

**The Strategic Plan for the  
Business School of Changshu Institute of Technology**

**2016 – 2025**

**OVERVIEW**

Changshu Institute of Technology (CIT), was established by the Jiangsu Provincial Government in 2005 and the Business School of Changshu Institute of Technology (CITBS) was established at CIT and has grown rapidly and offers a variety of graduate degrees. CITBS has been successful in recruiting and retaining excellent faculty, and actively encourages their professional development by providing support for research and instruction. In concordance with ACBSP standards, CITBS is continuously engaged in student assessment efforts.

CITBS now has 93 full-time faculty members and staffs, consists of 10 professors, 44 associate professors and 41 doctorate degree faculties. CITBS has an enrollment of approximately 2,500 undergraduate students who can earn Bachelor of Science degrees in Financial Management, Marketing, Logistics Management, Engineering Management, Economics & Finance and Human Resource Management. CITBS offers high quality business programs. The continuing budget provides the needed personnel (faculty and staff) and funds for operations including faculty development, technology upgrades, and other expenditures such as student scholarships, internships, supplies, etc.

Recruiting and retaining qualified faculty is a priority for CITBS. CITBS makes every effort to provide our faculty with a collegial and nurturing environment that encourages discovery and dissemination of new knowledge, fosters interdisciplinary work, and provides rewards for significant achievements. CITBS's major faculty management policies, procedures, and practices provide guidance for faculty planning, faculty recruitment, faculty mentoring, faculty teaching loads, faculty development and faculty qualifications (including acceptable journals and journal classification). CITBS has developed a Faculty Handbook, including faculty recruitment, faculty qualification criteria, faculty mentoring, salary policies, reward and punishment policies, sabbatical leave application guidelines and other aspects related to the faculty development.

CITBS supports the professional development of faculty and assists the faculty in achieving success and satisfaction in every stage of a faculty member's career. Faculty development practices in the CITBS are guided by our Strategic Plan. The noteworthy practices include Subsidy for further learning for high

academic qualification, Visiting Scholar Support, Academic Leave Support, Sabbatical Leave Support and Databases Support. The faculty development practices have continuously strengthened the overall portfolio of faculty intellectual contributions. Over the last five academic years (2016-2020), the CITBS's faculty produced a portfolio of 25 papers published in SCI, SSCI, EI, CPCI and authoritative journals.

Internally, there are three main challenges facing CITBS: (1) increasing excellent student enrollment, (2) increasing high-performance faculty recruitment and (3) increasing research support for faculty and undergraduate students. Externally, there are two primary issues that CITBS is watching closely: (1) the ranking of programs and disciplines on both the provincial and national levels affect the comprehensive competitiveness of schools., and (2) intense competition faced by undergraduates in the job market.

**The Stated Mission** of CITBS is to strive to be recognized as a business professionals education base characterized by specialization, qualification and entrepreneurship; cultivating future business professionals with regional and global visions, and social responsibilities. The Stated Mission of CITBS can be defined as follows: (1) offer high quality undergraduate education programs that prepare local students to succeed as business professionals and to become engaged citizens in their neighborhoods and the global economy, (2) conduct scholarly research that advances theory and practice in the business disciplines, contributes to teaching and learning, enhances the performance of organizations, and informs public policy decision making, and (3) contribute to local, regional, and national economic development initiatives in the pursuit of widely shared prosperity and well-being.

In order to continue to meet its mission, CITBS has developed the Strategic Plan align with the 13<sup>th</sup> Five-Year Plan (2016-2020) and 14<sup>th</sup> Five-Year Plan (2021-2025). The Strategic Plan was developed with the input of various stakeholders within and outside CITBS. The Plan contains four core values: Integrity, Dedication, Knowledgeable, Aspirations. Mirroring the school's Strategic Plan, there are five overarching goals, namely (1) engaging student success, (2) enhancing CITBS's status as a first level business school in Yangtze River Delta Region, (3) enhancing internal operations, and (4) engaging with local community. **A total of 11 objectives, 26 strategies and 70 action steps have been developed to target these five goals.** In addition, CITBS has identified various measures that will be used to track performance. This will enable CITBS to make adjustments to the Strategic Plan where necessary.

CITBS has 2 undergraduate programs (Financial Management and Marketing) are undergoing the accreditation process for ACBSP since 2018/2019 academic year, and the rest of the undergraduate programs will prepare for the accreditation after the completion of reorganization process. We are confident that the accreditation helps CITBS market its programs to prospective students.

## SITUATION ANALYSIS

CITBS has been quite successful in graduating students who become professionals in their chosen profession within private and public sector organizations in Jiangsu Province. The school boasts numerous strengths in its educational programs, faculty, students, location, corporate relations, and overall reputation within the region. It is in an ideal position to take advantage of various opportunities within the external environment. At the same time, CITBS must address its weaknesses and the various threats it faces. A detailed SWOT analysis for CITBS is provided in Table 1.

**Table 1: SWOT Analysis**

Category	Strengths	Weaknesses	Opportunities	Threats
A. Educational Programs	<ol style="list-style-type: none"> <li>1. Undergoing ACBSP accreditation of 2 undergraduate programs</li> <li>2. Offer BS degrees in Financial Management, Marketing, Logistics Management, Economics &amp; Finance, Engineering Management and Human Resource Management</li> <li>3. School-Enterprise Cooperation Courses</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of interdisciplinary specialty programs</li> <li>2. Lack of senior faculty to lead the development of programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaborate and partner with other universities to provide interdisciplinary specialty programs</li> <li>2. Recruit professors to lead the development of programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Cuts and reductions in Provincial funding limit ability to fulfill and expand course offerings</li> <li>2. Limited funding results in limited the recruitment of senior faculty</li> <li>3. Competitions from other business schools in Yangtze River Delta Region</li> </ol>
B. Faculty/Staff/Students	<ol style="list-style-type: none"> <li>1. 68 full-time faculty members</li> <li>2. Approximately enrollment of 2,500 undergraduate students</li> <li>3. Faculties with industry background, encourage faculties to participate in local</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of faculty with professional training and industry background</li> <li>2. Inadequate balance of PQ and AQ staff</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop a pipeline of internships with branches of multinational corporations in Suzhou</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of competitive salary attracts faculty to neighboring colleges in Shanghai and Suzhou</li> <li>2. Limited number of</li> </ol>

	<p>corporate management and decision making</p> <p>4. Enhances student knowledge via workshops on professional skills, seminars with business professionals, student competitions, and service projects</p> <p>5. Internship requirement in local enterprises, prepares students for professional work experience</p>	<p>3. Lack of internships and practical work experience in multinational corporations for the majority of CITBS students</p>	<p>and Changshu</p> <p>2. Recruit faculty with industry background</p> <p>3. Invite local business executives as part-time faculty to provide guidance on student training courses</p>	<p>multinational corporation branches in Changshu comparing with neighboring Shanghai and Suzhou</p> <p>3. Less business executives in Changshu</p>
C. Research/Sc holarship	<p>1. Research active faculty</p> <p>2. Guidelines for classification of AQ and PQ faculty are based upon educational background, professional experience, and research productivity</p> <p>3. Attractive housing subsidy policy</p>	<p>1. Teaching and service requirements are not conducive to increased research productivity</p> <p>2. Lack of senior faculty as the leader of research projects</p> <p>3. Lack of national research projects</p>	<p>1. Improve the teaching and service to be conducive to research productivity</p> <p>2. Apply for more provincial level research projects</p> <p>3. Attract local enterprises funded projects</p>	<p>1. Competitive salary and merit pay is not consistent with other business schools in the same region</p> <p>2. Lack of competitiveness in applying for national-level research projects</p>
D. Recognition/ Reputation	<p>1. Brand name recognition in Changshu and neighboring cities</p> <p>2. Faculty participation in regional conferences and workshops</p> <p>3. Qualified graduates for local E-commerce enterprises</p>	<p>1. Need greater faculty representation in provincial and national conferences</p> <p>2. Need to host more provincial and national conferences and workshops</p> <p>3. Lack of a consistent</p>	<p>1. Greater involvement in provincial and national student competitions</p> <p>2. Explore more productive summer break activities</p>	<p>1. Stellar reputation for student placement and alumni support from Shanghai and Suzhou</p> <p>2. Growing attraction of local high school students to study in Shanghai and Suzhou</p>

		<p>marketing campaign for CITBS</p> <p>4. Lack of distinct positioning for CITBS</p>	<p>3. Broaden recruitment to high schools in Jiangsu Province</p> <p>4. Highlight alumni successes at high school alma mater</p>	
E. Environment/ Location	<p>1. Ideal location in the heart of Yangtze River Delta Region</p> <p>2. Lower living cost in Changshu comparing with Shanghai and Suzhou</p>	<p>1. Two separated campus in outskirts of Changshu: East Lake Campus and Southeast Campus, CITBS is located in the East Lake Campus</p> <p>2. Lack of Provincial training base for integration of production and education</p>	<p>1. Collaborate and consult with other universities with demonstrated success on community renovation and revitalization activities</p> <p>2. Apply for provincial training bases for integration of production and education</p>	<p>1. Other Jiangsu Province universities are better utilizing their location and environment to establish a footprint in the community</p>

<p>E. External Relations</p>	<ol style="list-style-type: none"> <li>1. Established relationships with local public, and local government agencies</li> <li>2. Established relationships with local enterprises</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited outreach programs for local high school students (need broader offerings)</li> <li>2. Lack of dedicated resources for outreach to alumni</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer non-credit courses and professional courses for local enterprises' employees</li> <li>2. Use alumni along with dedicated recruiters by regions to target new students</li> <li>3. Utilize contacts on alumni to identify internships</li> <li>4. Utilize space in office buildings for student-run online businesses which focuses the product and service of local enterprises</li> </ol>	<ol style="list-style-type: none"> <li>1. Declining funding from the Jiangsu Provincial Government is a concern for all schools in Jiangsu Province due to the decline of high school graduates and budget cuts</li> </ol>
------------------------------	--	---	--	--

F. Infrastructure /Resources	<ol style="list-style-type: none"> <li>1. The Economic and Management Experimental Teaching Center of CITBS, integrates training rooms and simulation laboratories</li> <li>2. Adequate space for student dormitory</li> <li>3. Provide school turnover housing for new faculties</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of national level labs and experimental centers</li> <li>2. Inefficient use of databases and resources across departments</li> <li>3. Inadequate software license for faculty and student research</li> </ol>	<ol style="list-style-type: none"> <li>1. Outfit computers with updated business software and applications used in industry</li> <li>2. More collaborative efforts to pool resources across departments for better efficiencies and utilization</li> <li>3. Allocate more budget for software license for faculty and student research</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited funding from Jiangsu Provincial Government</li> </ol>
------------------------------	--	--	---	---

## STRATEGIC PLAN

CITBS has been continuously reviewing and updating its Strategic Plan since the 13<sup>th</sup> Five-Year Plan started in 2016. Following its accreditation process started in 2018/2019 academic year, and in conjunction with the development of the university's new strategic plan, CITBS set about developing the 14<sup>th</sup> Five-Year Plan and reviewed the Strategic Plan. In the fall of 2020, the CITBS Management Committee was charged with coordinating the development of the new plan. Faculty, administration, staff, students and external stakeholders were included in the process.

The changes and additions to the previous plan are in based on the university's new strategic focus as well as the feedback given to CITBS by the ACBSP accreditation team and are a reflection of the direction CITBS is currently embarking on whilst facing the myriad opportunities and challenges within the current socioeconomic environment. The CITBS Management Committee held joint-meetings to discuss the Strategic Plan and made presentations on the status of

the new plan to the faculty and staff meetings. The Strategic Plan was subsequently presented to the “the Second Level Units’ Faculty and Staff Congress” and voted to adopt the Strategic Plan.

### **Mission Statement**

The Stated Mission of the CITBS is to strive to be recognized as a business talent education base characterized by specialization, qualification and entrepreneurship; cultivating future business talent with regional and global visions, and social responsibilities. The Stated Mission of CITBS can be defined as follows:

- offer high quality undergraduate education programs that prepare local students to succeed as business professionals and to become engaged citizens in their neighborhoods and the global economy
- conduct scholarly research that advances theory and practice in the business disciplines, contributes to teaching and learning, enhances the performance of organizations, and informs public policy decision making
- contribute to local, regional, and national economic development initiatives in the pursuit of widely shared prosperity and well-being

Teaching is a priority for Changshu Institute of Technology and the School of Business. Through our teaching we seek to promote critical thinking, problem-solving, creativity, and ethical leadership. By utilizing up-to-date technology, we develop innovators who are able to meet the demands of an evolving business environment.

Our faculty, staff, and administrators are active participants in the life of CITBS, developing curricula, advising students, maintaining facilities, and contributing to collegial governance. We collaborate with faculty, staff, and leadership throughout the university in the improvement of our academic community. We value all forms of intellectual contribution and seek in particular to advance peer reviewed scholarship in academic journals and embrace differentiated roles for faculty.

Since our founding, we have enhanced organizational performance and human welfare by educating employees and managers, conducting applied research, and directly engaging with local communities. Our multiple activities enrich the economic and social well-being of the neighborhood, and region. Our students share their expertise with business and community partners through volunteer work, course projects, and internships. In addition, we offer services that foster



the economic and social advancement of local society.

### **Core Values**

The core values below guide the promotion of student learning and success, faculty scholarship and research, and community engagement at the CITBS.

- **Integrity.** At CITBS, honest communications, ethical behavior, and accountability for words and deeds are expected from all members of the school community.
- **Dedication.** Dedicated in teaching, research, scholarship, creative endeavors, student services, and in all aspects of the school's operations is continuously pursued to ensure institutional effectiveness and efficiency.
- **Knowledgeable.** CITBS encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning.
- **Aspirations.** CITBS seeks to provide rigorous academic curricula and challenging cocurricular opportunities to promote the development of leadership qualities in students and to facilitate leadership development among faculty, staff, and students.

### **Goals, Objectives, Strategic Initiatives and Action Steps**

Four broad goals represent the foundation of the CITBS's Strategic Plan and are based on the 13<sup>th</sup> and 14<sup>th</sup> Five-Year Plans (2016-2025). The goals are as follows:

- A. Engaging student success
- B. Enhancing CITBS's status as a first level business school in Yangtze River Delta Region
- C. Enhancing internal operations
- D. Engaging with local community

The goals reflect CITBS's focus on educational achievement, scholarly research, and community engagement. A total of 11 objectives, 26 strategies and 70 action steps have been developed to meet these goals.

***Goal A: Enhancing Student Success***

**Objective 1. Improve on-schedule degree completion**

**A. Continue to encourage and support high performing students**

- a. Provide recognition for high-performing students in the form of awards
- b. Provide scholarship for high performing students

**B. Increase the efficiency and effectiveness of student services**

- a. Review current organizational structure within CITBS and re-organize to ensure functional compatibility consistent with student enrollment and faculty growth
- b. Provide support and assistance for student associations and organizations
- c. Conduct annual Student Satisfaction Survey that explores their expectations and evaluations of the program

**C. Continue to encourage graduates to enter postgraduate studies**

- a. Encourage faculty to offer tutoring courses for the students preparing to enter into graduate programs
- b. Continue to encourage students to participate in research projects instructed by senior faculties

**Objective 2. Increase student enrollment**

**A. Broaden recruitment to high schools in Jiangsu Province**

- a. Continue to monitor the proportion of the enrollment in Jiangsu Province
- b. Provide financial aid to outstanding students

**B. Establish a reputation for the professional training**

- a. To develop a pipeline of internships with branches of multinational corporations in Suzhou and Changshu
- b. Invite local business executives as part-time faculties to provide guidance on student training courses
- c. Encourage to develop student-run online businesses which focuses the product and service of local enterprises

**C. Provide students with more “real life” experiences via internships**

- a. Develop new undergraduate programs that are in demand
- b. To develop a pipeline of internships with branches of multinational corporations in Suzhou and Changshu

**Objective 3. Recruit, retain, and support excellent faculty**

**A. Continue our efforts to recruit, cultivate, retain and promote faculty who value research and show high research productivity**

- a. Apply for more provincial level research projects
- b. Monitor continuous improvement in research productivity
- c. Monitor, maintain, and continuously improve technology support
- d. Develop policy relative to teaching load and number of preps per year for those actively engaged in research
- e. Develop and fund for purchasing and maintaining databases, key books and journals

**B. Continue to attract and retain a diverse faculty who are committed to student participative learning and to intellectual growth and discovery**

- a. Review guidelines for classifying faculty as academically qualified and professionally qualified based on educational background and research productivity
- b. Offer competitive salaries and merit pay consistent with other peer business schools, at least at the median level
- c. Maintain financial subsidy for academic activities
- d. Develop an annual faculty recruitment plan based on needs assessment and position availability

**C. Enhance the mentoring system to provide bonding among senior faculty, junior faculty, staff and students**

- a. Maintain a formal mentoring system for junior faculty
- b. Monitor the annual student evaluation for the faculty

- c. Assign and rotate faculty as advisors to student associations and organizations

**Objective 4. Enhance students' educational experiences**

**A. Improve internship and job placement rates for students**

- a. Continue to allocate adequate budget for internship instructions
- b. Review the internship reports and make continuous improvement for the arrangement of internships

**B. Continuously review educational programs to ensure that they meet the current and future needs of the development of local economy**

- a. Conduct annual Employer Satisfaction Survey by the third party
- b. Conduct Alumni Satisfaction Survey by the third party
- c. Review the balance between core, required and elective courses

**C. Continually use an integrative and innovative approach in the curriculum through cases and technology-based instruction**

- a. Continue to use integrative cases for use in selected courses to bolster the learning goal of "Integration"
- b. Provide co-curricular activities, in conjunction with corporate partners, that give students the opportunity to apply their learning to "real-life" situations
- c. Allocate budget to introduce advanced simulation courses

**D. Place more emphasis on professional skills of students**

- a. Ensure and continue to implement skills-driven assignments for students to enhance their professional skills
- b. Work closely with the School of Foreign Language concerning content of the business communications course to enhance the learning goal of effective written and oral communication in English
- c. Encourage to develop Chinese-English bilingual courses
- d. Provide opportunities for students to attend employers' receptions and information sessions, conferences, and other types of professional events on and off campus to facilitate internship and placement opportunities
- e. Establish student-run business in the school campus

**E. Monitor program effectiveness to ensure student learning**

- a. Maintain and review policies for assurance of learning outcomes for CITBS programs
- b. Conduct CPC test to assess the learning outcomes for CITBS programs

***Goal B: Enhancing CITBS's status as a first level business school in Yangtze River Delta Region***

**Objective 1. Increase number of faculties with Ph.D.**

**A. Increase recruitment new faculties with Ph.D.**

- a. Allocate more budget for human resource to recruit new faculty with Ph.D.
- b. Solicit additional funding for research and academic activities
- c. Offer attractive subsidy for housing

**B. Encourage in-service faculties to study for Ph.D.**

- a. Allocate budget for subsidy for in-service faculties study for Ph.D.
- b. Review the policy for academic leave to balance the teaching load

**Objective 2. Increase faculties with industry and professional background**

**A. Encourage faculty participation in local enterprises management**

- a. Provide opportunities for faculties to participate in local enterprise management
- b. Encourage faculty to obtain corporate research topics from local enterprises

**B. Invite local business executives as part-time faculties**

- a. Invite local business executives to be part-time faculty and instruct the training courses via the Alumni Association and local Enterprise Associations

- b. Provide more opportunities for business executives to give lectures in the school
- c. Continue to develop more cooperative education projects with local enterprises in Yangtze River Delta Region

**Objective 3. Increase faculty representation in provincial and national conferences**

**A. Continue to encourage faculty representation in provincial and national conferences**

- a. Allocate budget to subsidize travel expenses
- b. Review the policy for academic leave

**B. Seek opportunities to hold provincial conferences**

- a. Solicit additional funding to hold conferences in CITBS

***Goal C: Enhancing Internal Operations***

**Objective 1. Continue to provide an efficient, technology-based operating system that is responsive to student needs and supports staff/faculty effectiveness in teaching, scholarship and service**

**A. Maintain the quality of technology to facilitate effectiveness in instruction, scholarship, and service**

- a. Provide adequate support to have all syllabi put on the web
- b. Assess faculty needs in technology utilization for instruction, research and service
- c. Provide additional training for faculty on the use of technology for research within and outside the school
- d. Encourage the usage of technology for internal communications
- e. Develop a plan for systematic upgrade of technologies for classroom, faculty and labs

**Objective 2. Continue to develop provincial key construction laboratories or research centers**

**A. Develop provincial key construction laboratories or research center**

- a. Apply for local government funding for the construction of provincial laboratories and research center
- b. Develop a human resource plan to hire qualified expertise to manage the laboratories and research center

***Goal D: Engaging with the local economy***

**Objective 1. Develop school and local enterprise cooperation courses**

**A. Increase the number of school and local enterprises cooperation courses**

- a. Update the CITBS website on a regular basis
- b. Work with local enterprise associations to develop local enterprises cooperation courses

**B. Assist and provide resources to small businesses, startups and prospective entrepreneurs within the local community**

- a. Assist local entrepreneurs and business ventures through information dissemination, training programs
- b. Encourage faculty to develop research on entrepreneurship
- c. Seek local government funding for CITBS entrepreneurial research activities

**Objective 2. Stimulate local economic development**

**A. Establish collaborate relationships with the community and civic organizations to better support community revitalization initiatives, stimulate local economic development, attract businesses to increase employment opportunities, and encourage startup businesses**

- a. Establish space for a business incubator in the campus
- b. Facilitate dialogue among practicing entrepreneurs, academics, and students to encourage entrepreneurial solutions to economic development issues within the local community

**B. Establish industry-university research cooperation organizations**

- a. Work with local enterprise association to establish industry-university research cooperation organizations
- b. Seek local government funding for the establishment of industry-university research cooperation organizations

**MEASUREMENT**

The successful implementation of the goals reflected in the Strategic Plan requires the coordinated and sustained efforts of the CITBS’s administration, faculty, and staff. Each strategic initiative needs to be measured in order to track performance and to make adjustments where necessary. The various measures that will be used, along with those parties responsible for gathering the information, are outlined for each of the 4 goals in the following tables.

**Goal A: Enhancing Student Success**

<b>Objective</b>	<b>Strategic Initiative</b>	<b>Measurement</b>	<b>Responsibility</b>
A1. Improve on-schedule degree completion	a) Continue to encourage and support high performing students	On-schedule graduation rate by program	Office of the Dean
	b) Increase the efficiency and effectiveness of undergraduate student services	Annual Student Satisfaction Survey	Office of the Dean
	c) Continue to encourage graduates to enter postgraduate studies	Annual acceptance into the graduate programs	Office of the Dean
A2. Increase student enrollment	a) Broaden recruitment to high schools in Jiangsu Province	First-choice application admission ratio	Academic Affairs Office
		Annual Parents Satisfaction Survey	Office of the Dean
	b) Establish a reputation for the professional training	Alumni Satisfaction Survey	Office of the Dean
	c) Provide students with more “real life” experiences via	Student Internship Satisfaction	Office of the



	internships	Survey	Dean
		Internship Report	Office of the Dean
A3. Recruit, retain, and support excellent faculty	a) Continue our efforts to recruit, cultivate, retain and promote faculty who value research and show high research productivity	Number of papers published in SCI, SSCI, EI, and authoritative journals	Academic Committee
		Number of faculty with Ph.D.	Academic Committee
	b) Continue to attract and retain a diverse faculty who are committed to student participative learning and to intellectual growth and discovery	Number of fulltime faculty	Human Resource Office
		Salary growth rate and analysis	Human Resource Office
	c) Enhance the mentoring system to provide bonding among senior faculty, junior faculty, staff and students	Publication of Faculty Handbook	Human Resource Office
		Reports of the Students' Evaluation for Faculties	Teaching Committee
A4. Enhance students' educational experiences	a) Improve job placement rates for students	Employment Rate	Office of the Dean
		Annual Employment Quality Report	Employment Quality Annual Report Preparation Panel

	b) Continuously review educational programs to ensure that they meet the current and future needs of the development of local economy	Employment Matching Rate	Office of the Dean
		Employers Satisfaction Survey	Office of the Dean
	c) Continually use an integrative and innovative approach in the curriculum through cases and technology-based instruction	Assessment of integration learning goal	Teaching Committee
	d) Place more emphasis on professional skills of students	Assessment of Professional Skills learning goal	Teaching Committee
	e) Monitor program effectiveness to ensure student learning	Assessment of undergraduate learning goals	Office of the Dean
CPC examination data		Office of the Dean	

**Goal B: Enhancing CITBS's status as a first level business school in Yangtze River Delta Region**

<b>Objective</b>	<b>Strategic Initiative</b>	<b>Measurement</b>	<b>Responsibility</b>
B1. Increase number of faculties with Ph.D.	a) Increase recruitment new faculties with Ph.D.	Recruitment of new faculties with Ph.D.	Human Resource Office
	b) Encourage in-service faculties to study for Ph.D.	Number and ratio of in-service faculties with Ph.D.	Human Resource Office

B2. Increase faculties with industry and professional background	a) Encourage faculty participation in local enterprises management	Number of double-skill faculties	Office of the Dean
	b) Invite local business executives to serve as parttime faculties	Number of part-time professional faculties	Office of the Dean
B3. Increase faculty representation in provincial and national conferences	a) Allocate budget to encourage faculty representation in provincial and national conferences	Number of representations in conferences	Academic Committee
	b) Seek opportunities to hold provincial conferences	Number of conferences held by CTS or CITBS	Academic Committee

### Goal C: Enhancing internal operations

Objective	Strategic Initiative	Measurement	Responsibility
C1. Continue to provide an efficient, technology-based operating system that is responsive to student needs and supports staff/faculty effectiveness in teaching, scholarship and service	a) Maintain the quality of technology to facilitate effectiveness in instruction, scholarship, and service	Number of professors hired	Human Resource Office
		Number of new faculties with doctorate degree	Human Resource Office
C2. Continue to develop provincial key construction	a) Develop provincial key construction laboratories or	Number of provincial key construction laboratories or	Office of the Dean

laboratories or research centers	research center	research center	
----------------------------------	-----------------	-----------------	--

**Goal D: Engaging with local community**

<b>Objective</b>	<b>Strategic Initiative</b>	<b>Measurement</b>	<b>Responsibility</b>
E1. Develop school and local enterprise cooperation courses	a) Increase the number of school and local enterprises cooperation courses	Number of school and local enterprises cooperation courses	Office of the Dean
	b) Assist and provide resources to small businesses, startups and prospective entrepreneurs within the local community	Community participation in School programs and workshops Community service activities	Office of the Dean
E2. Stimulate local economic development	a) Establish collaborative relationships with the community and civic organizations to better support community revitalization initiatives, stimulate local economic development, attract businesses to increase employment opportunities, and encourage start-up businesses	Community participation in School programs and workshops	Office of the Dean
	b) Establish industry-university research cooperation organizations	Number of industry-university research cooperation organizations	Office of the Dean