percent of bonded indebtedness for new building—*modified initiative 2016/17.*

### Measures of Success 2016/17

1. A feasible funding model was developed, vetted through stakeholders and approved by the cabinet.
   - 1a. Capacity analysis completed and submitted to CSU with approval to move forward.
2. A watercolor concept was developed.
   - 2a. Clear and effective messaging from central to unit level will be maximally effective in raising COB and whole University Capital Campaign goals.
3. Engaged COB Advisory Board members in donor cultivation.
   - 3a. Provide dean and faculty support for critical donor cultivation.
   - 3b. COB raised $776,000/year for building mortgage.

### Progress made 2015/16 and Continuing/New Initiative 2016/17

1. A hybrid campus (COB and Central) and gift-based funding model was negotiated for the proposed new building. New building for the COB will be a major feature of the University’s Capital Campaign, to launch 2016/17.
   - 1a. COB Dean’s Office will continue to work with the vice presidents for University Advancement and Business and Finance to complete the case preparation for CSU approval.
2. Internal and external consensus built, preliminary promotional material developed.
   - 2a. COB communications coordinator will work closely with University Advancement to appropriately incorporate critical Capital Campaign themes, designs, and messages in COB materials and support all outreach for COB initiated through University Advancement.
3. Engage COB faculty and program directors in scaling-up revenue generating opportunities including larger and more successful summer program, generating more program revenue from COB Hosting Center, grow the MBA program (more graduate fees), and relaunch the MSA program (more graduate fees).
## College of Business
Financial Resource Development Goals
($20—$30 million)

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<td>2</td>
<td>Design and build a facility that inspires and supports COB excellence.</td>
<td>4. Break ground in 2020—continuing initiative.</td>
<td>4. New functional design complete and approved for groundbreaking by end of year 2019.</td>
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**University Strategic Priority:** 1, 5, 6  
**Academic Theme:** 1-5
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| 3 | Invest in co-curricular student support and success. | 1. Enhance tutoring space and supervision to enable access to students with learning gaps, and give a clear vehicle for success in COB programs and courses—initiative completed.  
2. Provide co-curricular support for community deliverable team projects anchored in COB classes—initiative completed.  
3. Expand COB career advancement activities including academic internship qualification and placement—continuing but will be incorporated as an initiative under Program Goal 1. | 1. Develop tutoring support for all core courses and tutoring that is increasingly effective in closing educational foundation gaps—Program Goal 5, Initiative 1.  
2. Team project breakout rooms in COB Student Success Center completed. Coordinator hired.  
3. Software infrastructure for administrative management of internships identified and adopted. | 1. Developing support and training through COB Student Success Center—Program Goal 5, Initiative 1.  
2. Three breakout rooms were created in new COB Student Success Center. New COB Student Success Center coordinator provides supervision/support for these spaces.  
3. New business career advancement programs were offered in 2015/16, including an all-University Dress for Success business fashion show sponsored by Kohl’s, several resume writing workshops, and interviewing workshops. These will continue in 2016/17, infrastructure for scale-up academic internships support in COB Student Success Center will be established in 2016/17. |

**University Strategic Priority:** 1, 3, 5  
**Academic Theme:** 1, 2
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<td>4</td>
<td>Develop and enhance branding and communication.</td>
<td>1. Enhance communication vehicles with common look and feel, and reliable cycle of delivery—<strong>initiative completed.</strong> 2. Develop capacities of website—initiative now incorporated in Program Goal 4, Initiative 1. 3. Develop specialist to manage social media for COB—<strong>initiative completed.</strong></td>
<td>1. New website completed, implemented new internal updating process. COB e-newsletter quarterly cycle established and implemented. 2. COB and all COB units have branded and functioning presence on website. 3. Social media management process established for college.</td>
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**University Strategic Priority: 2, 5**
**Academic Theme: 4**
College of Business
Financial Resource Development Goals
($20—$30 million)

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| 5 | Engage COB Advisory Board more effectively to raise funds and expand real-world business experiences for faculty and students. | 1. Board will commit to a set of fundraising priorities—continuing 2016/17.  
2. Priorities will align with campus priorities—continuing 2016/17.  
3. Actively link board members to subgroup program focus and specific fundraising priority areas.  
4. Expand student and alumni network for internships and career placement. | 1. Board is an effective vehicle for raising money and identifying prospects for COB’s portion of University’s Capital Campaign.  
2. Resource development priorities have been modified to align with University Capital Campaign.  
3. A subcommittee will be functioning and successful for each area of the Capital Campaign.  
4. Students seeking jobs and internships will have a career-path designated set of contacts and placements readily available for their area of specialization. | 1. Referral lists and cultivation of board members for contributions to capacity have proceeded with significant increases in board member donations.  
2. See modifications in Fundraising Goals, page 5 of this Annual Report.  
3. Board-based building subcommittee formed and went on two field trips to examine new business buildings in some of the CSU and UC campuses, and discussed private funding models successfully used in certain projects. Additional subcommittees in support of the Capital Campaign will include a subcommittee for faculty endowments and a subcommittee for support of COB-designated distinctive programs and scholarships.  
4. Currently building infrastructure for scale-up. Board members have provided lead lists. |

University Strategic Priority: 1, 5, 6  
Academic Theme: 1-5
## College of Business
### Financial Resource Development Goals
($20—$30 million)

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<td>6</td>
<td>Align organization, policy, and processes.</td>
<td>1a. Align handbook with new accreditation standards/strategies—initiative completed.</td>
<td>1a. Approved of revised handbook and posted to the COB faculty resource center in Blackboard Learn.</td>
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<td>1b. Adopt and populate Activity Insight (AI) by Digital Measures as the official faculty qualification and evidence documentation platform (faculty e-portfolio)—new initiative 2016/17.</td>
<td>1b. All faculty should have full resume information in AI by end of fall 2016.</td>
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<td>2. Align handbook with Faculty Personnel Policies and Procedures (FPPP) and faculty contract—continuing 2016/17.</td>
<td>3. Added and adapted Appendix 3 to COB Handbook.</td>
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<td>3. Learning assurance process, including assessment will be clear and transparent—continuing 2016/17.</td>
<td>3. To be reviewed annually.</td>
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### University Strategic Priority: 1, 3, 5
### Academic Theme: 1, 2
Common Abbreviations

AI  Activity Insight: The College of Business’ official faculty qualification and evidence documentation platform (faculty e-portfolio).
AMA  American Marketing Association
AS  Associated Students
AST  Associate Degree for Transfers
BADM  Business Administration
BSIS  Business Information Systems
CESIR  Center for Enterprise Systems and Informatics Research
COB  College of Business
CRM  Customer Relationship Management
FPPP  Faculty Personnel, Policies, and Procedures
GE  General Education
GF  General Fund
HIS  Hispanic Institution Serving
MOU  Memorandum of Understanding
PSE  Pi Sigma Epsilon: a national organization for professional sales students.
RTP  Retention Tenure Promotion
SAGE  Students for the Advancement of Global Entrepreneurship: a student organization created by Professor Curt DeBerg, created at CSU, Chico
TMC  Transfer Model Curriculum
UCC  Undergraduate Curriculum Committee
URM  Underrepresented Minority
VITA  Volunteer Income Tax Assistance
WRDS  Wharton Research Data Services