

2011-2016

St. John Fisher College
Ronald L. Bittner School of
Business

[STRATEGIC PLAN]



Vision

The Bittner School of Business of St. John Fisher College will be recognized as a premier School of Business by offering student-focused programs, informed by quality research, that emphasize professional competencies and ethical business practices. (Approved October 2010)

Mission of the Bittner School of Business

The Ronald L. Bittner School of Business prepares professionally competent¹ and ethically responsible graduates for careers as managers and professionals primarily for local and regional business. The school emphasizes excellence in teaching, close interaction with students, and recognizes that excellent teaching is informed by faculty actively engaged in research and scholarship. The faculty members produce research published in peer reviewed journals, and other recognized outlets for intellectual contribution that advances the scholarship of teaching, business practice and disciplinary knowledge. (Revised 2004, Re-visited Annually)

Strategic Goals with Corresponding Objectives of the Bittner School of Business

- 1. Maintain and create undergraduate programs and curriculums that prepare our graduates for successful careers**
 - 1.1. Initiate a Marketing major
 - 1.2. Initiate a Human Resources Management Major
 - 1.3. Initiate a Financial Planning concentration in the BS in Finance major
 - 1.4. Initiate study abroad opportunities focused on business topics
 - 1.5. Initiate Supply Chain and Entrepreneurship Minors
 - 1.6. Explore Financial Engineering concentration in the BS Finance Program
 - 1.7. Explore Real Estate Development concentration in BS Finance Program
 - 1.8. Explore 3+1 option for incoming accounting majors

¹ As evidenced by graduates demonstrating competency in communication, business knowledge, teamwork and critical thinking.

2. Create graduate programs that are programs of choice in the region focused on entrepreneurial skills

- 2.1. Initiate MBA curriculum review so as to create a focus on creating agility in students
- 2.2. Review concentrations
- 2.3. Initiate MBA students on NFP Boards
- 2.4. Investigate off-site hybrid cohort based MBA program to service another remote location
- 2.5. Investigate feasibility of cohort based MS healthcare finance program
- 2.6. Explore dual-degree option with Pharm.D.
- 2.7. Explore Tax Track for MBA Accounting Program
- 2.8. Explore MBA 3 + 1 Accounting track
- 2.9. Raise funds for graduate assistantships

3. Retain and attract a highly qualified and diverse faculty and student body

- 3.1. Develop a long-term faculty plan
- 3.2. Secure research grant funding for summer research
- 3.3. Recruit highly qualified FT MBA students
- 3.4. Recruit Hispanic MBA students with cooperation of NSHMBA
- 3.5. Create MBA international study tour courses – ESCBB, WIT, LaSalle/Madrid

4. Develop an ongoing continuous improvement system

- 4.1. Fully implement assurance of learning for undergraduate programs
- 4.2. Fully implement assurance of learning for graduate programs
- 4.3. Implement indirect assessment plan

5. Construct a new facility to house The Bittner School of Business

- 5.1. Identify necessary infrastructure once commitment to build facility in place

6. Identify centers of excellence appropriate to the vision and mission of the Bittner School of Business

- 6.1. Identify funding source necessary to start Center for Student Entrepreneurship

7. Increase external participation of the Bittner School

- 7.1. Increase external presence by engaging in organizations outside of Bittner
- 7.2. Develop membership of Business Advisory Council
- 7.3. Inaugurate Student Advisory Council
- 7.4. Engage business community in School activities and special events

Goal 1: Maintain and create undergraduate programs and curriculums that prepare our graduates for successful careers

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
1.1	Initiate a marketing major	Marketing major proposal sent to NYSED	Sent by February 1, 2011	Dean, chair of management/marketing	\$0.00	Start Fall, 2011 or Spring 2012	<input checked="" type="checkbox"/>
1.2	Initiate a human resources management major	HRM proposal sent to NYSED	Sent by April 1, 2011	Dean, chair of management/marketing	\$0.00	Start Spring 2012	<input checked="" type="checkbox"/>
1.3	Initiate a financial planning concentration in the BS in finance major	Concentration is approved by departmental faculty	Approved by 1/1/2011	Dean, chair of accounting/finance	\$0.00	Start Fall 2012	<input checked="" type="checkbox"/>
1.4	Initiate study abroad opportunities focused on business topics	Courses approved	Students engaged	Dean, assistant dean, T. May	\$0.00	Agreements in place by June 2011	<input type="checkbox"/>
1.5	Initiate supply chain and entrepreneurship major	Concentrations approved by faculty	Students graduating with concentration	Dean, chair of management/marketing	\$0.00	2011-2012	<input type="checkbox"/>
1.6	Explore financial engineering concentration in the BS finance program	Degree approved by NY State	Enrolled students	Chair accounting/finance	\$4,000 (market study feasibility)	2014-2015	<input type="checkbox"/>
1.7	Explore real estate development concentration in BS finance program	Concentrations approved by faculty	Students graduating with concentrations	Chair accounting/finance	\$2,000	2012-2013	<input type="checkbox"/>
1.8	Explore 3+1 option for incoming accounting majors	Degree approved by NY State	Enrolled students	Chair accounting/finance	\$200	2012-2013	<input type="checkbox"/>

Goal 2: Create graduate programs that are programs of choice in the region focused on entrepreneurial skills

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
2.1	Initiate MBA curriculum review so as to create a focus on creating agility in students	Report of ad-hoc committee	Revised MBA curriculum	Assistant dean, ad-hoc committee	\$500	Spring 2012	<input checked="" type="checkbox"/>
2.2	Review concentrations	Report of ad-hoc committee	Revised MBA curriculum	Assistant dean, ad-hoc committee	\$500	Spring 2012	<input checked="" type="checkbox"/>
2.3	Initiate MBA students on NFP boards	Students serving on NFP Boards in credit – bearing courses	Credit bearing courses	Dean, assistant dean	\$500	Start Spring 2011	<input type="checkbox"/>
2.4	Develop off-site hybrid cohort based MBA program to service another remote location	Report of ad-hoc committee	Revised MBA curriculum	Assistant dean, ad-hoc committee	\$500	Spring 2011	<input type="checkbox"/>
2.5	Investigate feasibility of cohort based MS healthcare finance program	Report finished by 3/1/12	New MS program launched fall 2012	Dean	\$600,000	March 2012	<input type="checkbox"/>
2.6	Explore dual-degree option with Pharm.D.	Analysis and paperwork to NYSED	Students enrolled	BSB assistant dean and Associate dean WSOP	\$0	March 2012	<input type="checkbox"/>
2.7	Explore tax track for MBA Accounting Program	Courses approved by faculty	FT MBA students enrolled	BSB assistant dean, MBA-A director		Fall 2012	<input type="checkbox"/>
2.8	Explore 3 + 1 MBA Program in Accounting (see 1.8)	Courses approved by faculty	FT MBA students enrolled	BSB assistant dean, MBA-A director		Fall 2012	
2.9	Raise Funds for graduate Assistantships	Graduate Assistantships working with faculty	Students enrolled	Dean, Institutional Advancement	\$250,000	Fall, 2014	

Goal 3: Retain and attract a highly qualified and diverse faculty and student body

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
3.1	Develop a long-term faculty plan	Written plan on faculty assignment for participating/supporting faculty		Dean, chairs	\$0.00	Spring 2011	<input checked="" type="checkbox"/>
3.2	Secure research grant funding for summer research	Funding to support 3 summer research grants	Funding sources identified	Dean, development	\$500	Spring 2013	<input type="checkbox"/>
3.3	Recruit highly qualified FT MBA students	Average undergraduate GPA of 3.25 or higher	20-25 students per year	Assistant dean	\$0.00	Every academic year	<input type="checkbox"/>
3.4	Recruit Hispanic MBA students with cooperation of NSHMBA	Recruitment of FT MBA students	1-2 students per year	Assistant dean, director of graduate admissions	\$10,000 per year for scholarships	Every academic year	<input type="checkbox"/>
3.5	Create MBA international study tour courses – ESCBB, WIT, LaSalle/Madrid	Memorandum of understanding in place	Study tours financially feasible	Dean	\$0.00	First experience Spring 2012	

Goal 4: Develop an ongoing continuous improvement system

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
4.1	Fully implement assurance of learning for undergraduate programs	2-3 closing the loop activities	A fully functioning system with multiple closing the loop per year	Dean, assistant dean, faculty	\$0.00	Annual	<input checked="" type="checkbox"/>
4.2	Fully implement assurance of learning for graduate programs	2-3 closing the loop activities	A fully functioning system with multiple closing the loop per year	Dean, assistant dean, faculty	\$0.00	Annual	<input checked="" type="checkbox"/>
4.3	Implement indirect assessment plan	Create a plan to survey alumni and employers	1 major indirect assessment per year	Dean, assistant dean	\$1500.00	Annual	<input type="checkbox"/>

Goal 5: Construct a new facility to house The Bittner School of Business

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
5.1	Identify necessary infrastructure once commitment to build facility in place	A completed building	A plan which maximizes classroom and office space	Dean, assistant dean, faculty	\$0.00	2013-2014	<input type="checkbox"/>

Goal 6: Identify Centers of Excellence appropriate to the vision and mission of the Bittner School of Business

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
6.1	Identify funding source necessary to start center for student entrepreneurship	A. C.S.E. started and first company launched	A functioning system of micro businesses in place	Dean	\$500,000	2013-2014	<input type="checkbox"/>

Goal 7: Increase external participation of the Bittner School

Objective	Specific	Measurement	Attainable	Responsibility	Resource	Time-frame	Completed
7.1	Increase external presence by engaging in organizations outside of Bittner	Dean, assistant dean, faculty are engaged in external organizations such as corporations and NFPs	A culture of external involvement permeates the Bittner School of Business	Dean, assistant dean, faculty	\$0.00	Annual	<input checked="" type="checkbox"/>
7.2	Develop membership of Business Advisory Council (BAC)	Board membership greater than 15 active members	A functionary advisory board is in place	Dean, BAC	\$0.00	Annual	<input checked="" type="checkbox"/>
7.3	Inaugurate Student Advisory Council (SAC)	SAC meeting 6 times per year	A SAC that is a functioning member of the AoL system, student organizations which attend conferences, and is a key stakeholder in the management of the strategic plan	Dean	\$500	Annual Initial meeting fall 2011	<input type="checkbox"/>
7.4	Engage business community in School activities and special events	Increased participation of community at School events	Year end increase in number of functions with community business leaders	Dean, assistant dean, BAC		Annual	<input type="checkbox"/>