

## Appendix 2 – Strategic Plan

### SBA Strategic Plan (Revised June 2018)

#### Vision

- We will be a global leader in Jesuit business education.

#### Values

- We are committed to academic excellence
  - Deliver a rigorous, relevant and dynamic curriculum to meet the needs of our changing world.
  - Encourage and support scholarly activities that contribute to our disciplines and the common good.
  - Inspire greater student performance and accountability in curricular and co-curricular activities.
- We actively engage in our university and our community
  - Develop rich learning experiences that engage students with real business and community challenges and opportunities.
  - Create mutually beneficial exchanges among faculty, businesses and community partners.
  - Contribute to the excellence and reputation of the University.
- We embrace the Jesuit legacy of inspired, confident and innovative action
  - Deepen our understanding of and commitment to Jesuit values and pedagogy
  - Develop a branding strategy that highlights the distinctiveness of Jesuit business education.

### Suggested tactical initiatives (based on priorities from strategic planning process):

- We are committed to academic excellence
  - Deliver a rigorous, relevant and dynamic curriculum to meet the needs of our changing world.
  - Increase analytics/technology focus throughout the curriculum.
  - Develop more multi-disciplinary or interdisciplinary curriculum offerings.
  - Increase international opportunities for students (e.g., China course model).
  - Encourage and support scholarly activities that contribute to our disciplines and the common good.
  - Inspire greater student performance and accountability in curricular and co-curricular activities.
  - Create a freshman class that introduces students to SBA curriculum, core Jesuit mission, values and expectations.
- We actively engage in our university and our community
  - Develop rich learning experiences that engage students with real business and community challenges and opportunities.
  - Enhance existing and create new opportunities for students to engage with community partners through internships, service learning, projects and other experiential learning activities.
  - Create mutually beneficial exchanges among faculty, businesses and community partners.
  - Create more local relationships with companies (like Boeing) and local business to engage faculty/students in exchanges, experiences, tours, and projects.
  - Contribute to the excellence and reputation of the University.
  - Use our new web site, social media and other means to tell our story in research, consulting, board experiences, teaching, and service to all our constituents.
  - Open 1-credit weekend intensive courses and create SBA sponsored and hosted continuing education classes to GU staff and members of the broader Spokane community.
  - Design classes for the emerging University Core that integrate Core themes with our focus on responsible, sustainable, and contributory business.
  - Offer a “Business as a Calling” class that would qualify as a Freshman Seminar.
- We embrace the Jesuit legacy of inspired, confident and innovative action
  - Deepen our understanding of and commitment to Jesuit values and pedagogy.
  - Provide ongoing education to faculty and staff on topics of Jesuit, Catholic tradition and values.
  - Incorporate Jesuit values and pedagogy more fully throughout curriculum.
  - Create a “Jesuit Business Ethics” seminar for the external business community.
  - Develop a branding strategy that highlights the distinctiveness of Jesuit business education.
  - Publish mission-related stories (of students, faculty, alums) on our website, social media, newsletters and other communications.

## “SBA of the Future” Visioning Process – March 2020

1. Develop a program of experiential learning that goes beyond, in breadth and depth, our current internship program and the various “ad hoc” opportunities our students have for experiential learning.
  - Go “all in” with an SBA commitment to Opportunity Northwest (the Place Based initiative). The school and every discipline can contribute to this initiative.
  - Provide a “refresher” on the Ignatian Pedagogical Paradigm. Ignatian pedagogy includes experience, reflection and action.
2. Technology-centered education will, in short order, become the norm for business education.
  - Require a baseline course in data analytics for every student; each discipline has a data analytics component in their areas
  - Expertise in data analytics included as a preference for all new faculty hires
  - Develop a fully hybrid course MBA track to extend the reach of MBA in the region
3. It is overwhelmingly clear, that SBA’s will need to work vigorously to diversify their faculty and student bodies as the demographic profile of students seeking a business education, undergraduate and graduate, continues to shift.
  - Develop a fully hybrid course track to extend the reach of MBA in region
  - All hiring committees for faculty/staff extend the reach of searches to include underrepresented groups
  - Develop benefaction source to support MBA tuition-funding to recruit from underrepresented groups
4. It is inescapable that the integration of a concern for environmental and social sustainability is quickly becoming a necessity for all SBA’s.
  - Incorporate sustainability content throughout the SBA curriculum
  - Expertise in sustainability included as a requirement/preference for all new faculty hires
5. Our research paints a future that will be increasingly complex and turbulent for business schools. If the SBA is to navigate this dynamic environment, it should intentionally develop a culture based on the Jesuit mission and values and create an internal organization that is agile, innovative and integrative.
  - Explicitly include mission in all new faculty/staff hiring criteria
  - Continue regular “brown bag” presentations and other means to develop mission awareness/skills
  - Break down walls/silos between disciplines in SBA and across campus (note- the Opportunity Northwest initiative offers a means for greater collaboration within the SBA and across campus)
6. All of the above recommendations will require growing opportunities for faculty development.
  - SBA mission, values and priorities should drive hiring and faculty development decisions
  - Dean’s office supports faculty development in experiential learning pedagogy, technology development (data analytics), diversity, sustainability