

Strategic Plan

Fowler College of Business

2021 - 2025

Contents

History of Fowler College of Business and Context	2
1. History	2
2. CSU and SDSU Planning	2
3. Naming	4
4. Recent Developments	5
Mission	6
Seven Strategic Priorities:	7
1. Develop students into professional and ethical business leaders through rigorous business education.	7
2. Graduate our students on time.	8
3. Expand educational opportunities for underserved learners and communities.	8
4. Recruit and retain highly qualified faculty and staff and invest in their continued professional development.	9
5. Transform business and society through impactful research, innovations, student experiences, and service.	10
6. Offer equal opportunities for, and promote inclusion and diversity among, our students, faculty and staff.	10
7. Expand outreach and develop philanthropic support to promote the mission of the Fowler College.	11

History of Fowler College of Business and Context

1. History

Although business courses were taught at San Diego State University as far back as 1922 in the division of social sciences, the Fowler College of Business (FCB) of today began to take shape in the 1950s. In 1959, the college became one of the first CSU business colleges to become AACSB accredited. In Fall 2020, the FCB consisted of 5,953 undergraduate students, 298 graduate students, 78 tenured or tenure-track faculty, 71 lecturers, and 45 staff. Its alumni network consists of over 64,000, many of whom stay in the San Diego area to work and contribute to the local economy.

The FCB is made up of five academic units (Departments of Finance, Management, Marketing, and Management Information Systems, and the School of Accountancy), three support offices (Center for Student Success, Graduate Business Programs Office, and the Career Management Center), and several research/service centers (e.g., Lavin Entrepreneurship Center, Corky McMillian Center for Real Estate, Center for International Business Education and Research, Corporate Governance Institute, Institute for Inclusion and Diversity in Organizations, Center for Accounting in the Public Interest, and Centre for Integrated Marketing Communication). Each unit operates with varying levels of autonomy, and reports to the Dean of the FCB, who in turn reports to the Provost (Academic Affairs). The FCB was the first SDSU academic college with dedicated advising centers for undergraduate students.

2. CSU and SDSU Planning

As one of seven colleges within San Diego State University, we are guided by, and contribute toward the goals and initiatives contained in the [SDSU Strategic Plan 2020-2025, We Rise We Defy](#). This plan was developed over an eight-month period in a process that involved thousands of students, faculty, staff, and alumni. It defines five strategic priorities:

- Becoming A Premier Public Research University: A New Kind of Hispanic Serving Institution.

SDSU will forge a path to become an R1 Doctoral University where excellence and access converge. To achieve this long-term institutional goal, SDSU will leverage its unique stature as a community-engaged, border-connected, Hispanic-Serving Institution (HSI) located on Kumeyaay land. We are committed to developing infrastructure and resources that enable our research activity to grow while continuing to support excellence in teaching.

- Resilience: Designed to Thrive

SDSU is committed to building a resilient and sustainable university through innovative practices. We must develop new revenue streams to meet our scholarly and teaching aspirations, our dedication to community and diversity, and the athletic endeavors of the university. We commit to using our resources with transparency, equity, efficiency, and accountability in alignment with the university's goals. As citizens of a larger global community, SDSU proudly embraces the principles of responsible environmental stewardship.

- We Are SDSU

SDSU will expand its global impact, unifying the university through a common mission and identity. Under a single name, the multi-campus university includes the San Diego campus, SDSU Imperial Valley, SDSU Global Campus, a future SDSU Mission Valley location, regional microsites, and other programs around the globe and online. No matter SDSU's campus or program location, the collective mission is to support the educational and economic development of communities while creating a sense of unified belonging for students, faculty, staff, and alumni. We span the California-Mexico border, and serve the world.

- Equity and Inclusion In Everything We Do

SDSU will be a global leader in advancing diversity, equity, and inclusion in research, teaching and in community engagement. At SDSU, the mark of our global leadership will be an innovative institutional infrastructure that promotes and supports diversity, equity, and inclusion in everything we do: research, teaching, professional development, student experiences in and outside the classroom, and community relationships. Our values compel us to foster such an environment, where community members of all identities can thrive. We embrace SDSU's identity as a Hispanic-Serving Institution on the border and recognize our residence on Kumeyaay land.

- Students at Our Core

SDSU commits to a future where all students are able to achieve their greatest potential. Our collective efforts will elevate SDSU as a national exemplar, providing education and training for the innovators and leaders our region and global society demand. SDSU will provide access to success through transformational experiences in and outside of the classroom for undergraduate, graduate, and lifelong learners. With an enduring commitment to innovation, resilience and to our students, we will cultivate a university culture and infrastructure that facilitates an affordable, student-centered, wellness-focused, life-long educational journey, supported by every member of the SDSU community.

In addition, the California State University System (CSU) and San Diego State University have taken specific actions to foster student success. In 2015, the California State University (CSU) launched Graduation Initiative 2025, an ambitious plan to increase graduation rates, eliminate equity gaps in degree completion and meet California's workforce needs. The FCB has specific graduation targets to reach by 2025.

The SDSU Strategic Plan includes the key activity that by December 2023, the university will have a 75% placement rate for undergraduate students in internships, research opportunities, and fellowships to enhance employability and access to graduate studies.

A University Senate resolution approved on Feb. 6, 2018, requires all academic and administrative units/divisions create individual diversity plans that are congruent with the University plan. A year-long process led to the adoption of the College's plan in September 2020.

SDSU Global Campus offers online training, certificates and degrees in areas of study designed to meet the needs of students everywhere. To meet the goal to "expand access to affordable, high-quality university undergraduate and graduate education for the people of our region and beyond," the SDSU Strategic Plan includes the Key Activity: "By June 2025, increase the number of SDSU Global Campus adult learners by 25%."

3. Naming

In October 2016, the College received the largest gift in the history of San Diego State University when local philanthropist and San Diego Padres co-owner and vice chairman Ron Fowler and his wife, Alexis, made a \$25 million endowment gift to the college. Established as a matching gift, this endowment provides an opportunity to the college and university to raise an additional \$25 million, doubling the total value of the gift to \$50 million. In recognition of this extraordinary gift and commitment to the university, the name of the college was changed to the Fowler College of Business making it the first named academic college in the history of San Diego State University. The Fowler gift is structured to provide support for endowed faculty chairs, professorships and faculty excellence as well as to support students by providing scholarships, support for international experiences, internships and programs.

The Fowler gift provides tremendous opportunities to the college including both faculty and students. From a faculty perspective, the availability of endowed chairs and professorships, as well as the faculty excellence fund, will help the college recruit and retain high quality faculty across the various departments and provide them with the support needed to conduct research that can be published in top-tier academic journals. Endowed chairs and professorships are essential for the college given the highly competitive market, particularly in disciplines such as accounting and finance. Recruitment of top-tier faculty is critical to the college being able to increase research productivity if we are to achieve our goal of becoming a top 50 business school. This gift is also helping the college attract highly qualified students into the business

school and provide them with financial support, as well as academic opportunities that will enhance their educational experience.

The Fowler College has made substantial progress towards raising the \$25M and as of September 20, 2021, over \$16M has been donated or pledged leaving less than \$9M. Fowler Match Gifts include support for the Fowler Scholars Program, Veteran and Guardian Scholarships, multiple professorships, an endowed chair in corporate governance, support for our Career Management Center, department excellence funds, and support for faculty professional development.

4. Recent Developments

The Fowler College of Business occupies a unique niche in higher education, particularly among public business schools. Our programs are both highly ranked and affordable. We have a long and proud history of over 60 years as an AACSB accredited business school and nearly 40 years as an AACSB accredited accounting program. We have a substantial alumni base of over 64,000 strong, xxx of whom reside in the San Diego area, that includes a number of highly accomplished and prominent business leaders. Our success and mission have attracted a number of philanthropists, including Ron Fowler, to invest in our mission to help further elevate the college.

As an AACSB-accredited institution, we are accountable to the organization's guiding principles and standards covering strategic management and innovation, learner success, and thought leadership, engagement, and societal impact. The Fowler College of Business aspires to meet AACSB's description of the defining feature of quality business schools:

“The defining feature of quality business schools is that they are making a significant difference through educational activities, thought leadership, and engagement with external stakeholders. Quality schools create and disseminate intellectual contributions that have an impact on the theory, practice, and/or teaching of business, and have a positive impact on society. Often these contributions are the result of engagement with broader society in a manner that facilitates co-creation of knowledge and ensures the relevance, usefulness, and impact of the school's intellectual contributions.”¹

Five recent developments have influenced the components of this strategic plan.

- The FCB has invested in student advising services. The number of advisers in the Center for Student Success increased from 2 in 2018 to 17 in 2021. This led to a vast improvement in the student-to-advisor ratio, now at 350/1. To accommodate this expansion the Fowler College opened a new Center for Student Success in Lamden Hall 419. This additional space houses the Assistant Dean, the Lead Advisor, the majority of the advisors, and the Fowler tutoring services space.

¹ AACSB 2020 Guiding Principles and Standards for Business Accreditation, p. 49.

- The Graduate Career Management Center was recently reconstituted as the Career Management Center and now serves both graduate and undergraduate students.
- Graduate enrollments are impacted by a variety of factors, including the business cycle, availability of quality online programs, and international students' demand for US programs. Graduate enrollments at FCB dropped dramatically, from 590 students in Fall 2015 to 298 students in Fall 2020. A revised MBA curriculum was implemented in Fall 2021. This, along with the return to in-person classes has led to greater numbers of applications and enrollments. Two specialized graduate programs, Cybersecurity Management and Global Business Development, were introduced in 2020 and 2021, respectively.
- In response to the COVID-19 pandemic, SDSU shifted to virtual instruction in March 2020. Almost all FCB classes were offered virtually in Fall 2020 and Spring 2021 as well. While some faculty had some experience with online modalities, most did not. SDSU Instructional Technology Services (ITS) quickly developed abbreviated versions of their Course Design Institute to help prepare faculty to transition to a virtual modality employing both synchronous and asynchronous approaches. Major investments in classroom technology were also made while instruction was virtual that will allow hyflex delivery approaches where students can participate in person or virtually.

Mission

The Mission of the Fowler College of Business is to foster economic development for our region, impact business practices through research and service innovations, and empower students from diverse backgrounds to achieve upward socioeconomic mobility.

The Fowler College:

- engages businesses, entrepreneurs, community organizations and governments to undertake research and service that address the challenges of our day;
- aligns our curriculum with the competencies that our students need to succeed in their careers and become responsible, ethical, and contributing members of society; and
- provides talent and thought leadership to businesses through excellence in education and programs that reflect the international, entrepreneurial, and diverse character of the Southern California region and beyond.

Seven Strategic Priorities:

The Mission of the Fowler College will be supported by activities organized around Seven Strategic Priorities.

1. Develop students into professional and ethical business leaders through rigorous business education.

The Fowler College of Business will implement the following tactics:

- Enhance instructional excellence and teaching effectiveness. The Undergraduate and Graduate Committees will conduct analyses of pedagogies employed during the pandemic. Their findings will be used to promote the use of techniques, digital tools, and activities that proved to be most effective.
- Maintain faculty rigor and currency in their courses and pedagogies. We assess through ongoing periodic and performance review processes that ensure faculty qualifications.
- Ensure that students are achieving learning outcomes through regular assessment. This effort is led by the Director of Assessment in collaboration with graduate and undergraduate curriculum committees and faculty.
- Explore introducing a fully online MBA program to serve professionals who cannot attend in-person classes or prefer a different learning modality.
- Explore offering some graduate classes in an online modality to improve the attractiveness of SDSU's to prospective students seeking a hybrid program.
- Analyze how best to repurpose the required capstone course under the previous MBA curriculum, BA 795, to continue to provide MBA students with opportunities to engage with community organizations in consulting experiences.
- Explore the feasibility of developing a doctoral business program in one or more disciplines.
- Increase the number of students who use the FCB Career Management Center's services, including career fairs and advising services.
- Restart the College's Teaching Excellence Award program and explore other ways to recognize outstanding teaching
- Conduct train-the-trainer events on incorporating ethics into additional courses.
- Selectively integrate into the curricula, emotional intelligence, well-being, coping skills in the real world, and resilience.
- Expand participation in the Fowler Scholars Program with an intentional focus on ethical business leadership to the benefit of society.

Metrics:

- Undergraduates: Rate of employment/continuing education post-graduation; Average full-time salary post-graduation; Number enrolling in graduate degree programs
- Graduate students: Rate of employment/continuing education post-graduation; Average full-time salary post-graduation

- Appointment contacts with the College's Career Management Center
- Number of companies recruiting in our career fairs

2. Graduate our students on time.

The Fowler College of Business will implement the following tactics:

- Enhance student advising and tutoring services through the use of the new Center for Student Services space.
- Improve student career preparation and job placement through greater participation in internships and mentorships.
- Utilize the new space in Lamden Hall 419 to increase the engagement with tutoring services for students enrolled in quantitative prep and core business courses.
- Leverage the additional advisers and the EAB platform to increase students' understanding of their major requirements, how to use the available advising tools, and how to connect with campus resources.
- Increase outreach to pre-majors with low GPAs through strategic advising and academic support.
- Monitor bottleneck courses and courses with low pass rates and implement interventions to address these issues.
- Raise additional scholarship funds for our students.
- Continue to raise awareness of scholarship opportunities and encourage students to apply.
- Pilot mandatory advising for all undergraduate business students.

Metrics:

- Graduation rates relative to the College's GI 2025 Targets:
First-time-freshmen targets: 4-year: 60%; 6-year: 90.0%
Transfer targets: 2-year: 62%; 4-year: 95%
- Number of undergraduate students in (1) internships, (2) research opportunities, and (3) fellowships
- Number of advisers per student
- Number of adviser visits by undergraduate students
- Aggregate dollar amount of scholarships awarded to business and pre-business majors
- Number of student Graduate Assistants and Instructional Student Assistantships

3. Expand educational opportunities for underserved learners and communities.

The Fowler College of Business will implement the following tactics:

- Analyze the feasibility and value of offering additional majors in the online BSBA degree-completion program

- Expand online BSBA program to Imperial Valley campus
- Explore offering certificate programs through Global Campus

Metrics:

- Enrollments in programs offered through Global Campus, overall and by demographic groups
- Retention and graduation rates for programs offered through Global Campus

4. Recruit and retain highly qualified faculty and staff and invest in their continued professional development.

The Fowler College of Business will implement the following tactics:

- Work with the administration to secure additional tenure/tenure track positions and focus on recruiting high quality faculty who fit with teacher/scholar model
- Pursue funding to endow additional professorships
- Explore funding faculty positions with revenues from self-support programs
- Develop a support framework to facilitate faculty efforts to secure external grants
- Conduct an assessment with recommendations for needed resources for the College's research infrastructure
- Revisit the College's assigned time policy, including guidelines for allocating assigned time to research activities.
- Provide professional development opportunities for college staff

Metrics:

- Faculty retention and promotion rates
- Peer-reviewed journal articles, additional peer- or editorial-reviewed intellectual contributions, and other intellectual contributions
- Citations of intellectual contributions
- Number and aggregate dollar amount of external grants
- Editorships and journal editorial board memberships
- Dollar amount expended on professional development activities, including database licenses, research stipends, and conference travel
- Membership on governance board of professional organizations
- Number of endowed professorships and chairs

5. Transform business and society through impactful research, innovations, student experiences, and service.

The Fowler College of Business will implement the following tactics:

- Explore how best to contribute toward the formation of the Mission Valley Innovation District.
- Utilize existing College centers to strengthen links with the San Diego community.
- Incorporate business and societal impact to the criteria used to evaluate university and college grant applications
- Maintain an inventory of cases of faculty and staff activities having a societal impact
- Include the College's programs, people and activities that have an impact on community and economic development in our College's Communications Plan.
- Build an Events and Programming Strategy to maximize impact of college events and forums such as Women in Leadership, CAGB, Hostler, Lavin, and CGI events, speaker-series, and conferences.
- Develop and promote social entrepreneurship programs

Metrics:

- Intellectual contributions that have a societal impact.
- Citations of intellectual contributions that have a societal impact.
- Number of media interactions with faculty on research findings and business practices
- Number of students involved in consulting projects with community clients
- Number of intellectual contributions providing insights into business practices or the betterment of society
- Quantity and dollar value of external grants from government agencies such as NSF and DOD.
- Attendance at Women in Leadership, CAGB, Hostler, Lavin, and CGI events, speaker-series, and conferences.

6. Offer equal opportunities for, and promote inclusion and diversity among, our students, faculty and staff.

The tactics for this strategic priority are articulated in the FCB Diversity and Inclusion Plan

Metrics:

- By 2025, FCB faculty candidate semi-finalist pools (defined as those who are interviewed at conferences or via Zoom/Skype) will consist of a similar percentage of URM individuals and females as in the national pool of candidates in a given field.

- Achieve a sustainable staff retention model through an increase of staff morale and increase participation rate by 2025 measured via staff responses to a FCB climate survey run every year that includes quantitative and qualitative questions.
- Achieve improvement in the promotion rate of URM faculty (compared with non-URM faculty) and in the promotion rate of female faculty (compared to male faculty) to full professor for each department by 2030.
- By 2025, FCB temporary faculty will consist of at least a similar percentage of URM individuals as in the national pool of tenure-track candidates in a given field.

7. Expand outreach and develop philanthropic support to promote the mission of the Fowler College.

The Fowler College of Business will implement the following tactics:

- Create a series of events linking College Centers and industry for focused, themed interaction.
- Investigate potential funding opportunities for each department/program/center.
- Develop a strategic fundraising plan in coordination with University Relations and Development (URAD).
- Create and aggressively pursue naming opportunities for the college, departments, and centers.
- Promote fund development for centers with potential for national/international visibility and positive revenue generation.
- Create clear mechanisms for sharing fundraising efforts with faculty and staff.
- Identify communications responsibilities that integrate advertising, media relations, events, management, social media connectivity, and web presence.
- Create and implement a transparent, accountable, responsive marketing plan that fits the needs of the college and reinforces SDSU's strategic branding.
- Build a brand-development process that includes all necessary elements for reaching college aspirations.
- Initiate branding activities that translate college strategy into clearly communicated value.
- Support existing industry- and local-economy-focused speakers' events and panel discussions of value to southern California industries and community groups.
- Establish alumni-centric events (F2F and digital) to deepen ties with alumni.
- Publish a periodic alumni magazine or alumni e-newsletter.
- Expand participation in the Fowler Scholars Program with a focus on ethical business leadership.

Metrics:

- Completion of the Fowler Match Campaign to raise \$25M (\$50M with Fowler Match) by the end of the 2025/2026 year.

- Subscriber counts on our social media feeds to measure outreach Subscribers to the Fowler College of Business eNewsletter
- Attendance and participation from other universities at Fowler events such as Women in Leadership the California Entrepreneurship Educators Conference.
- Undergraduate US News & World Report Rankings Goals: National Ranking for Undergraduate Program: Top 50, Entrepreneurship: Top 25, International Business: Top 10
- Undergraduate US News & World Report Ranking Goals: National Ranking for Graduate Program: Part-time MBA Program: Top 50.