

2020- 2025

5 YEAR STRATEGIC PLAN



PREPARED & DESIGNED BY

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THANK YOU

The Jack H. Brown College of Business and Public Administration Office of Academic Equity thanks Dean Rose, the Advocates, the department Chairs and professors in the college who have given their feedback regarding this strategic plan.

- Dean Lawrence Rose (Dean of the Jack H. Brown College of Business and Public Administration)

The Advocates:

- Dr. Barbara Sirotnik (Department of Information and Decision Sciences)
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- Dr. Kathie Pelletier (Department of Management)
- Dr. Kimberly Collins (Department of Public Administration)
- Dr. Melika Kordrostami (Department of Marketing)
- Dr. Winifred Scott (Department of Accounting & Finance)

Department Chairs:

- Dr. Javad Varzandeh (Department of Information and Decision Sciences)
- Dr. Jonathan Anderson (Department of Public Administration)
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Faculty:

- Dr. Alexandru Roman (Professor of Public Administration)



JHBC OFFICE OF ACADEMIC EQUITY 5-YEAR STRATEGIC PLAN 2020-2025



INTRODUCTION

The Jack H. Brown College of Business and Public Administration (JHBC) Office of Academic Equity (OAE) promotes Diversity, Equity, and Inclusion (DEI) in the college. As member of the AACSB, the JHBC Office of Academic Equity works with the university and the community to ensure that “Diversity” is practiced and honored, that “Equity” is practiced without compromise and “Inclusion” is valued and respected in all forms.

The JHBC seeks to ensure that all its members are treated equitably, are all guaranteed a right of unbiased treatment, and a right of equivalent access and advancement. The JHBC is actively working to identify and eliminate barriers that have prevented the success of marginalized groups. For JHBC members, inclusion implies that The JHBC-OAE will foster an environment where everyone and every group feels welcomed, respected, supported and valued. The office will serve as an advocate for a range of populations. These include historically underrepresented racial/ethnic groups; persons with disabilities; persons from low-income families; veterans; members of the LGBTQ communities; and women.

Excellence is best defined by the Association to Advance Collegiate Schools of Business, also known as AACSB International (AACSB):

“AACSB accredited schools have the highest-quality faculty, deliver relevant and challenging curriculum, and provide educational career opportunities that are not found at other business schools.”

Excellence implies that the JHBC recruits and retains the finest faculty and the best staff. Excellence means that faculty deliver relevant and challenging curriculum and provide educational career opportunities that are not found at other business schools. Excellence suggests that the JHBC leadership support faculty and students’ accomplishments.

Within the college, The JHBC-OAE will evaluate and support the various initiatives fostering equity, excellence and inclusion. The office will also identify the college discriminatory practices and make recommendations for improvement. It will develop, implement and evaluate projects supporting the college equity, inclusion and excellence mission. As members of California State University San Bernardino (CSUSB), the OAE works with the entire CSUSB community.

WE DEFINE THE *Future*

RATIONALE FOR THE CREATION OF THE OAE

RATIONALE/FOUNDATION

All members of JHBC share a responsibility for creating, developing and maintaining a learning environment where diversity is valued, inclusiveness is practiced, and equity is sought.

AACSB

Recent updates to accreditation standards recognize the importance of a supportive and diverse environment for future business and community leaders. As a member of the AACSB business schools, the JHBC is committed to promoting equity, excellence and inclusion.



THE JHBC STRATEGIC PLAN

The University's first strategic goal is: Student Success - Supporting this first goal, the college states that its responsibility is to, "Provide quality instruction and support student success through additional resources and experiences, preparing JHBC students and life-long learners to become active and ethical members in business, government, and a global society." The college strategic plan spells out that the creation of an OAE is needed to achieve this goal. In order to ensure student success, it is necessary to include a diverse and equitable college environment. Diversity promotes personal growth and a healthy society. It challenges stereotyped preconceptions; it encourages critical thinking; and it helps students learn to communicate effectively with people of varied backgrounds. It strengthens communities and the workplace.

STRATEGIC PLAN

As of January 30th, 2019 Dr. Beer has been appointed as the founding director. An operation budget (\$5,000) and funding for Graduate Assistants (GAS) have been allocated. Staff support for 10-hours per week has also be granted.

With these limited resources, Dean Rose and Director Beer will continue to develop an office where "Equity" is practiced without compromise, where "Excellence" is sustained, and where "Inclusion" in its many forms is valued and respected.

The OAE strategic plan is designed to set the direction and to establish the priorities for the office. The plan defines the office's view of success and prioritizes the activities that will make this view a reality. The strategic plan covers a period of 5 years.



VISION, MISSION & GOALS

“DIVERSITY IS BEING INVITED TO THE PARTY; INCLUSION IS BEING ASKED TO DANCE.”

VISION

The JHBC Office of Academic Equity will be known among other AACSB and CSU colleges as the office that has successfully endorsed and promoted Equity and Inclusion as the drivers of Excellence.

MISSION

The JHBC Office of Academic Equity is committed to supporting the college in its mission of creating a diverse environment; one that is inclusive, responsive and supportive of each and all its faculty, staff and students.

END GOALS

The success of The JHBC-OAE is directly related to the college's commitment to its mission. To be successful, the college must (1) support a director to provide leadership to the office; (2) support the office by allocating funds to staff the director position, provide staff positions, student assistant positions and office activities; (3) support the director and the staff professional development; and (4) support the office efforts to work closely with the college partners in the university, students and the region to promote the office vision, mission and goals.

GOALS AND OBJECTIVES

The strategic plan includes three goals. Progresses toward the plan goals will be evaluated using data from the CSUSB Institutional Research (IR), surveys developed by the office, focus groups and conversations with all the college members.

Goal 1

Support the college's effort to develop a more inclusive and hence healthier college climate by providing the conditions necessary for all the college members to feel welcomed, supported, included and valued.

OBJECTIVES

1. Create an Office of Academic Equity
2. Identify and raise awareness of students, staff and faculty experiences with exclusion, discrimination and harassment.
3. Create a single point of contact for all issues concerning equity, engagement and inclusion.
4. Participate in regional, national and international conversations about equity, inclusion and engagement.
5. Conduct longitudinal research to assess the college climate and make recommendations.

Goal 2

Support the college's commitment to equity and inclusion for all students by inspiring them to pursue an equitable, productive and engaged educational journey and by preparing them for a fulfilling and successful career both inside and outside the classroom.

OBJECTIVES

1. Address students' essential needs and make recommendations to address these needs.
2. Address students' educational needs and make recommendations
3. Increase students understanding of equity.

Goal 3

Support the college's need to identify, recruit and care for its human capital (faculty/staff) to fulfill its equity-based mission.

OBJECTIVES

1. Evaluate how the college recruit faculty and staff and make recommendations.
2. Evaluate how the college retain faculty and staff and make recommendations to correct biases.
3. Increase equity within classroom curriculum.

STRATEGIES



Contributes to goal 1, objective 1, 2, 3, 4, 5, and 6

1. Develop a website for the Office of Academic Equity
2. Write and finish a strategic plan
3. Prepare a budget
4. Develop a calendar of activities
5. Establish partnerships and collaborate with departments, centers, offices, the campus community and the community at large to raise awareness for the Office of Academic Equity.

Contributes to goal 2, objective 1

1. Identify the JHBC students' essential needs, i.e. wellness, nutrition, housing stability, and mental health.
2. Identify the college, the university and the region responses to the students' essential needs.
3. Establish partnerships with entities addressing students' essential needs.
4. Establish mechanisms to connect students to entities addressing essential needs.
5. Evaluate progress made in addressing essential needs.
6. Conduct longitudinal research exploring the progress made in addressing students' essential needs and make recommendations.

Contributes to goal 2, objective 2

1. Identify the college's successful practices in addressing students' educational needs, the educational needs overlooked by the college and the college's practice in addressing students' educational need.
2. Collaborate with departments, centers, offices, the campus community and the community at large to raise awareness for the Office of Academic Equity.
3. Conduct longitudinal research exploring the college's practices in assessing students' educational needs and make recommendations.

Contributes to goal 2, objective 3

1. Evaluate the impact of events, fellowships, scholarships and rewards implemented to support and recognize students participating in initiatives pertaining to equity, inclusion and engagement and make recommendations.
2. Conduct longitudinal research exploring the benefits of equity for students.



STRATEGIES CON'T

Contributes to goal 3, objectives 1

1. Identify the college successful practices in the recruitment of a diverse group of faculty and staff.
2. Identify the college biases and exclusionary practices in the recruitment of a diverse group of faculty and staff.
3. Collaborate with Advance Grand, department recruitment committees, the Senior Leadership Team, the Associate Dean, and Dean on all issues related to recruiting a diverse group of faculty and staff.
4. Conduct longitudinal research exploring the college recruitment practices toward faculty and staff and make recommendations.

Contributes to goal 3, objective 2

1. Identify the college's successful practices in the retention of a diverse group of faculty and staff.
2. Identify the college biases and exclusionary practices in the retention of a diverse group of faculty and staff.
3. Collaborate with departments, colleges, university and other entities to identify best practices in retention of faculty and staff.
4. Conduct longitudinal research exploring the college retention practices toward faculty and staff and make recommendations.

Contributes to goal 3, objective 3

1. Identify best practices for culturally relevant curriculum items and culturally relevant classroom activities and make recommendations.
2. Develop mechanisms to support faculty implementing culturally relevant classroom activities in the curriculum.
3. Collaborate with the Director of Research to support faculty members interested in conduction research related to equity, inclusion and engagement initiatives.
4. Collaborate with department evaluation committees, the Senior Leadership Team, the Associate Dean and Dean on all issues related to retention of a diverse group of faculty and staff.
5. Identify and develop events and reward systems to encourage and to recognize faculty and staff participating in equity, inclusion and engagement initiatives.
6. Identify equity-based professional growth opportunities, initiatives and training opportunities focusing on equity, inclusion and engagement and encourage participation.

SOURCES

- <https://www.csus.edu/saseep/smartgoals.html>
- <https://newamericanuniversity.asu.edu/about/asu-charter-and-goals>
- <https://niu.edu/diversity/about/vision-mission.shtml>
- <https://academic-equity.tulane.edu/mission>
- <http://www.egusd.net/wp-content/uploads/2018/04/EESP-Executive-Summary.pdf>
- <http://equity.psu.edu/about/epublications/assets/strat-plan-2014/view>

