

**LUCAS 2023:**  
**Five-Year Strategic Plan**

## Lucas 2023

Lucas 2023 will:

1. Create innovative and experiential learning environments
2. Cultivate value-added, professional, and community collaborations
3. Foster an organizational culture that is supportive of our collective goals

### **Strategic Priority 1: We will create innovative and experiential learning environments**

**Goal:** *Support student success* by offering students a diverse learning ecosystem highly valued by the broader Silicon Valley region and preparing students for the digital and global economies.

The following **Initiatives** will help us accomplish our goal:

- A. Build a culture of experiential education:
  - a. **Strengthen high-impact, experiential practices throughout the curriculum**  
(e.g., project-based work, cross-discipline collaborative projects within/outside of LCoB, undergraduate research, first year programs, cases, case competitions, simulations, Silicon Valley Experience Initiatives for all programs, honors practicum, C-level communications/writing training, in-class entrepreneurial activities/exercises, start-up/company visits, speakers)
  - b. **Enhance learning with multiple modes of instruction**  
(e.g., distance and online instruction, virtual reality, flipped classroom, adaptive learning, service learning, artificial intelligence, tech-enhanced classroom [e.g., Pear Deck], team teaching)
  - c. **Develop and encourage participation in new and existing entrepreneurial activities**  
(e.g., innovation challenge, business plan competition, IDEAS lab, hackathon, interdisciplinary entrepreneurial projects)
- B. Develop data-driven, technology-savvy and ethical citizens:
  - a. **Integrate analytics throughout the curriculum**  
(e.g., extracurricular workshops, analytics curriculum insertions in all concentrations, analytics tools/software demonstrations [e.g., Tableau], industry/educator expert speakers)
  - b. **Educate students on the latest technologies and social media tools**  
(e.g., extracurricular workshops, technology curriculum insertions in all concentrations, technology and software demonstrations, industry/student/educator expert speakers)
  - c. **Embed ethics in all required courses across programs**  
(e.g., extracurricular workshops, ethics curriculum insertions in all concentrations, industry/educator expert speakers)

- C. Create opportunities for students to develop a global perspective:
  - a. **Bring together international and LCoB students**  
(e.g., “speed-dating”, international week, “mixer” for Feng Chia University students from Taiwan partaking in our business analytics program)
  - b. **Broaden study-abroad program offerings and support**  
(e.g., faculty-led programs, international internships [e.g., Thompson Global Internship program], international exchanges, EMBA Consortium, LCoB study abroad scholarships, AIESEC network/resources)
  - c. **Add offerings that involve an international perspective**  
(e.g., projects with global and international companies/non-profit organizations/universities, new electives with international component, international curriculum insertions, classes co-taught with international universities)

**Strategic Priority 2: We will cultivate value-added, professional, and community collaborations**

**Goal:** *Enhance student preparedness* by providing students with professional readiness and life-long learning opportunities through partnerships with the broader Silicon Valley, SJSU and alumni communities.

The following **Initiatives** will help us accomplish our goal:

- A. Develop a robust and scalable professional readiness portfolio:
  - a. **Acquire and implement new professional development technologies**  
(e.g., VMock, professional development tracking software, interviewing software, catme, coding software)
  - b. **Integrate academic and career advising**  
(e.g., blueprint for career success guide, web-supported information, enhance career services [e.g., facilitate internships])
  - c. **Create an executive coaching and communications clinic**  
(e.g., staffed by industry professionals and volunteers)
  - d. **Integrate professional development assignments/coursework**  
(e.g., NASBITE, professional communications training, soft skills training, industry certifications [e.g., Hootsuite], professional readiness curriculum insertions in all concentrations)
  - e. **Develop and expand initiatives that help reduce underrepresented minority (URM) gaps**  
(e.g., GoAL, Prospanica partnership, Women in Business)
  - f. **Build and support professional development activities that touch all LCoB students**  
(e.g., speakers, networking events, workshops, Global Career Day, corporate tours, industry events, topical meetups for students-educators-industry professionals)

- B. Engage Silicon Valley as a laboratory for students:
  - a. **Integrate experiences with SV-based businesses and community organizations**  
(e.g., eLab, VLab, Startup Founders and Funders, Silicon Valley Experience, Ideas Lab, social innovation forum, SVCE distinguished speaker series, service learning)
  - b. **Develop deeper industry partnerships that result in a pipeline of consistent and high-engagement projects, internships and financial support**  
(e.g., dean's fellowship with the San Jose Mayor's office, honors projects)
  - c. **Further leverage the college's 10 Centers and Institutes, alumni networks, student clubs and advisory**  
(e.g., networking events, study/company tours, conferences, speakers, student competitions, projects, certificate programs)
  
- C. Increase cutting-edge professional development programs:
  - a. **Add new degree programs**  
(e.g., MS in Finance, MS in Information Systems)
  - b. **Modify curricula in existing degree programs to be responsive to industry/employer needs**  
(e.g., add analytics, technology, ethics insertions)
  - c. **Build a non-degree professional education portfolio of new offerings**  
(e.g., undergraduate business analytics certificate, real estate certificate, health care certificate, cyber security certificate, industry certifications)
  - d. **Create interdisciplinary partnerships with other colleges on campus**  
(e.g., Silicon Valley Innovation Challenge, Paseo, IDC)

**Strategic Priority 3: We will foster an organizational culture that is supportive of our collective goals**

**Goal:** *Strengthen student experience* through teaching, research, and treating all members of the Lucas community with respect and dignity.

The following **Initiatives** will help us accomplish our goal:

- A. Support a culture of excellence in teaching:
  - a. **Encourage the development and implementation of creative pedagogical approaches and curriculum enhancements**  
(e.g., teaching grants, course development grants, course re-design grants, curriculum enhancement grants, teaching awards, faculty development funds, LCoB-wide faculty development workshops, private philanthropy to support key initiatives, employers as curriculum design and delivery council)
  - b. **Share best practices and innovative approaches**  
(e.g., "teaching circles", faculty/adjunct dialogue, "learning from your peers", college and discipline-based tool/resource boxes, CSU-provided and external tool/resource boxes [e.g., Merlot])

- c. **Balance mix of full-time faculty and lecturers in accordance with AACSB**  
(e.g., recruitment strategies, retention strategies, promotion strategies, compensation strategies)
  - d. **Encourage professional development**  
(e.g., train faculty to use analytics [e.g., advanced statistical procedures, visualization tools, big data, artificial intelligence], technology [e.g., Zoom, Canvas, social media, Camtasia], and ethics [e.g., ethics frameworks] in their curriculum)
  - e. **Enhance student advising efforts**  
(e.g., reduce student/adviser ratio, utilize and adopt more online resources, develop detailed online roadmaps with “what if” scenarios, implement high-impact advising practices)
- B. Cultivate an engaged culture of research:
- a. **Incentivize and reward both discipline-based and pedagogical scholarship**  
(e.g., research awards, professorships, faculty development funds, funds for new databases, professional contributions rewards)
  - b. **Provide faculty with visiting opportunities to existing and new international partners**  
(e.g., Executive MBA Consortium partner institutions, faculty exchanges)
  - c. **Support visiting professorships from partner institutions to the LCoB**  
(e.g., develop guidelines on process, duties, and potential involvement of visiting professors in the LCoB)
  - d. **Provide pathways for full-time faculty to be involved with industry**  
(e.g., project consulting, faculty fellows, Fulbright, centers)
  - e. **Incorporate insights from faculty’s own research into their instructional activities**  
(e.g., research forums, tool box for classroom activities)
- C. Establish a diverse and inclusive organizational culture of appreciation:
- a. **Embed desired cultural norms**  
(e.g., “acts of kindness” recognition initiative, response time norms)
  - b. **Seek diversity in recruitment and hiring in all areas of the college**  
(e.g., diversity training for recruitment committee members)
  - c. **Emphasize the importance of and increase faculty participation in shared governance**  
(e.g., open forums on key initiatives)