



School of Business and Economics

STRATEGIC PLAN

2019-2021

WHO WE ARE

The School of Business and Economics (SBE) at Sonoma State University is the premier business school in the North San Francisco Bay Area, providing accredited programs in business administration and economics to approximately 2,000 students annually. The social and economic environment in which we operate has made our programs more vital than ever, providing the SBE with the opportunity to grow its position as an innovator in experiential education, as a provider of relevant research for practical and intellectual engagement, as a global leader in wine business education, as an accessible career development network for regional groups and individuals, and as a constructive and powerful partner and contributor to individual and community well-being.

OUR MISSION

The mission of Sonoma State University's School of Business and Economics is to *create extraordinary learning experiences* for our students, and to *advance best business practices* in the North Bay and beyond.

We will fulfill this mission by:

- Providing memorable and transformational educational programs for the global business professionals of the future, and for the entrepreneurs and emerging leaders of North Bay enterprises
- Being an exemplar of best practice by researching, developing, and applying the business tools, methods, and strategies that we teach our students
- Producing scholarly work that emphasizes applicability, as well as basic research that expands our contributions to our disciplines and pedagogical research that increases our impact in the classroom
- Cultivating success for the global wine industry as a lead business education and research center

OUR VISION

The vision for the Sonoma State University's School of Business and Economics is to be the catalyst for a collaborative, thriving North Bay economy and its global impact. This vision statement recognizes that much of our work is to serve as an innovator and initiator of economic and business change. We also include "global impact" as a part of our vision, acknowledging both the emerging global opportunities for North Bay businesses, and the momentum driving our own efforts to move from being a purely regional business school to one that has global initiatives.

OUR VALUES

As a core constituency of Sonoma State University, the School of Business and Economics supports and affirms the declared values of the university community. These values are:

- Diversity and social justice
- Sustainability and environmental inquiry
- Connectivity and community engagement
- Adaptability and responsiveness

We avow a triple-bottom line perspective for measuring organizational success including: (a) social equity, (b) environmental stewardship, and (c) economic prosperity.

OUR STRATEGIC PRIORITIES

The four strategic priorities targeted in [SSU's Strategic Plan 2025](#) provide the overarching framework for the SBE's strategic plan:

- Student Success
- Academic Excellence and Innovation
- Leadership Cultivation
- Transformative Impact

Within that framework, the Division of Academic Affairs has developed a strategic plan with goals for each strategic priority. The SBE's strategic plan focuses on seven strategic priorities which provide the structure for executing on the SBE mission and vision in support of the [Academic Affairs strategic goals](#). The SBE aims to:

1. Grow and continuously improve our graduate and executive program community
2. Raise the visibility and enhance the reputation of our undergraduate programs
3. Establish global leadership in wine business education and research
4. Build an innovative and holistic entrepreneurship program
5. Make it easier to produce great results (through internal continuous improvement processes)
6. Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other
7. Live our values

SSU Strategic Priority #1: Student Success

Academic Affairs Goals	SBE Priorities	SBE Tactics
<p>1. Meet SSU's GI2025 graduation and retention goals, including elimination of equity gaps</p>	<p>Raise visibility and enhance reputation of SBE undergraduate programs</p>	<ul style="list-style-type: none"> • Review and revise undergraduate curriculum for major and minor • Implement assurance of learning process • Expand offerings of transformational career development learning experiences
	<p>Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other</p>	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement
	<p>Live our values</p>	<ul style="list-style-type: none"> • Support diversity, equity, and inclusive excellence
<p>2. Create and implement a sustainable A-G (admissions to graduation) student recruitment and support services plan that aligns with SSU's identity as a regionally-serving and Hispanic Serving Institution</p>	<p>Grow and continuously improve SBE graduate and executive program community</p>	<ul style="list-style-type: none"> • Build our international student population
	<p>Raise visibility and enhance reputation of SBE undergraduate programs</p>	<ul style="list-style-type: none"> • Implement assurance of learning process • Increase placement rate and reputation
	<p>Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other</p>	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement • Increase prospective student engagement with our faculty and staff
	<p>Live our values</p>	<ul style="list-style-type: none"> • Support diversity, equity, and inclusive excellence
<p>3. Modernize SSU's teaching and learning spaces and business processes in support of student success</p>	<p>Raise visibility and enhance reputation of SBE undergraduate programs</p>	<ul style="list-style-type: none"> • Implement assurance of learning process
	<p>Make it easier to produce great results</p>	<ul style="list-style-type: none"> • Increase operational efficiency

SSU Strategic Priority #2: Academic Excellence and Innovation

Academic Affairs Goals	SBE Priorities	SBE Tactics
1. Diversify our faculty and staff ranks while supporting existing faculty and staff to ensure all employees are well positioned to support SSU's multicultural student population	Live our values	<ul style="list-style-type: none"> • Support diversity, equity, and inclusive excellence
2. Deliver innovative, high-quality academic programs that prepare students for the regional and global workforce and to contribute meaningfully to twenty-first century society	Grow and continuously improve SBE graduate and executive program community	<ul style="list-style-type: none"> • Implement assurance of learning process • Innovate new approaches to meet graduate program goals
	Raise visibility and enhance reputation of SBE undergraduate programs	<ul style="list-style-type: none"> • Review and revise undergraduate curriculum for major and minor • Implement assurance of learning process • Develop innovative and relevant pedagogy
	Build an innovative and holistic entrepreneurship program	<ul style="list-style-type: none"> • Incubate entrepreneurship programmatically throughout SSU • Build entrepreneurship infrastructure and resource support • Build reputation as a hub of entrepreneurship for the North Bay
	Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement
3. Amplify and support the expression of SSU's core values and strategic priorities in our curricula	Establish global leadership in wine business education and research	<ul style="list-style-type: none"> • Increase research impact
	Build an innovative and holistic entrepreneurship program	<ul style="list-style-type: none"> • Incubate entrepreneurship programmatically throughout SSU • Build entrepreneurship infrastructure and resource support • Build reputation as a hub of entrepreneurship for the North Bay
	Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other	<ul style="list-style-type: none"> • Increase employer engagement
	Live our values	<ul style="list-style-type: none"> • Promote sustainability • Support diversity, equity, and inclusive excellence

SBE Additional Goal/Priority for Academic Excellence and Innovation → → →	Make it easier to produce great results	<ul style="list-style-type: none">• Review policy and structure• Enhance financial management system clarity• Expand internal communication• Increase operational efficiency• Track metrics and impact
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SSU Strategic Priority #3: Leadership Cultivation

Academic Affairs Goals	SBE Priorities	SBE Tactics
<p>1. Amplify integration of leadership into the curriculum and into co-curricular programming to make this a distinctive feature of SSU educational culture</p>	<p>Grow and continuously improve SBE graduate and executive program community</p>	<ul style="list-style-type: none"> • Use service learning, project-based learning, co-curricular programs, and leadership-specific courses to cultivate leadership skills in graduate students
	<p>Raise visibility and enhance reputation of SBE undergraduate programs</p>	<ul style="list-style-type: none"> • Expand offerings of transformational career development learning experiences
	<p>Establish global leadership in wine business education and research</p>	<ul style="list-style-type: none"> • Increase research impact
	<p>Build an innovative and holistic entrepreneurship program</p>	<ul style="list-style-type: none"> • Incubate entrepreneurship programmatically throughout SSU • Build entrepreneurship infrastructure and resource support • Build reputation as a hub of entrepreneurship for the North Bay
	<p>Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other</p>	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement
<p>2. Support SSU faculty and staff in their professional development and research, scholarship, and creative activities (RSCA) so they can be leaders in the community and their disciplines</p>	<p>Grow and continuously improve SBE graduate and executive program community</p>	<ul style="list-style-type: none"> • Use service learning, project-based learning, co-curricular programs, and leadership-specific courses to cultivate leadership skills in graduate students
	<p>Raise visibility and enhance reputation of SBE undergraduate programs</p>	<ul style="list-style-type: none"> • Expand offerings of transformational career development learning experiences
	<p>Establish global leadership in wine business education and research</p>	<ul style="list-style-type: none"> • Build international presence • Increase research impact
	<p>Live our values</p>	<ul style="list-style-type: none"> • Support professional development and volunteerism of our faculty and staff
<p>SBE Additional Goal/Priority for Leadership Cultivation → → →</p>	<p>Establish global leadership in wine business education and research</p>	<ul style="list-style-type: none"> • Engage wine industry • Build international presence • Increase research impact

SSU Strategic Priority #4: Transformative Impact

Academic Affairs Goals	SBE Priorities	SBE Tactics
1. Deploy SSU talent (faculty, staff, alumni, and students) for high-impact and/or community-based service, research, and engagement	Grow and continuously improve SBE graduate and executive program community	<ul style="list-style-type: none"> • Build our community • Innovate new approaches to meet graduate program goals
	Establish global leadership in wine business education and research	<ul style="list-style-type: none"> • Engage wine industry • Build international presence • Increase research impact
	Build an innovative and holistic entrepreneurship program	<ul style="list-style-type: none"> • Incubate entrepreneurship programmatically throughout SSU • Build entrepreneurship infrastructure and resource support • Build reputation as a hub of entrepreneurship for the North Bay
	Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement • Increase prospective student engagement with our faculty and staff
	Live our values	<ul style="list-style-type: none"> • Promote sustainability
2. Amplify and augment SSU's impacts on our regional communities and on the regional and statewide economies	Grow and continuously improve SBE graduate and executive program community	<ul style="list-style-type: none"> • Build our community
	Raise visibility and enhance reputation of SBE undergraduate programs	<ul style="list-style-type: none"> • Increase placement rate and reputation
	Establish global leadership in wine business education and research	<ul style="list-style-type: none"> • Engage wine industry • Increase research impact
	Build an innovative and holistic entrepreneurship program	<ul style="list-style-type: none"> • Incubate entrepreneurship programmatically throughout SSU • Build entrepreneurship infrastructure and resource support • Build reputation as a hub of entrepreneurship for the North Bay
	Cultivate a vibrant community of students, alumni, and businesses engaged with the SBE and each other	<ul style="list-style-type: none"> • Increase employer engagement • Increase alumni engagement • Increase student engagement
	Live our values	<ul style="list-style-type: none"> • Support professional development and volunteerism of our faculty and staff • Promote sustainability

For more information about the School of Business and Economics, please visit: <http://sbe.sonoma.edu/>