

PRELIMINARY STRATEGIC PLAN

DEVELOPING BUSINESS and MANAGEMENT PROGRAMS
at PACIFIC UNIVERSITY

Context

The traditional strengths of Pacific University have been a comprehensive undergraduate liberal arts college coupled with selected professional programs offering graduate degrees. A successful plan for growth of Pacific will include programs in business and management that are *distinguished, distinctive and attractive*. The programs will build upon Pacific's traditional strengths as comparative advantages that can be leveraged by addressing specific student and community (including employer) interests.

Adding programs in business and/or management has been considered on several occasions during the past decade. Previous planning efforts at Pacific have proposed a variety of goals and objectives that have been based on market research and certain assumptions concerning the opportunities for growth in business and management. The most frequent conclusions from these previous studies have been:

- 1) Expand the undergraduate majors (to include: accounting, finance, marketing, international business, management, management information systems and leadership).
- 2) Increase undergraduate enrollments (to 100 or 200 upper division students).
- 3) Establish an autonomous College of Business.
- 4) Offer a Master of Business Administration degree (with specialties tailored to the strengths of the college and needs of the students).
- 5) Achieve a graduate student enrollment (of at least 70 FTE).
- 6) Establish a rigorous, non-traditional and non-residential undergraduate program in business for working adults.
- 7) Pursue and receive accreditation from the Association to Advance Collegiate Schools of Business.

This current strategic plan incorporates and /or modifies past recommendations as appropriate in light of current constraints, especially the current market for graduates with specialization in business and management.

Underlying Assumptions and Visionary Goals

The following Underlying Assumptions and Revised Visionary Goals are presented as a basis for the proposed intermediate planning effort.

- 1) Fundamental to the success of the new programs are increased autonomy and visibility which are best achieved through a separate structural entity. Thus a College of Business and/or Management will be assumed as the primary element of a new institutional structure. Within this document the term "College of Business and Management" will be used as a placeholder for an eventual naming decision.
- 2) The College of Business and Management will be built upon the traditions of liberal arts education and will offer an expanded undergraduate degree offering with a full range of business

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and management majors, e.g. international business, marketing, accounting, finance, human resources, operations and logistics, entrepreneurship.

- 3) The enhanced undergraduate programs within the College of Business and Management will attract a larger student body with upper division enrollment reaching 200 by 2013.
- 4) The College of Business and Management will offer a variety of resident and non-resident masters degree and post-baccalaureate programs. The core graduate program will be the Masters in Business Administration. Other graduate degree offerings will link closely to other academic strengths of Pacific University and may include Masters in Management.
- 5) The College of Business and Management will achieve a post-baccalaureate enrollment of at least 70 FTE by 2013.
- 6) The College of Business and Management will pursue and receive accreditation from the Association to Advance Collegiate Schools of Business as soon as possible for both undergraduate and graduate programs.
- 7) Pacific University will be recognized in Washington County, Oregon and beyond for innovative and valuable educational programs in management and business. By 2013 the value of these programs for students and employers will be recognized by growing enrollments and institutional support.

Advancing the Visionary Goals

Pacific has moved forward to develop an implementation plan for growth of business and management programs by identifying this topic as a strategic initiative for AY 2009/2010. During the current academic year several key steps will be taken, especially the approval of a proposal to create an autonomous college and the hiring of a dean to lead the initiatives.

The following outline presents a summary overview for the long-term strategic plan but is focused on the decisions and strategies that should be addressed during the next two years – AY 2009 through 2011. The three principal goals and supporting objectives of this strategic plan constitute a framework within which the campus community and others will develop and implement decisions. This overview is presented as a starting point for a strategic planning process that will include a broad audience of stakeholders during the next few months.

Within the first year of implementing this intermediate plan, we anticipate that many important new programs will be started, key faculty and students will be attracted to the new programs and critical institutional structures will be started. We anticipate that during the second year of this plan a more comprehensive and long-term strategic plan will be developed under the leadership of the new dean and other stakeholders. The efforts begun under this intermediate planning effort will provide a stronger base from which to consider the long-term future for business and management education at Pacific University.

Principal Goals and Objectives of the Intermediate Strategic Plan

The following three goals and associated objectives are presented as candidates for the core of an intermediate strategic plan. These three topics:

- Academic Programs
- Institutional Structures
- Effective Operations

cover the scope of effort that will have to be addressed if new programs in management and business are to be established at Pacific. The three topics have significant overlap. For example the plan outlined below to initiate an Executive Masters in Management of Science and Technology is considered as an academic program in Goal I (Objective 1-3), with the recruiting of faculty for this program in Goal II and recruiting of students and the financial viability in Goal III. The interaction of these strategic activities in advancing more than one objective will be noted in the final version of the intermediate plan.

The three principal goals for this intermediate strategic plan are not necessarily (and perhaps not likely) to be the goals of the eventual long term plan for establishing successful programs in business and management at Pacific. The principal goals identified here are focused on the effort that will be necessary over the next two years or so to prepare a strong foundation for more specific long term planning.

This section is organized around the three principal Goals. Within each Goal are a number of Objectives that represent the major elements within which the details of the intermediate strategic plan must be developed. The details of strategy, priority, tactics, resources and budgets will be added to this plan as it is developed over the next months and incorporates information from stakeholders.

Goal I - Establish a foundation for academic programs of high quality that will be integrated with other Pacific University comparative advantages and strengths.

This Goal will be directed toward identifying and selecting a set of academic programs that can be the core of a vital College of Business and Management at Pacific. The principles of critical planning to achieve programs that are distinguished, distinctive and attractive to students and the broader community must be rigorously applied in this selection and development process.

A primary element of this Goal is to identify, plan and implement new master's degree programs for the College of Business and Management. The MBA degree will be the core of this graduate offering but other degrees, potentially Masters in Management, will be offered to capitalize on opportunities for Pacific to achieve distinction.

Full time resident degree programs will be the primary focus of new graduate majors; however, part time and executive formats also will be considered. The potential benefit of post-baccalaureate Certificate Programs also will be considered and a candidate program has been proposed to begin in 2010.

A major objective for growth in business and management at Pacific is an expansion of the undergraduate programs. A significant increase in the number of matriculated student majors is planned. Offering more course and degree options will be part of the plan along with enhanced options for Pacific undergraduates, business majors and others, to matriculate directly into Masters programs. There will be

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a broadening of the course offering, specifically at the upper level through access to graduate courses. Formal curriculum coordination that will encourage Pacific undergraduates to continue directly into a masters degree program will be developed.

Objective 1-1 The core graduate program for business and management at Pacific University will be a Master of Business Administration (MBA) degree. A range of specialty tracks within the MBA will be considered to capitalize on opportunities for Pacific to achieve distinction.

Objective 1-4 The undergraduate programs at Pacific University will be developed within the traditions of a liberal arts education. These programs will expand the academic scope of Pacific and will attract a larger body of student majors. The undergraduate enrollment in residential programs will be at least 200 students in upper division majors by 2013.

Objective 1-3 A resident (FT or PT) Masters in Management of Science and Technology will be initiated by September 2011.

Objective 1-4 An Executive Masters in Management of Science and Technology degree program will be initiated in September 2010 with a minimum class cohort of 15 students.

Objective 1-5 Undergraduate and graduate majors in International Business and Management will be a core part of the programs at Pacific. These programs will be developed as part of the broader internationalization of Pacific University.

Objective 1-6 Post-baccalaureate Non-degree Certificate programs will be offered beginning with an Accounting Certificate Program that will be started in AY 2010-2011.

Objective 1-7 The potential for non-traditional, non-resident undergraduate and graduate programs that was a feature of the 2008 strategic plan must be reevaluated.

Goal II - Establish an Institutional Structure to support programs in Business and Management at Pacific.

The structural elements developed under Goal II will: a) support excellence and stability, b) enable a constructive environment for students and faculty, c) strengthen Pacific University through synergy with other programs and recruiting of quality students.

A fundamental assumption for this effort is that an autonomous College of Business and Management will be the most appropriate structure for the future. However, this assumption must be tested and confirmed as part of this intermediate strategic planning process. A related question is the timing for establishing an independent College. The College of Arts and Sciences is the current home for undergraduate majors in business and any future plans for an undergraduate business major (or majors) will still be firmly founded in the principles of liberal education for all students. Future business students will continue to take a large portion of their courses in the College of Arts and Sciences and many CAS students will elect courses in business. An on-going close relationship between the CAS and a new College of Business and Management is essential.

An autonomous structure for the College of Business and Management will be part of the strategic objective of being accredited by the Association to Advance Collegiate Schools of Business (AACSB).

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The accreditation process requires a formal relationship with the accrediting body for a period of five years during which the development of an accredited program is monitored. Pacific will begin the AACSB accreditation process during the fall 2009.

Objective 2-1 Establish an Independent College of Business and Management

Objective 2-2 Recruit and hire a Dean of the College

Objective 2-3 Recruit core faculty

Objective 2-4 Initiate Accreditation from the Association to Advance Collegiate Schools of Business (AACSB) in 2010

Goal III - Establish Principles, Processes and Precedents of Effective Operations for the Department of Business and the College of Business and Management.

Goal III is directed toward defining the principles, procedures and precedents for operating a successful College of Business and Management through a transition period as well as for the long term. At the core of this effort is a plan to provide sufficient funding to assure success and vitality in the new programs.

The objectives within this goal address both operating revenues and special initiative funding to provide investments that will be used to start the programs. Initiative funding from external sources is especially important and success in bringing these resources to the program is critical for the future College of Business and Management. A detailed financial plan has not been developed yet but will be part of the final intermediate strategic plan. This financial plan will describe in detail the requirements and expectations during the two-year intermediate period and will also define a general outline of the long term financial viability for a College of Business and Management and the associated new programs.

Establishing formal and informal relationships with stakeholders outside of the University is essential. A number of advisory committees that can bring the perspective and support from business, alumni, and others are planned and an initial Program Advisory Board has been formed.

Objective 3-1 Engage a Program Advisory Board and other external advisors to assist the College.

Objective 3-2 Solicit and attract Initiative Financing to support establishment and growth of the College.

Objective 3-3 Recruit high quality undergraduate and graduate students through a comprehensive program of marketing, communications and engagement.

Objective 3-4 Establish academic programs that are consistently able to attract tuition paying students sufficient to support all direct and indirect costs for the College and University.

Objective 3-5 Assess the impact on infrastructure of increased student enrollment in undergraduate and graduate programs in the College of Business.

PACIFIC UNIVERSITY REQUIREMENTS for ACCREDITATION
by
ASSOCIATION FOR ADVANCEMENT OF COLLEGIATE SCHOOLS OF BUSINESS

I. SUMMARY OF AACSB'S ELIGIBILITY CRITERIA.

Criterion A: A collegiate institution seeking AACSB accreditation must be a member of AACSB International. AACSB International membership should be established prior to or concurrent with the submission of the AACSB Pre-Accreditation Eligibility Application. Indicate the year that your institution/school became a member of AACSB.

Criterion B: An institution seeking accreditation by AACSB must offer degree-granting programs in business or management.

To be considered for accreditation an institution must offer programs at the bachelors, master's and/or doctorate degree level. Generally this means programs following a high school diploma lasting three or more years, delivered in a collegiate environment. The objective of the programs should be to prepare students for a professional or academic career in business. AACSB does not accredit institutions that award degrees that are only at the two-year post secondary level.

Criterion C: Degree programs in business must be supported by continuing resources.

State the current annual educational budget (in your local currency, together with the current exchange rate to US dollars) for the institution and the business school and, if appropriate, indicate the administration's support for faculty resources and faculty development. State why you believe that your revenue is likely to be maintained at this level for the next five years.

Criterion D: All degree programs in business offered by the institution at all locations will be reviewed simultaneously.

Since this criterion often raises a number of issues, clarification is provided in Appendix B. Please use Appendix A to list all degree programs in business at your institution, and those that you wish to exclude from the AACSB review, giving your reasons for exclusion.

Criterion E: Consistent with its mission and its cultural context, the institution must demonstrate diversity in its business programs.

AACSB believes that the opportunity for management education should be open to a diverse people, although cultural differences may limit that diversity in any one institution; and that the experience of management education should be illuminated by the experience of human diversity. Describe how the term "diversity" is interpreted in your cultural context, and show how diversity, so defined, is demonstrated within your business school and in the programs you deliver.

Criterion F: The institution or the business programs of the institution must establish expectations for ethical behavior by administrators, faculty, and students.

Describe the established expectations of the institution or the business school for ethical behavior by administrators, faculty, and students. In particular, describe what codes of conduct exist in documentary form, and how the school ensures that all administrators, faculty, and students are aware of the content of these codes. Also describe the penalties for transgressing these codes, and the procedures for enforcing these penalties.

Criterion G: At the time of initial accreditation, a majority of business graduates shall be from programs that have produced graduates during the two most recent years.

What percentage of all your graduates in the most recent year for which statistics are available graduated from programs that have produced graduates for at least two years?

II. SUBMISSION OF APPLICATION TO AACSB FROM PACIFIC

1) October 2009 – Assignment of Staff Advisor by AACSB

This assignment has been made.

2) Completion of DRAFT Strategic Plan for Developing Business and Management Programs at Pacific University.

It is not necessary that the University have a final strategic plan completed at the time of submission of the Eligibility Application. The DRAFT strategic plan will represent both a commitment on the part of the University and also will provide the basic plan for starting the accreditation process. As the strategic plan is revised through the University process, these revisions will be incorporated in the Pre-Accreditation Process.

3) Preparation of AACSB Eligibility Application by Pacific University

4) December 4, 2009 – Application for consideration by Pre-Accreditation Committee due at AACSB

5) January 26, 2010 – Meeting of AACSB Pre-Accreditation Committee

III. PRE-ACCREDITATION – INITIAL ACCREDITATION TIMELINE

(following two pages)

PREACCREDITATION – INITIAL ACCREDITATION TIMELINE

PREACCREDITATION PROCESS					INITIAL ACCREDITATION PROCESS	
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
<ul style="list-style-type: none"> Applicant submits Eligibility Application 	<ul style="list-style-type: none"> If necessary, Mentor conducts another on-site visit 	<ul style="list-style-type: none"> Once AP is accepted, Mentor conducts annual on-site visit to assist applicant in AP implementation 	<ul style="list-style-type: none"> If necessary, Mentor conducts annual on-site visit to assist applicant in AP implementation 	<ul style="list-style-type: none"> If necessary, Mentor conducts annual on-site visit to assist applicant in AP implementation 	<ul style="list-style-type: none"> PRT Chair is appointed. PRT Chair assumes monitoring responsibility from Mentor. 	<ul style="list-style-type: none"> Applicant submits SER to PRT & IAC (or AAC) for review
<ul style="list-style-type: none"> Application is reviewed by PAC 	<ul style="list-style-type: none"> Applicant continues to develop AP & SWOT analysis 	<ul style="list-style-type: none"> Applicant submits annual progress report 	<ul style="list-style-type: none"> Applicant submits annual progress report 	<ul style="list-style-type: none"> Applicant submits annual progress report 	<ul style="list-style-type: none"> Applicant submits annual progress report 	<ul style="list-style-type: none"> PRT reviews SER & drafts previsit letter, confirming the PRT on-site review
<ul style="list-style-type: none"> If application is accepted, Mentor is appointed 	<ul style="list-style-type: none"> Mentor provides update to PAC liaison on applicant's progress toward AP completion 	<ul style="list-style-type: none"> Mentor provides update to IAC (or AAC) on applicant's annual progress report 	<ul style="list-style-type: none"> Mentor provides update to IAC (or AAC) on applicant's annual progress report 	<ul style="list-style-type: none"> Mentor provides update to IAC (or AAC) on applicant's annual progress report 	<ul style="list-style-type: none"> PRT Chair provides update to IAC (or AAC) on applicant's readiness to continue in process 	<ul style="list-style-type: none"> IAC (or AAC) reviews the previsit letter & PRT recommendation for concurrence
<ul style="list-style-type: none"> Mentor establishes contact with applicant 	<ul style="list-style-type: none"> When completed, applicant submits AP to PAC for review 	<ul style="list-style-type: none"> IAC (or AAC) corresponds with applicant on progress and/or concerns 	<ul style="list-style-type: none"> IAC (or AAC) corresponds with applicant on progress and/or concerns 	<ul style="list-style-type: none"> IAC (or AAC) corresponds with applicant on progress and/or concerns 	<ul style="list-style-type: none"> IAC (or AAC) corresponds with applicant on progress and/or concerns 	<ul style="list-style-type: none"> Once concurrence is reached, PRT visit occurs as scheduled
<ul style="list-style-type: none"> Mentor conducts on-site visit to identify & resolve eligibility issues 	<ul style="list-style-type: none"> Mentor reviews plan & provides recommendation to PAC 				<ul style="list-style-type: none"> PRT Chair conducts on-site visit to consult w/ applicant in preparation of SER 	<ul style="list-style-type: none"> Within 10 days of visit, PRT Chair distributes Team Report to applicant & IAC (or AAC)
<ul style="list-style-type: none"> Within 10 days of visit, Mentor submits report to PAC containing recommendation on eligibility issues, highlighting areas of concern & indicating timetable for AP completion 	<ul style="list-style-type: none"> PAC reviews AP & can: (1) accept AP & forward plan along w/ confirmed eligibility criteria to IAC (or AAC) for review or (2) request further revision & resubmission of AP 				<ul style="list-style-type: none"> Applicant works to complete SER and refine SP 	<ul style="list-style-type: none"> Applicant provides PRT & IAC (or AAC) response to Team Visit Report (OPTIONAL)

<ul style="list-style-type: none"> • PAC reviews Mentor report & makes recommendation on eligibility criteria 	<ul style="list-style-type: none"> • Once PAC accepts AP, it is forwarded to IAC (or AAC) for review. IAC (or AAC) can: (1) accept AP or (2) request further revision & resubmission. 				<ul style="list-style-type: none"> • Remaining PRT members are appointed 	<ul style="list-style-type: none"> • IAC (or AAC) reviews Team Visit Report & recommendation for concurrence
<ul style="list-style-type: none"> • PAC recommendation is forwarded to ACC for concurrence 					<ul style="list-style-type: none"> • Visit dates for PRT review are established 	<ul style="list-style-type: none"> • Team & IAC recommendation is forwarded to the Board for ratification
<ul style="list-style-type: none"> • ACC concurs or remands back to PAC for further information 						<ul style="list-style-type: none"> • Once ratification is approved, applicant is awarded initial accreditation with next review in five years
<ul style="list-style-type: none"> • Once concurrence is reached, PAC confirms scope & eligibility criteria with applicant & Mentor 						
<ul style="list-style-type: none"> • Mentor works with applicant to understand issues identified by PAC & develop AP 						
<ul style="list-style-type: none"> • Mentor updates PAC liaison on applicant's progress toward development & submission of AP 						

AP DEVELOPMENT

AP IMPLEMENTATION



**RESPONSIBLE COMMITTEE
PAC**

**RESPONSIBLE COMMITTEE
IAC**

