CHRISTIAN BUSINESS
C B F A
FACULTY ASSOCIATION

The Christian Business Faculty Association

STRATEGIC PLAN

WORKING DOCUMENT

2005-2010

Acknowledgements

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Introduction

This strategic plan provides a planning and guiding document for the Christian Business Faculty Association (CBFA) for the five years beginning in Fall 2005 and ending in Fall 2010.

Organization of the Plan

Following the introduction, a profile of the CBFA is given, including its history, mission, vision, foundational assumptions, guiding values, key stakeholders and domain of activity, key strategic result areas, and resources. This is followed by an analysis of the external environment, including a STEP analysis (sociological, technological, economic, and political trends), an industry analysis, a competitive profile, and an analysis of industry attractiveness.

An internal analysis is conducted using a SWOT analysis and an analysis of sources of competitive advantage. Following this, strategic planning assumptions are delineated. The goals, objectives, strategies, action plans, and outcomes assessment steps are then developed in two major areas: member services and operations. The plan concludes with a listing of current officeholders, new positions created by the plan, and a glossary of key terms and a bibliography.

Profile of the CBFA

In the following profile, the history, mission, foundational assumptions, guiding values, broad-based goals, and resources of the CBFA are described. It is important that the CBFA's strategic plan be consistent with and supportive of its mission, values, and goals and built upon its resources and capabilities.

History

The first gathering of Christian business faculty occurred in April, 1980. At that time leaders of the American Studies Program and the Council for Christian Colleges and Universities (then known as the Christian College Coalition) organized a meeting of 12-15 business professors from member schools at their headquarters in Washington, D.C. The following year a group of over 40 again convened in Washington, D.C. for sharing and stimulation from outside speakers arranged by the CCCU. Regional conferences occurred at several member schools in 1982 and 1983. In 1984 over 70 faculty took part in a national conference on business ethics at Seattle Pacific University sponsored by the CCCU with a grant from the Murdock Foundation. This landmark meeting solidified contacts and friendships along with interest in ongoing meetings. In 1987, a steering committee with regional representatives was established to provide better organization and expand services to the membership, including the launching of a regular newsletter.

Membership now totals over 400 Christian business faculty who teach on the college and university level, and is open to faculty from any school who are personally concerned with the integration of Biblical truths with business.

Mission

The mission of the CBFA is to assist and encourage Christian business faculty in the study, integration, teaching, and application of Biblical truths in service to the academy, students, and the business community.

Vision

The Christian Business Faculty Association will be an organization recognized:

- For its commitment to Christ as the focus of all its activities
- For its leadership in faith-business integration
- As the leading voice in faith-business integration scholarship; and
- As a community of support for Christians teaching business

Foundational Assumptions

Our mission is anchored by several foundational assumptions:

- The annual conferences will continue to be a primary venue through which we accomplish our work.
- The integration of faith with business disciplines is valuable.
- The CBFA is non-political and is not an organization for political advocacy.
- Growth is not for growth's sake, but so that more people can benefit from the services offered by the organization.
- Everything we do should be done with excellence.[1]
- We are interested in expanding the influence of the organization so that more faculty benefit from the mission of the organization. This not only includes faculty at Christian institutions in the United States, but also Christian faculty at secular institutions and Christian faculty internationally. Membership in the CBFA is open to college and university faculty members who affirm the following:

  1. That Jesus Christ is the Son of God and through His atonement is the mediator between God and man.
  2. That the Word of God expressed in the Bible is inspired by God and is authoritative in the development of Christian faith and practice.
  3. That the Christian faith has significant implications for the structure and practice of business.
  4. That developing Christian education for business practice should be undertaken as a cooperative venture of this organization.

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[1] Colossians 3:17—"And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him."

Guiding Values

The CBFA will seek to consistently operate within the following guiding values:

- Celebrating unity in Christ while embracing diversity of His people
- Celebrating intimate community while embracing organizational growth
- Celebrating intellectual growth while embracing spiritual development
- Celebrating informality while embracing professionalism
- Celebrating service while embracing significance
- Celebrating structure while embracing agility
- Celebrating trust while embracing accountability

Key Stakeholders

Christian Business faculty are the key stakeholders of the CBFA. This includes faculty at Christian institutions, private institutions, and public institutions. Secondary stakeholder groups include business students, aspiring Christian business faculty members, institutions represented by members of the CBFA, the Council for Christian Colleges and Universities (CCCU), mission-consistent professional organizations, and business practitioners. Because the CBFA is a Christian organization, God is also a key stakeholder of the organization.

While our primary focus will be on serving Christian business faculty, we will continually search for mutually-beneficial ways to engage secondary stakeholder groups.

Domains of Activity

The CBFA serves Christian business faculty in the following domains of activity:

- Teaching
- Scholarship
- Academic Leadership
- Fellowship
- Spiritual Growth

Key Strategic Result Areas

Results in eight key strategic areas—five in the area of members services and three in the area of operations—will be instrumental in the accomplishment of the mission of the CBFA. Therefore, goals, objectives, and action plans are presented in each of the following areas. Specific objectives and action plans for these areas are addressed in a later section of this strategic plan.

Member Services

Teaching
Scholarship
Academic Leadership
Fellowship
Spiritual Growth

Operations

Membership
Publications
Leadership & Administration

Resources

The resources available to an organization are foundational to strategic planning. The following sections describe the current state of the CBFA's human resources, financial resources, and technological resources.

Human Resources

The CBFA has benefited immensely from those willing to volunteer effort to the organization, including:

- Members and ex-officio members of the Board of Directors
- Conference chairs
- Conference hosts
- JBIB and CBAR editors
- JBIB and CBAR editorial boards
- Sponsorship of JBIB by Cedarville University; and, more recently, sponsorship of CBAR by Anderson University
- Conference reviewers
- Newsletter editor
- Secretarial help provided by John Brown University and Cedarville University
- and many others

While all of these have provided generous and sacrificial support to the organization, the amount of time any one individual can volunteer to the CBFA is limited.

Financial Resources

The CBFA is funded by member dues. These resources have been sufficient to finance the organization through its first 25 years, but are not sufficient to fund significant additional activities, such as hiring full-time staff.

The current financial status of the CBFA is healthy. The September 30, 2004 fund balance was $31,058.87, up from $22,645.26 in 2003. In addition, the Richard C. Chewning Award fund had a balance of $23,277.04 in September 2004, up from $22,044.09 in 2003.

Technological Resources

While the CBFA does not own any computers or equipment, it has been blessed to have access to computers that are used to maintain the membership database, mailing list, financial statements, and publications.

Environmental Analysis

An analysis of the external environment of professional organizations for business faculty helps define the opportunities and threats facing the CBFA. In this plan, relevant sociological, technological, economic, and political trends are described.

Sociological Trends

The demand for Christian business faculty remains high, due to several sociological trends:

- *Aging Population Values Education -* The student population is getting older, as adults, wanting education for personal and/or professional reasons, return to higher education (Hunt et al, 1997, p. 87).

- *Strong Traditional-Aged Student Population* – College enrollments are high, and the number of 18-24-years-olds will not level off until 2010. A ten percent increase in college population is projected for the coming decade (Natale, 2000, p.11).

- *Anticipated Shortage of College-Educated Workers* – A shortage of up to 12 million college-educated workers is anticipated by 2020 (American Council on Education, 2003). Both business and educational organizations will need to adopt new strategies for dealing with this shortage.

- *Society is Looking for Values* – Due to recent corporate scandals and other societal trends, employers are requiring proof of integrity and trustworthiness. This may increase the demand for Christian students.

Other changes in education may impact Christian business faculty, and thus the CBFA:

- *Growing Importance of Strategic Alliances -* Strategic alliances within the educational community and between the educational community and industry, government, and management firms will change the way we "think and do" education and training: (1) colleges and universities will share technology and resources, (2) higher education will partner with business and industry in many ways to meet the rapidly changing training needs of the workplace (such as activities of the Council of Adult Experiential Learning, CAEL), and (3) colleges will experience a greater impact of outside organizations on the campus. (Hunt et al, 1997, p. 88).

- *View of Education is Changing* – Generation Y and the Millennials seem to want to be spoon fed, requiring the least amount of effort possible. Parents have been very involved in their lives and decisions. In general, students see education as a means to an end, like paying a surgeon to do knee replacement surgery; they may feel that this is a hoop that they must jump through. Millennials also are optimistic, tolerant, achievement-oriented, and community minded. Understanding generational changes in students is a continual challenge for Christian business faculty.

- *Machiavellian trend in higher education*. Society seems to have lost its will to use higher education to "search for truth for the sake of truth." Many students choose their degree based on its marketplace value. This makes it increasingly difficult to sell the liberal arts foundation which undergirds many CCCU institutions.

- *Isolation*: Due to factors such as technology, mobility, and competing time demands, Americans are increasingly disconnected from one another and cultural values such as fellowship and community are declining.

- *Spirituality*: There is increasing interest in, appreciation for, and dialogue about the role of "spirituality" in ones lives. However, there is a cultural drift away from orthodox Christianity.

- *Uncertainty/Fear*: In the wake of 9/11 and a decade of corporate restructuring, there is an increased sense of uncertainty (or perhaps fear) about the future.

- *Non-Christian Worldviews*: Naturalistic philosophies, including secular humanism, dominate 21st century thinking, increasingly displacing a biblical worldview, even among professing Christians.

Technological Trends

The potential for communication and virtual operations of the CBFA have increased due to:

- The Internet
- Wireless communications
- Satellite technology
- Affordable computers

Distance education is making it more possible for students to receive an education from their homes.

Research has been enhanced by electronic access to library resources. The major improvements in this area will be in terms of security—reducing fraudulent scholarship and plagiarism—and in the assurance of quality of databases in research. Thus the importance of technology to libraries will continue to increase.

Technology is making virtual communities more possible through the use of blogs and WIKIs.

Economic Trends

Educational Costs

- Increased costs of living
- Increased travel costs (affects ability of Christian faculty to attend conferences)
- The cost of a private education continues to rise at a rate higher than inflation, which may make a Christian college education less affordable for some students
- A nationwide "entitlement" mentality may make it more difficult to justify high tuition fees at private institutions/organizations.

Globalization: Technology and increased mobility are making the world smaller and increased trade continues to integrate national economies. This has implications for how our students are instructed, as well as the potential scope of the CBFA's influence.

Economic Disparity: While there is considerable disagreement about the cause and solution, there remains significant disparity between the haves and have-nots. As Christians, we have a particular responsibility to see this need and be part of the solution.

Political Trends

Reauthorization of the Higher Education Act: The reauthorization has been delayed until 2005. The focus of Congress appears to be on the "No Child Left Behind" initiative, and on requiring increased assessment and accountability at all educational levels.

Business – Higher Education Forum: This forum is emphasizing trying to "build a nation of learners" (American Council on Education, 2003). It is also emphasizing the need for changes in teaching and learning as a national priority. The report mentions a coming shortage in college-educated workers.

Budget Shortfalls: Government entities at all levels are experiencing budget crises. As a result, governments have reduced funding levels for public institutions, in some cases causing significant tuition increases. While this is challenging for public institutions, it may reduce the gap between public and private tuition levels, thereby indirectly benefiting private institutions.

Anti-Christian Hostility: Hostility toward Christians and a biblical worldview are intensifying and becoming much more blatant and, while there is a growing interest in spirituality, the Christian worldview is often discounted as too exclusive. Will Christians have a voice at the table? How will Christian faculty make there individual and collective voice heard?

Increasing Political Activism: In response to these hostilities and a perceived degree of anti-Christian discrimination, many Christians and Christian organizations are increasing their political activism.

Faith-Based Initiative: There is, at least at the moment, a recognition of the value that faith-based organizations bring to addressing social problems.

Government Hostility to Evangelical Christianity: Difficulty obtaining/maintaining government recognition of Christian-based organizations or universities.

Industry Analysis – Higher Education

Trends in Higher Education

- Reduced levels of funding for public colleges and universities
- Growth of proprietary education
- Increase in corporate training programs and universities
- Growth in number of and enrollment in adult degree programs, but at a slower rate than in the past ten years
- Growth in online education
- Growth in number of adjuncts
- Aging faculty and difficulty in recruiting new faculty
- Improved opportunities for advanced degrees, including non-traditional doctoral degrees
- Significant move toward planning, assessment, and accountability
- Increased evaluation of programs based on financial viability (profit-center concept)
- Increased focus on student learning
- Trend toward collaborative educational partnerships
- Diverse delivery systems, scheduling, and calendaring
- Specialized business accreditation is becoming increasingly important for institutions to obtain; U.S. Department of Education is increasingly expecting specialized accrediting associations to complement regional accreditors in their quality assurance efforts by providing programmatic oversight.

Competitive Profile – Christian Business Faculty Association

The CBFA's Competitive Landscape

While the CBFA occupies a unique niche, it does compete with other organizations and interest groups that are attractive to Christian business faculty (even while having complementary relationships with some of these groups). These include such organizations as:

- Discipline-specific groups (Academy of Management, CPA associations, Association of Christian Economists, etc.)
- Business accreditation organizations (IACBE, ACBSP, AACSB)
- Council for Christian Colleges and Universities
- Inter-Varsity

Given limited funding for travel, scholarship, and research, the CBFA must keep in mind the need to provide valued services to its members so that participation in CBFA activities will be a high priority for its members. These valued services will be highlighted in the objectives, strategies, action plans, and outcomes assessment section of this strategic plan.

Industry Attractiveness

Porter's Five Forces model of industry competition is used to assess the attractiveness of the professional business faculty associations industry. This model examines the threats caused by ***New Entrants, Suppliers, Buyers, Substitutes*** and ***Rivalry***.

Figure 2: Five-Forces Analysis

FACTOR	LEVEL	TREND	COMMENTS
New Entrants	Low	Increasing	• The resources required to start a professional organization are very low; but, since there is little payoff in most cases, the incentive to start new professional organizations is also low. • Technology makes it possible to meet specific needs of Christian business faculty at a relatively low cost.
Suppliers	Medium	Steady	• The most significant suppliers are those organizations that provide convention services and academic/professional materials for professional associations.
Buyers	High	Increasing	• Business faculty have many professional and scholarly options. • Buyers are increasingly price-sensitive/value-conscious; this is exacerbated by low levels of travel and research support by educational institutions. • Switching costs are relatively low. • Time and convenience are increasingly important competitive factors. • Academic institutions are, in one sense, "buyers" and influence (via policies related to professional development and promotion/tenure) the perceived relative value of involvement in various professional organizations.
Substitutes	Medium	Steady	• Substitutes for the professional growth in teaching, scholarship, administration that comes from involvement in a professional association for Christian business faculty include involvement in campus activities, church activities, on-campus in-service training, etc. • Switching costs are very low.
Rivalry	Low	Increasing	• For the most part, professional organizations do not compete with each other. The exception to this is in the arena of business accreditation associations, where the IACBE, ACBSP, and AACSB compete for members. • The CBFA does not appear to have any direct competitors, but does have discipline-specific competitors such as the Association of Christian Economists and the Christian Management Association.

The level of threat to the industry is relatively low, implying that the attractiveness of the industry is moderately high. This also implies a bright future for such organizations as the CBFA. However, **the power of buyers implies that any professional organization must constantly seek to meet salient needs of its members, or risk extinction**.

Figure 3: SWOT Analysis

STRENGTHS	WEAKNESSES
- Relevant mission - Positive collegial, developmental culture (a safe, friendly environment) - Loyal core membership - Growing reputation - Excellent skills base of members - Established annual conference - Established and expanding publications - Membership is large enough to provide a critical mass and is growing - Diversity in Christian perspective and denominational backgrounds of members - Solid financial base	- Lack of formal processes and systems to support the organization and its growth - Reliance on volunteer service - Opportunities for involvement have been limited by the processes for channeling people into those opportunities - Tension between scholarly rigor and developmental opportunities - Loose standards/expectations (reviewers, discussants, committees) - Lack of market penetration within CCCU - Lack of awareness beyond CCCU - Lack of members beyond evangelical circles - Over-reliance on annual conference to meet member needs - Under-utilization of technology - Reliance on dues for financial base - Historical lack of unified vision or strategic planning
OPPORTUNITIES	**THREATS**
- Use the distinctively Christian mission of the organization to become the center for Christian business thought or authority for Christian business thinking - Increasing voice on behalf of Christian business faculty in national, international arenas, perhaps beyond the academy (providing a distinctively Christian perspective on issues such as spirituality in the workplace or wrestling with how to meet the physical and spiritual needs of our neighbors through business enterprise) - Addressing needs for fellowship, community among Christian business faculty - Articulating a distinctively Christian response to the influences of secular thought in business and society - Expanding the influence of the CBFA through applications of technology that add value to members - Collaboration or alliances with like-minded organizations - Additional market penetration into faith-based institutions that currently do not participate in CBFA. - Market penetration internationally - Dissemination of scholarship to practitioners - Service to Christian business students - Outreach to future Christian business faculty and new business faculty - Providing opportunities for development of academic leadership - Financial partnerships with individuals and organizations sympathetic to the mission and vision of the CBFA	- Compromising our mission, vision, and values for the sake of growth or other objectives - Erosion of recognized biblical authority, as platform for faith-learning integration - Economic viability of Christian higher education - Societal and governmental hostility toward Christian organizations - Becoming overly political (divisive) in focus to the detriment of serving members - Mediocrity - Secular competitors (e.g., Academy of Management) that are much larger and well-funded. Memberships in organizations such as these add value in their own right toward establishing a faculty career. - Members' Own Institutions: Institutional promotion standards that require publication and/or participation in academy events may not recognize CBFA journals or conferences. This could be a perceived or real barrier to future membership.

Internal Analysis

The CBFA's Competitive Advantage

A VRIO analysis is used to analyze sources of competitive advantage. Resources and competencies of the organization are analyzed to determine if they provide a source of competitive advantage. The VRIO analysis scrutinizes a resource/competency by asking four questions:

- V: Is the resource/competency **V**aluable?
- R: Is it relatively **R**are?
- I: Is it relatively costly or difficult to **I**mitate?
- O: Is it used to maximum advantage by the **O**rganization?

If a resource/competency passes all four questions, then it is a source of competitive advantage.

Figure 4: Sources of Competitive Advantage

Resource/Competency	V	R	I	O	CA
Positive collegial, developmental culture	√	√	√		Potential Competitive Advantage
Ability to produce professional publications relevant to faith-learning integration across business disciplines	√	√		√	Undefendable Competitive Advantage
Ability to host annual conferences that meet the perceived needs of the membership	√			√	Competitive parity
Unity of membership despite theological and/or denominational differences	√	√	√	P	Emerging Competitive Advantage
Ability to service perceived needs of members	√				Competitive Disadvantage
Cultivation of growth and leadership while providing continuity of leadership and consistency with the mission and culture of the organization	√	√	√	√	Competitive Advantage
Focus on Biblically-based faith-learning integration across business disciplines	√	√	√	√	Competitive Advantage
Large base of capable, skilled, and dedicated volunteers	√			√	Competitive Parity

√ = Yes; P = Partial

This analysis implies that the CBFA's competitive advantages lie in the focus of its mission on Biblically-based faith-learning integration across business disciplines and in its cultivation of growth and leadership while providing continuity of leadership and consistency with the mission and culture of the organization. Sources of competitive advantage that need to be more fully taken advantage of by the CBFA include the unity of its membership despite theological and/or denominational differences and its positive collegial, developmental culture.

Strategic Planning Assumptions

A strategic plan is dependent on the assumptions used in the planning process. These assumptions are based on the internal and external environmental analyses above. Listed below are the key assumptions used to develop this strategic plan.

- The CBFA will hold true to its foundational assumptions
- The CBFA will remain primarily a volunteer-staffed organization during the time period covered by this plan
- The primary source of funding for the organization, over the time period covered by this plan, will continue to be member dues along with some investment income
- The primary stakeholder group of the CBFA will continue to be Christian Business Faculty

Objectives, Strategies, Action Plans, and Outcomes Assessment

Two major result areas are included in this plan. The first is member services, which examines how the CBFA will serve its primary stakeholder group—Christian business faculty—and its secondary stakeholders, which include students, aspiring Christian business faculty members, institutions represented members of the CBFA, mission-consistent professional organizations, and business practitioners. The second key result area is CBFA operations.

Member Services

Objectives, Strategies, Action Plans, and Outcomes Assessment processes are presented in five key result areas of member services for the CBFA: Teaching, Scholarship, Academic Leadership, Fellowship, and Spiritual Growth.

Teaching

Goal T1: To assist Christian business faculty in the application and integration of Biblical truths in teaching.

Objective T1.1: Provide opportunities for the sharing of best practices in teaching.

Strategy T1.1.1: Include a teaching track at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate to program chair	Vice-Chair of BOD	None	October 2005	None
Include track descriptions in the Conference Guidelines	Program Chair	Conference Coordinator	December 2005	None

Outcomes Assessment: The BOD will approve new conference guidelines and monitor compliance.

Strategy T1.1.2: Host a New Faculty Workshop in conjunction with the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create position of New Faculty Workshop Coordinator (reports to Program Chair)	Vice-Chair of BOD	• Program Chair • Conference Coordinator	December 2005	None
Develop New Faculty Workshop	New Faculty Workshop Coordinator	Conference Coordinator	April 2006	TBD
Survey participants	New Faculty Workshop Coordinator	None	October 2006	TBD
Communicate survey results to BOD	New Faculty Workshop Coordinator	None	October 2006	Minimal

Outcomes Assessment: The BOD will approve the position description and monitor effectiveness of New Faculty Workshop.

Strategy T.1.1.3: Utilize CBAR as a venue for sharing best practices in teaching.

Strategy T1.1.4: Provide means of virtual communications for faculty to share teaching and pedagogy strategies

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for ideas and volunteers for virtual communication initiatives	BOD	None	March 2006	None
Follow-up as appropriate	BOD	TBD	October 2006	TBD

Outcomes Assessment: The Board Member responsible for this initiative will report progress to the BOD.

Strategy T1.1.5: Provide opportunities at the annual conference to understand best practices in adult education and andragogy.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include call for papers and workshops on this topic in the annual conference call for papers	Program Chair	Teaching Track Chair	April 2006	None
Develop session on adult education	Teaching Track Chair	Program Chair	Summer 2006	Minimal

Outcomes Assessment: The Program Chair will monitor effectiveness of conference sessions.

Objective T1.2: Provide opportunities for recognition and awards for excellence in teaching.

Strategy T1.2.1: Explore the creation of an annual Distinguished Teaching Award recognizing sustained accomplishments in the application and integration of Biblical truths in teaching.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Rename Chewning Award Committee to CBFA Awards Committee[2]	BOD	BOD	Completed	None
Task CBFA Awards Committee with examining the awards offered by the CBFA and bring recommendations to the BOD	BOD	Chair of CBFA Awards Committee	Completed	None
Chair of CBFA Awards Committee reports to the BOD	Chair of the CBFA Awards Committee	BOD	March 2006	None

Outcomes Assessment: The BOD will ensure that report of the CBFA Awards Committee comes back to the Board.

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[2] This action does not require a change to the Bylaws.

Goal T2: To inform and assist secondary stakeholders in the application and integration of Biblical truths in teaching.

Objective T2.1: Assist in cultivating the next generation of Christian business faculty.

Strategy T2.1.1: Provide an Aspiring Faculty Workshop in conjunction with the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create position of Aspiring Faculty Workshop Coordinator (reports to Program Chair)	Vice-Chair of BOD	• Program Chair • Conference Coordinator	December 2005	None
Develop Aspiring Faculty Workshop	Aspiring Faculty Workshop Coordinator	Conference Coordinator	April 2006	TBD
Survey participants	Aspiring Faculty Workshop Coordinator	None	October 2006	Minimal
Communicate survey results to BOD	Aspiring Faculty Workshop Coordinator	None	October 2006	Minimal

Outcomes Assessment: The BOD will approve the position description and monitor effectiveness of Aspiring Faculty Workshop.

Strategy T2.1.2: Provide financial assistance for doctoral students to attend the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for members of a Financial Assistance Task force who will develop recommendations for funding doctoral student support or others with financial needs[3]	Vice-Chair	• BOD approval • Conference coordinator support	Completed	None
Task Force will report to Board of Directors	Task Force Chair	Board of Directors	March 2006	None
Inform conference coordinator so that information can be put into conference materials	Vice-Chair	None	March 2006	To be determined by plan

Outcomes Assessment: The Conference coordinator will track the number of doctoral students attending the conference and include in their report to the BOD.

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[3] This discount would be available to any Christian business doctoral student currently enrolled in a doctoral program in business (even if that student currently is a full-time faculty member). Students would need to verify their student status when remitting the conference fee.

Objective T2.2: Provide opportunities for Christian business faculty to be informed concerning the needs and perspectives of secondary stakeholders.

Strategy T2.2.1: Integrate practitioner perspectives into the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include requirement for practitioner involvement in the Conference Guidelines	Vice-Chair	None	October 2005	None
Determine methods for including practitioner perspectives	• Program chair • Conference coordinator	Vice-Chair support	October 2005	TBD

Outcomes Assessment: The BOD will monitor the success of this initiative through the Conference Proposal and the Final Report.

Strategy T2.2.2: Integrate student perspectives into the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include requirement for student involvement in the Conference Guidelines	Vice-Chair	None	October 2005	None
Determine methods for including student perspectives	• Program chair • Conference coordinator	Vice-Chair support	October 2005	TBD

Outcomes Assessment: The BOD will monitor the success of this initiative through the Conference Proposal and the Final Report.

Scholarship

Goal S1: To assist Christian business faculty in the application and integration of Biblical truths in scholarship.

Objective S1.1: Provide outlets for scholarship that are consistent with the mission of the CBFA[4].

Strategy S1.1.1: Position the *Journal of Biblical Integration in Business* as the publishing outlet for faith-business integration theory and the empirical testing of that theory.

The primary audience for *JBIB* is Christian business faculty, aspiring Christian business faculty, and students performing research in faith integration. The *Journal of Biblical Integration in Business* should be circulated to CBFA members, potential CBFA members, libraries at Christian colleges and universities, and mission-consistent organizations.

Strategy S1.1.2: Position the *Christian Business Academy Review* as the publishing outlet for faith-business integration in teaching, learning, and leadership.

The primary audience for *CBAR* is Christian business faculty, aspiring Christian business faculty, university administrators, and students performing research on the practical application of faith integration. The *Christian Business Academy Review* should be circulated to CBFA members, potential CBFA members, university administrators, libraries at Christian colleges and universities, and mission-consistent organizations and professional associations (such as business accrediting associations, CCCU professional groups, etc.)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Develop a plan for dissemination of CBFA journals	Editorial Team	None	March 2006	None
Present plan to BOD	Senior Editor	BOD	March 2006	To be determined by plan

Outcomes Assessment: The Senior Editor will provide an annual report on circulation and placement of CBFA journals to the BOD, who will monitor the success of this initiative.

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[4] Consistent with the recommendations of the CBFA Scholarship Task Force (October 2004), CBFA publishing outlets should encourage scholarship in the Faith Focused and Faith Specific domains of scholarship, with some focus on the Faith Informed domain.

Strategy S1.1.3: Provide opportunities for the dissemination of scholarship at the annual conference. This would include standing content tracks for the conference (teaching, academic leadership, and an annual conference theme track) and other content tracks to be determined by the program chair (such as discipline-specific tracks).[5]

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create track chair positions (report to Program Chair)	Program Chair	• Vice-Chair support • Conference Coordinator support	December 2005	None
Track programs developed	Track Chairs	Program Chair	Annually	Minimal
Survey participants	Conference Coordinator	Program Chair	Annually	Minimal
Communicate survey results to BOD	Conference Coordinator	None	October 2006	Minimal

Outcomes Assessment: The BOD will monitor success of the tracks through the final conference report.

Strategy S1.1.4: Ensure that the annual conference (and pre-conference and post-conference activities) allows for a sufficient number of paper and/or workshop sessions to encourage scholarship.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include requirement for sufficient presentation sessions in the Conference Guidelines	Vice-Chair	• Program Chair • Conference Coordinators	October 2005	None
Determine methods for including sufficient presentation sessions	• Program Chair • Conference Coordinator	Vice-Chair support	October 2005 and then annually	Costs for rooms will be included in the conference registration fee.

Outcomes Assessment: The BOD will monitor success of the sessions through the final conference report.

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[5] While the creation of multiple content tracks (including a track related to the annual conference theme) allows for a greater variety of papers and workshops, it should be recognized that the content of conference presentations must be consistent with the CBFA's mission to encourage Christian business faculty in the study, integration, teaching, and application of Biblical truths.

Strategy S1.1.5: Provide virtual means for sharing scholarship, including a scholarship section of the web site and access to a WIKI.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for ideas and volunteers for virtual communication initiatives	BOD	None	March 2006	None
Appoint a Director of Virtual Communications	BOD	TBD	October 2006	TBD

Outcomes Assessment: The Board Member responsible for this initiative will report progress to the BOD.

Strategy S1.1.6: Provide training and clear guidelines for reviewers, discussants, session chairs, etc.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Develop guidelines and procedures for conference participation	Program chair	Vice-Chair approval	March 2006	Minimal
Communicate guidelines to participants	Program Chair	Vice-Chair support	Annually	Minimal

Outcomes Assessment: The Vice-Chair of the BOD will monitor compliance with expectations.

Objective S1.2: To help Christian business faculty develop as scholars.

Strategy S1.2.1: Provide a workshop for emerging scholars in conjunction with the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create position of Emerging Scholars Workshop Coordinator[6] (reports to Program Chair)	Vice-Chair of BOD	• Program Chair • Conference Coordinator	December 2005	None
Develop Emerging Scholars Workshop	Emerging Scholars Workshop Coordinator	Conference Coordinator	April 2006	TBD
Survey participants	Emerging Scholars Workshop Coordinator	None	October 2006	Minimal
Communicate survey results to BOD	Emerging Scholars Workshop Coordinator	None	October 2006	Minimal

Outcomes Assessment: The BOD will approve the position description and monitor effectiveness of Emerging Scholars Workshop

Strategy S1.2.2: Offer mentoring opportunities in scholarship.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Develop plan for mentoring opportunities in scholarship	Emerging Scholars Workshop Coordinator	BOD support	Spring 2007	Minimal
Present plan to BOD for approval	Program Chair	BOD approval	Spring 2007	None
Implement plan	Emerging Scholars Workshop Coordinator	Program Chair support	Fall 2007	To be determined by plan

Outcomes Assessment: The mentoring plan should include processes for monitoring and assessing the results of this initiative.

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[6] This might be an ideal position for a member of the former Scholarship Task Force.

Strategy S1.2.3: Provide a workshop on obtaining research grants in conjunction with the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include call for papers and workshops on this topic in the annual conference call for papers	Program Chair	Scholarship Track Chair	April 2007	None
Develop session on grants	Scholarship Track Chair	Program Chair	Summer 2007	None

Outcomes Assessment: Results from the conference survey will be assessed by the Conference Coordinator and reported to the BOD on an annual basis.

Objective S1.3: Provide recognition for scholarship.

Strategy S1.3.1: Explore clarifying the purpose of the Richard C. Chewning Award to be an annual award recognizing sustained accomplishments in the application and integration of Biblical truths in scholarship.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Rename Chewning Award Committee to CBFA Awards Committee[7]	BOD	BOD	Completed	None
Task CBFA Awards Committee with examining the awards offered by the CBFA and bring recommendations to the BOD	BOD	Chair of CBFA Awards Committee	Completed	None
Chair of CBFA Awards Committee reports to the BOD	Chair of the CBFA Awards Committee	BOD	March 2006	None

Outcomes Assessment: The BOD will ensure that report of the CBFA Awards Committee comes back to the Board.

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[7] This action does not require a change to the Bylaws.

Strategy S1.3.2: Provide best paper awards in each track and a conference best paper award.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Develop a process for offering best paper awards	Program Chair	BOD approval	March 2006	None
Implement process for Fall 2006 meeting	Program Chair Track Chairs	BOD Chair (schedule awards for business meeting)	October 2006	Certificates
Send congratulatory letter to authors' institutions	Program Chair	None	Annually	Postage

Outcomes Assessment: Results from the conference survey will be assessed by the Program Chair and reported to the BOD on an annual basis.

Strategy S1.3.3: Provide letters from CBFA editors to the authors' institutions upon article acceptance in CBFA publications.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Add this requirement to the job description of CBFA journal editors	Senior Editor	None	October 2005	None
Inform CBFA journal editors	Senior Editor	None	October 2005	None
Develop letter template	Journal editors	Senior Editor approval	November 2005	None
Send out congratulatory letters to authors' institutions	Journal editors	None	Ongoing	Postage

Outcomes Assessment: The Senior Editor will monitor the journal editors' compliance with this expectation.

Strategy S1.3.4: Provide letters from the CBFA Program Chair/Track Chair to the presenters' institutions/employers for conference presentations.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Add this requirement to the job description of track chairs	Program Chair	None	March 2006	None
Inform track chairs	Program Chair	None	March 2006	None
Develop letter template	Track chairs	Program Chair approval	March 2006	None
Send out congratulatory letters to authors' institutions	Track chairs	None	Annually	Postage

Outcomes Assessment: The Program Chair will monitor the track chairs' compliance with this expectation.

Goal S2: To inform secondary stakeholders concerning the application and integration of Biblical truths in scholarship.

Objective S2.1: Educate secondary stakeholders concerning the value and importance of CBFA scholarship.

Strategy S2.1.1: Identify opportunities to promote and disseminate the value of CBFA publications and conference presentations.

Action Plan: Included in plans for increasing awareness of CBFA journals and for sending letters to the institutions of authors of journal articles and conference presentations (see Strategies S1.1.1, S1.1.2, S1.3.3, S1.3.4, and P1.1.1).

Objective S2.2: Provide outlets for student scholarship.

Strategy S2.2.1: Explore opportunities for the presentation of student scholarship, such as including student papers, hosting a student case study competition, or having student panel discussions at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for task force members interested in including student scholarship in the CBFA conference	BOD	None	March 2006	Minimal
Appoint board liaison to the Student Scholarship Task Force	BOD Chair	BOD	October 2006	None
Task Force reports recommendations to the BOD	Task Force Chair	BOD liaison support	October 2007	Minimal

Outcomes Assessment: The Board of Directors will monitor the task force process.

Objective S2.3: Provide outlets for practitioner-oriented scholarship.

Strategy S2.3.1: Explore establishing a journal that focuses on the application of Biblical integration in business to practitioners (the "*Christian Business Leader*").

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will ask the Senior Editor to explore establishment of this journal	BOD	BOD	Completed	None
Senior Editor will report findings to the BOD	Senior Editor	BOD	March 2007	None

Outcomes Assessment: The Board of Directors will monitor progress on this initiative.

Strategy S2.3.2: Explore establishing a case journal that focuses on the application of Biblical integration in business to practitioners.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will ask the Senior Editor to explore establishment of this journal	BOD	BOD	Completed	None
Senior Editor will report findings to the BOD	Senior Editor	BOD	March 2007	None

Outcomes Assessment: The Board of Directors will monitor progress on this initiative.

Academic Leadership

Goal AL1: To assist Christian business faculty in the application and integration of Biblical truths in leading organizations and programs.

Objective AL1.1: Provide opportunities for the sharing of best practices in academic leadership and assist in cultivating future Christian academic leaders.

Strategy AL1.1.1: Include an academic leadership track at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate to program chair	Vice-Chair of BOD	None	October 2005	None
Include track descriptions in the Conference Guidelines	Program Chair	Conference Coordinator	December 2005	None

Outcomes Assessment: Results from the conference survey will be assessed by the Program Chair and reported to the BOD on an annual basis.

Strategy AL1.1.2: Host an annual Academic Leaders workshop in conjunction with the annual conference (program design, working with adult programs, marketing, development, human resources, accreditation, etc.)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create position of Academic Leaders Workshop Coordinator (reports to Program Chair)	Vice-Chair of BOD	• Program Chair • Conference Coordinator	December 2005	None
Develop Academic Leaders Workshop	Academic Leaders Workshop Coordinator	Conference Coordinator	April 2006	TBD
Survey participants	Academic Leaders Workshop Coordinator	None	October 2006	Minimal
Communicate survey results to BOD	Academic Leaders Workshop Coordinator	None	October 2006	Minimal

Outcomes Assessment: The Board of Directors will approve the position description and monitor effectiveness of the Academic Leaders Workshop.

Strategy AL1.1.3: Utilize the *Christian Business Academy Review* as a means of disseminating best practices in Academic Leadership.

Action Plan: Included in S1.1.1 and S1.1.2.

Strategy AL1.1.4: Provide means of virtual communications (list serves, virtual workshops, etc.) for academic leaders to share leadership issues.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for ideas and volunteers for virtual communication initiatives	BOD	None	March 2006	None
Follow-up as appropriate	BOD	TBD	October 2006	TBD

Outcomes Assessment: The Board member responsible for this initiative will communicate progress to the BOD.

Strategy AL1.1.5: Offer mentoring opportunities for academic leaders.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Develop plan for mentoring opportunities in academic leadership	Academic Leaders Workshop Coordinator	BOD support	Spring 2007	Minimal
Present plan to BOD for approval	Program Chair	BOD approval	Spring 2007	None
Implement plan	Academic Leaders Workshop Coordinator	Program Chair support	Fall 2007	To be determined by plan

Outcomes Assessment: The mentoring plan should include processes for monitoring and assessing the results of this initiative.

Fellowship

Goal F1: To strengthen relationships among Christian business faculty.

Objective F1.1: Provide opportunities for fellowship among Christian business faculty.

Strategy F.1.1: Create a fellowship task force to examine/propose ways to increase fellowship among Christian business faculty.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will approve creation of the Fellowship Task Force (FTF) and appoint a chair[8]	BOD Chair	BOD approval	October 2005	None
Issue a call for task force members interested in promoting fellowship among CBFA members	FTF Chair	None	March 2006	Minimal
Task force develops a fellowship plan[9]	FTF Chair	FTF	October 2006	None
FTF reports recommendations to the BOD	FTF Chair	BOD	October 2007	Minimal

Outcomes Assessment: Results from the conference survey will be assessed by the FTF and reported to the BOD on an annual basis.

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[8] Either the chair or at least one member of the FTF should be a member of the BOD.
[9] The template for the survey of the annual conference should contain questions assessing satisfaction with fellowship opportunities.

Strategy F1.1.2: Include planned times for unstructured fellowship at the annual conference.

Strategy F1.1.3: Include planned times for interest groups to meet at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will communicate this objective and strategies to the FTF Chair	Vice-Chair	BOD support	Completed	None
FTF Chair will work with the Conference Coordinator and Program Chair to schedule fellowship times at the annual conference	FTF Chair	• Conference Coordinator support • Program Chair support • Vice-Chair oversight	Through conference planning process timetable	Included in annual conference registration fees

Outcomes Assessment: Results from the conference survey will be assessed by the FTF and reported to the BOD on an annual basis.

Strategy F1.1.4: Provide virtual methods of ongoing informal fellowship.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for ideas and volunteers for virtual fellowship initiatives	BOD	None	March 2006	None
Follow-up as appropriate	BOD	TBD	October 2006	TBD

Outcomes Assessment: The Board member responsible for this initiative will communicate progress to the BOD.

Strategy F1.1.5: Provide opportunities for fellowship through volunteer service to the CBFA.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
MPDC and FTF will monitor volunteer involvement in the CBFA	• MPDC Chair • FTF Chair	BOD support	Ongoing	Minimal

Outcomes Assessment: MPDC Chair and FTF Chair will communicate progress to the BOD.

Spiritual Growth

Goal SG1: To strengthen the spiritual growth of Christian business faculty.

Objective SG1.1: Provide formal and informal opportunities for the spiritual growth of Christian business faculty.

Strategy SG1.1.1: Create a spiritual growth task force to examine/propose ways to increase the spiritual growth of Christian business faculty.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will approve creation of the Spiritual Growth Task Force (SGTF) and appoint a chair[10]	BOD Chair	BOD approval	Completed	None
Issue a call for task force members interested in promoting spiritual growth among CBFA members	SGTF Chair	None	March 2006	Minimal
Task force develops a spiritual growth plan[11]	SGTF Chair	SGTF	October 2006	None
SGTF reports recommendations to the BOD	SGTF Chair	BOD	October 2007	Minimal

Outcomes Assessment: Results from the conference survey will be assessed by the SGTF and reported to the BOD on an annual basis.

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[10] Either the chair or at least one member of the SGTF should be a member of the BOD.

[11] The template for the survey of the annual conference should contain questions assessing satisfaction with spiritual growth opportunities.

Strategy SG1.1.2: Include planned times for worship at the annual conference (corporate worship, prayer room, small-group prayer sessions, etc.)

Strategy SG1.1.3: Include practical workshops/seminars on personal spiritual growth at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will communicate this objective and strategies to the SGTF Chair	Vice-Chair	BOD support	October 2005	None
SGTF Chair will work with the Conference Coordinator and Program Chair to schedule spiritual growth times at the annual conference	SGTF Chair	• Conference Coordinator support • Program Chair support • Vice-Chair oversight	Through conference planning process timetable	Included in annual conference registration fees

Outcomes Assessment: Results from the conference survey will be assessed by the SGTF and reported to the BOD on an annual basis.

Strategy SG1.1.4: Provide virtual methods for sharing personal spiritual growth.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call for ideas and volunteers for virtual spiritual growth initiatives	BOD	None	March 2006	None
Follow-up as appropriate	BOD	TBD	October 2006	TBD

Outcomes Assessment: The Board member responsible for this initiative will communicate progress to the BOD.

Objective SG1.2: Provide opportunities for Christian business faculty to be informed concerning the spiritual needs and perspectives of secondary stakeholders.

Strategy SG1.2.1: Include student perspectives on faith-learning integration at the annual conference.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Include requirement for student involvement in the Conference Guidelines	Vice-Chair	None	October 2005	None
Determine methods for including student perspectives	• Program chair • Conference coordinator	Vice-Chair support	October 2005	TBD

Outcomes Assessment: BOD will monitor the success of this initiative through the Conference Proposal and the Final Report.

Strategy SG1.2.2: Explore providing a workshop or session on leading the spiritual growth of students in conjunction with the annual conference.

Strategy SG1.2.3: Explore providing opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Charge SGTF with exploring this concept	BOD Chair	BOD support	March 2008	None
SGTF develops recommendations and communicates these to the BOD	SGTF Chair	SGTF	October 2008	None

Operations

Membership

Goal M1: To increase the number of Christian business faculty actively involved in the CBFA.

Objective M1.1: To increase CBFA membership by 10 percent annually for each of the next five years.

Strategy M.1.1.1: Create a standing Membership Promotion & Development Committee chaired by a member of the Board of Directors.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Change the name of the Membership Committee to the Membership Promotion and Development Committee[12]	Chair, BOD	BOD	Completed	None

Objective M1.2: To increase awareness and market penetration within CCCU institutions.

Objective M1.2a: To have at least one member from each CCCU institution with business programs by 2008.

Objective M1.2b: To have all full-time business faculty at an institution be CBFA members from at least one-third of CCCU institutions with business programs by 2008.

Objective M1.2c: To have representation at the annual conference by at least one-half of CCCU institutions with business programs by 2008.

Strategy M1.2.1: Representatives of the Membership Promotion & Development Committee will contact CCCU institutions with business programs to promote CBFA membership.

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[12] This action does not require a change to the Bylaws.

Strategy M1.2.2: Identify and support a CBFA champion (cheerleader) on each campus currently involved with CBFA. This person would keep the value of CBFA membership "in front of" current and potential members on his/her respective campus. He/she would provide a friendly, personal, but unbiased, two-way communication conduit for CBFA.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the chair of the Membership Promotion and Development Committee	BOD Chair	Membership Promotion and Development Committee	Completed	None
MPDC will develop a set of recommendations (including cost estimates) to accomplish this strategy	MPDC Chair	BOD approval	March 2006	None
MPDC will implement strategy	MPDC Chair	BOD support (funding)	Beginning March 2006	To be determined by plan

Outcomes Assessment: The MPDC will present an annual report to the BOD detailing the membership profile and growth in membership.

Objective M1.3: To increase awareness and market penetration among Christian faculty within non-CCCU institutions.

Objective M1.3a: To have at least one member from 50% of faith-based non-CCCU institutions[13] by 2009.
Objective M1.3b: To have conference attendees from 25% of faith-based non-CCCU institutions by 2009.
Objective M1.3c: To have 40 percent of CBFA members come from non-CCCU institutions by 2009.
Objective M1.4d: To increase conference attendance of Christian business faculty from public institutions to 10% by 2009.
Objective M1.4e: To have at least 5 percent of CBFA members come from international institutions by 2009.

Strategy M1.3.1: Representatives of the Membership Promotion & Development Committee will contact non-CCCU institutions with business programs to promote CBFA membership.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the chair of the Membership Promotion and Development Committee	BOD Chair	Membership Promotion and Development Committee	Completed	None
MPDC will develop a set of recommendations (including cost estimates) to accomplish this strategy	MPDC Chair	BOD approval	March 2006	None
MPDC will implement strategy	MPDC Chair	BOD support (funding)	Beginning March 2006	To be determined by plan

Outcomes Assessment: The MPDC will present an annual report to the BOD detailing the membership profile and growth in membership.

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[13] "Faith-based non-CCCU institutions" refers to those whose faculty members could agree with the CBFA Statement of Faith.

Objective M1.5: To ensure that the CBFA welcomes participation by all Christian business faculty.

Strategy M1.5.1: The Membership Promotion & Development Committee will develop a plan for ensuring participation by all Christian business faculty in the CBFA.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the chair of the Membership Development Committee	BOD Chair	Membership Development Committee	Completed	None
MPDC will develop a set of recommendations (including cost estimates) to accomplish this strategy	MPDC Chair	BOD approval	March 2006	None
MPDC will implement strategy	MPDC Chair	BOD support (funding)	Beginning March 2006	To be determined by plan

Outcomes Assessment: The MPDC will present an annual report to the BOD detailing the membership profile.

Goal M2: To increase retention of Christian business faculty in the CBFA.

Objective M2.1: To retain at least 80 percent of CBFA members from year to year.

Strategy M2.1.1: The Membership Promotion and Development Committee will develop and monitor a retention strategy.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the chair of the Membership Promotion and Development Committee	BOD Chair	Membership Promotion and Development Committee	Completed	None
MPDC will develop a set of recommendations (including cost estimates) to accomplish this strategy	MPDC Chair	BOD approval	March 2006	None
MPDC will implement strategy	MPDC Chair	BOD support (funding)	Beginning March 2006	To be determined by plan

Outcomes Assessment: The MPDC will present an annual report to the BOD detailing the membership profile and retention of membership.

Publications

Goal P1: To raise the profile of CBFA publications.

Objective P1.1: To increase awareness of CBFA publications among relevant constituencies, including Christian business faculty, libraries, practitioners, scholars, and mission-consistent organizations.

Strategy P1.1.1: The Editorial Team (Senior Editor and CBFA journal editors) will formulate a strategy for increasing awareness of CBFA publications.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the Senior Editor	BOD Chair	Editorial team	Completed	None
Editorial team will develop a set of recommendations (including cost estimates) to accomplish this strategy	Senior Editor	BOD approval	March 2007	None
Editorial team will implement strategy	Senior Editor	BOD support (funding)	Beginning March 2007	To be determined by plan

Outcomes Assessment: The Senior Editor will present an annual report to the BOD reporting progress toward meeting this objective.

Objective P1.2: To increase access to CBFA publications among relevant constituencies.

Strategy P1.2.1: The Editorial Team (Senior Editor and CBFA journal editors) will formulate a strategy for increasing access to CBFA publications.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the Senior Editor	BOD Chair	Editorial team	Completed	None
Editorial team will develop a set of recommendations (including cost estimates) to accomplish this strategy	Senior Editor	BOD approval	March 2007	None
Editorial team will implement strategy	Senior Editor	BOD support (funding)	Beginning March 2007	To be determined by plan

Outcomes Assessment: The Senior Editor will present an annual report to the BOD reporting progress toward meeting this objective.

Objective P1.3: To obtain external validation of CBFA publications.

Strategy P1.3.1: The Editorial Team (Senior Editor and CBFA journal editors) will formulate a strategy for external validation of CBFA publications, including listing in a guide to business publications (***) and electronic access.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate objectives to the Senior Editor	BOD Chair	Editorial team	Completed	None
Editorial team will develop a set of recommendations (including cost estimates) to accomplish this strategy	Senior Editor	BOD approval	March 2007	None
Editorial team will implement strategy	Senior Editor	BOD support (funding)	Beginning March 2007	To be determined by plan

Outcomes Assessment: The Senior Editor will present an annual report to the BOD reporting progress toward meeting this objective.

Leadership & Administration

Goal LA1: To have structures and processes that ensure the effective and efficient delivery of services to CBFA members.

Objective LA1.1: To ensure the financial and economic viability of the CBFA.

Strategy LA1.1.1: To have a dues structure that appropriately funds the strategies and operations of the CBFA.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Accumulate cost estimates resulting from the implementation of the strategic plan	Chair, BOD	Support from each area addressed in the strategic plan	After March 2006 meeting	None
Report to the BOD	Chair, BOD	None	October 2006	None
Develop an anticipated dues structure for the duration of the plan	BOD	BOD approval	October 2006	None

Outcomes Assessment: Annual review of CBFA financial statements by the BOD.

Strategy LA1.1.2: To explore opportunities for external funding of CBFA activities.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will create a standing Development Committee[14] and appoint a Chair who is a member of the BOD	Chair, BOD	BOD	October 2007	None
Development Committee Chair will appoint committee	Development Committee Chair	BOD approval	March 2008	None
Development Committee will create a plan for external funding (including cost estimates) and present to the BOD	Development Committee Chair	BOD approval	October 2008	To be determined by plan

Outcomes Assessment: The Board of Directors will review the external funding resulting from the implementation of the plan.

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[14] This action does not require a change to the Bylaws.

Strategy LA1.1.3: To ensure good stewardship of CBFA resources through appropriate internal controls (audit).

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
BOD will create a standing Audit Committee[15] and issue a call for volunteers	BOD Chair	BOD	Completed	None
Board Chair will ensure that committee is formed and that the committee chooses its own chair[16]	BOD Chair	BOD approval	March 2006	None
Audit Committee will create a process for annual audits (including cost estimates) and present to the BOD	Audit Committee Chair	BOD approval	October 2006	To be determined by plan
Implement annual audit process[17]	Audit Committee Chair	BOD support	October 2006	As determined by plan

Outcomes Assessment: The Audit Committee Chair will report audit results annually to the BOD.

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[15] This action does not require a change to the Bylaws.

[16] Members of the Audit Committee will not be members of the Board of Directors. Committee size is specified as 2-3 persons.

[17] The Strategic Planning Task Force recommends that the Audit Committee consider whether or not a periodic external audit be performed.

Objective LA1.2: To be able to effectively and efficiently track membership profiles.

Strategy LA1.2.1: Create a unified comprehensive database capable of tracking membership profiles, dues, subscriptions, etc.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of a comprehensive database[18]	BOD Chair	BOD support	Completed	None
Database Administrator will develop a plan (including cost estimates) and present to the BOD	Database Administrator	• BOD approval • Treasurer support • MPDC support • Webmaster support	March 2006	To be determined by plan
Implement plan	Database Administrator	• BOD support • Treasurer support • MPDC support • Webmaster support	March 2006	As determined by plan

Outcomes Assessment: The Database Administrator will provide a report to the MPDC Chair, who will report to the BOD.

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[18] Brad Lemler and Bob Roller will oversee this initiative.

Objective LA1.3: To increase the professional appearance, usefulness, and functionality of the CBFA web site.

    Strategy LA1.3.1: Identify a CBFA member willing to maintain a top-notch web site.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of the web site	BOD Chair	BOD support	Completed	None
Web Site Administrator will develop a plan (including cost estimates) and present to the BOD	Web Site Administrator	BOD approval	March 2006	To be determined by plan
Implement plan	Web Site Administrator	BOD support	March 2006	As determined by plan

Outcomes Assessment: The BOD will monitor the functionality and appearance of the web site.

Objective LA1.4: To ensure a quality conference experience for attendees.

    Strategy LA1.4.1: Develop a standard template for the annual conference survey.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a template for the conference survey	Vice-Chair	• Program Chair • Conference Coordinator	February 2006	Minimal
BOD approval of template	Vice-Chair	BOD	March 2006	None
Implement for 2006 annual conference	Conference Coordinator	• Vice-Chair • Program Chair	October 2006	Included in annual conference fees
Include results in Conference Report	Conference Coordinator	• Vice-Chair • Program Chair	March 2007 and annually thereafter	Minimal
Maintain results from year to year	Database Administrator	• BOD • MPDC	Annual	TBD

Outcomes Assessment: The Conference Coordinator will include this information in the Conference Report that is presented to the BOD. The MPDC will also track the longitudinal changes in this data.

Objective LA1.5: Provide recognition for outstanding service to the CBFA.

Strategy LA1.5.1: Explore giving an annual award recognizing sustained contribution to the CBFA.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Rename Chewning Award Committee to CBFA Awards Committee[19]	BOD	BOD	Completed	None
Task CBFA Awards Committee with examining the awards offered by the CBFA and bring recommendations to the BOD	BOD	Chair of CBFA Awards Committee	Completed	None
Chair of CBFA Awards Committee reports to the BOD	Chair of the CBFA Awards Committee	BOD	March 2006	None

Outcomes Assessment: The BOD will ensure that report of the CBFA Awards Committee comes back to the Board.

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[19] This action does not require a change to the Bylaws.

Objective LA1.6: To have an appropriate organizational structure.

Objective LA1.7: To ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan.

   Strategy LA1.6-7.1: Design appropriate roles for members of the Board of Directors.

   Strategy LA1.6-7.2: Determine appropriate standing committees of the Board of Directors and delineate their responsibilities and expectations.

   Strategy LA1.6-7.3: Determine appropriate appointed leadership positions, task forces, etc. and their relationships with the Board of Directors.

   Strategy LA1.6-7.4: Create and revise job descriptions.

   Strategy LA1.6-7.5: Determine needed changes to the Bylaws.

   Strategy LA1.6-7.6: Create a Board of Directors Policies and Procedures Manual (including formalizing and documenting processes for board appointments, nominations, elections, etc.)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Reconstitute the Strategic Planning Task Force (SPTF)	Chair, BOD	• BOD approval • Chair, Strategic Planning Task Force	Completed	None
Charge the SPTF with developing recommendations	Chair, BOD	BOD support	Completed	None
SPTF will develop recommendations and present to the BOD	Chair, SPTF	BOD support (funding)	March 2006	$3000 maximum
SPTF will assist in the implementation of the recommendations	Chair, SPTF	BOD support	October 2006	Minimal

Outcomes Assessment: The SPTF Chair will report to the BOD concerning the progress in meeting these objectives.

Current Personnel

This plan mentions a number of responsibilities tied to specific volunteer positions in the CBFA. The current officeholders of these positions are listed below. Additional persons will be added based on the action plans included with this document.

Office	Current Officeholder
Chair, Board of Directors	Steven Bovee
Vice-Chair/Chair-elect, Board of Directors	Tim Redmer
Past-chair, Board of Directors	Joe Walenciak
Secretary/Treasurer, Board of Directors	Ronald Walker
Board Member	David Houghton
Board Member	Monty Lynn
Board Member	Mary Ann Meiners
Board Member	Robert Roller
Program Chair (2005)	Yvonne Smith
Program Chair (2006-2008)	Larry Rottmeyer
Senior Editor	Sharon Johnson
JBIB Editor	Sharon Johnson
CBAR Editor	Kent Saunders
Newsletter Editor	Joe Walenciak
Strategic Planning Task Force Chair	Robert Roller
Chewning Awards Committee Chair	Joe Walenciak

New Positions[20]

- Membership Development Committee Chair and members
- Development Committee Chair and members
- Audit Committee Chair and members
- New Faculty Workshop Coordinator
- Aspiring Faculty Workshop Coordinator
- Emerging Scholars Workshop Coordinator
- Academic Leaders Workshop Coordinator
- Teaching Track Chair
- Scholarship Track Chair
- CBFA Awards Committee Chair (formerly Chewning Awards Committee Chair)
- Student Scholarship Task Force Chair and members
- Fellowship Task Force Chair and members
- Spiritual Growth Task Force Chair and members
- Director of Virtual Communications
- Database Administrator
- Web Site Administrator

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[20] These are positions that will be created if all sections of the plan are implemented.

Glossary

Following are the operational definitions and guidelines used in the strategic planning process:

Mission – A mission statement is a brief summary statement (one to three sentences) of the general purpose of the organization. Critical over-arching concepts that give the mission character are included. The mission statement sets the overall tone and direction for the organization.

Key Strategic Result Areas – Key strategic result areas are those areas or processes within the organization that will be instrumental in the accomplishment of the mission. Typically, goals, objectives, and action plans will be developed in each of these areas.

Core (Guiding) Values – Core values are the shared values that govern interaction, planning, and decision-making within the organization. These values become the filter for goals, objectives, and action plans to accomplish the mission. In other words, all goals, objectives and action plans to accomplish the stated mission, must be consistent with the stated core values.

Goals – Goals are general statements that identify central desired member service and operational outcomes. The goals should capture the dimensions that are important to the organization. Conceptual areas of importance to the organization should be evident in the goals. Goals are the conceptual link that bridges the broadly stated mission on the one hand, and specific measurable objectives, on the other.

Objectives – Objectives are specific and desired outcomes or performance targets, stated in measurable language. Objectives are the items that are directly measured. They should be linked logically to one of the goals. They should also be challenging but achievable. Multiple means of measurement may be used to measure an objective, especially complex objectives that may have more than one dimension.

Action Plan – Mission, goals, and objectives answer the question of "What?" the organization seeks to accomplish, with increasing specificity. The strategy answers, in general terms, the "How?" The action plan addresses the concrete steps that will be necessary to implement a strategy, including the timing, sequencing, necessary resources and costs involved. The action plan should also designate a person or group as primarily responsible for each action.

Assessment instrument – Assessment instruments are means by which data about the objectives is collected. Assessment instruments can be qualitative and/or quantitative in nature. They can be time-honored (such as questionnaires) or new and creative. They may be unique and developed for a specific goal or well established and linked to numerous goals. The critical issue is that the instruments be valid and reliable.

Strategies – Strategies are the approaches used to accomplish objectives. There are often many different approaches that can be used to accomplish an objectives; the strategies detail which approach/approaches will be used.

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APPENDIX

Strategic Plan Timeline

Tasks List with Deadlines

STRATEGIC PLAN TIMELINE

<u>**IMMEDIATELY**</u>

Chair, Board of Directors
- Change the name of the Membership Committee to the Membership Development Committee

<u>**OCTOBER 2005**</u>

Chair, Board of Directors
- Communicate to the Chair of the Membership Development Committee objectives to increase the number of Christian business faculty actively involved in the CBFA
- Communicate objectives to increase awareness and market penetration among Christian faculty within non-CCCU institutions
- Communicate objectives to increase retention of Christian business faculty in the CBFA
- Communicate to the Senior Editor objectives to raise the profile of CBFA publications
- Communicate to the Senior Editor objectives to increase access to CBFA publications among relevant constituencies
- Communicate to the Senior Editor objectives to obtain external validation of CBFA publications
- Have BOD create a standing Audit Committee and appoint a Chair
- Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of a comprehensive database
- Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of the web site
- Reconstitute the Strategic Planning Task Force (SPTF)
- Charge the SPTF with developing recommendations for organizational structure, job descriptions, and governance documents

Board of Directors
- Rename Chewning Award Committee to CBFA Awards Committee
- Task CBFA Award Committee with examining the awards offered by the CBFA and bring recommendations to the BOD
- Ask the Senior Editor to explore establishment of the journal *"Christian Business Leader"* that focuses on the application of Biblical integration in business to practitioners
- Ask the Senior Editor to explore establishment of a case journal focusing on the application of Biblical integration in business to practitioners
- Approve creation of the Fellowship Task Force (FTF) and appoint a Chair
- Approve creation of the Spiritual Growth Task Force (SGTF) and appoint a Chair

Vice-Chair, Board of Directors
- Communicate to program chair ways to assist Christian business faculty in the application and integration of Biblical truths in teaching
- Implement a pilot program that would provide a 25 percent discount on conference registration fees for doctoral students
- Include requirement for practitioner involvement in the Conference Guidelines
- Include requirement for student involvement in the Conference Guidelines
- Include requirement for sufficient presentation sessions in the Conference Guidelines
- Communicate to Program Chair about academic leadership track descriptions at the annual conference
- Communicate the objective and strategy of providing opportunities for fellowship among Christian business faculty to the FTF Chair
- Communicate the objective and strategies of strengthening spiritual growth to the SGTF Chair

Program Chair
- Determine, along with the Conference Coordinator, methods for including practitioner perspectives at the annual conference
- Determine, along with the Conference Coordinator, methods for including student perspectives in the annual conference
- Determine, along with the Conference Coordinator, methods for including sufficient presentation sessions at the annual conference
- Determine, along with the Conference Coordinator, methods for including student perspectives on faith-learning integration at the annual conference

Conference Coordinator
- Determine, along with the Program Chair, methods for including practitioner perspectives at the annual conference (to be continued annually)
- Determine, along with the Program Chair, methods for including sufficient presentation sessions at the annual conference (to be continued annually)
- Determine, along with the Program Chair, methods for including student perspectives on faith-learning integration at the annual conference (to be continued annually)

Senior Editor
- Add to the job description of CBFA journal editors the requirement of providing letters to the authors' institutions upon article acceptance in CBFA publications, and inform CBFA Journal Editors of this requirement

NOVEMBER 2005

Vice-Chair
- Inform conference coordinator so that information concerning financial assistance for doctoral students can be put into conference materials

Journal Editors
- Develop template for letters from CBFA editors to the authors' institutions
- Send out congratulatory letters to authors' institutions **(ongoing)**

DECEMBER 2005

Program Chair
- Include task descriptions in the Conference Guidelines
- Create Track Chair positions whom will report back to you
- Include track descriptions in the Conference Guidelines

Vice-Chair, Board of Directors
- Create position of New Faculty Workshop Coordinator (reports to Program Chair)
- Create position of Aspiring Faculty Workshop Coordinator (reports to Program Chair)
- Create position of Emerging Scholars Workshop Coordinator (reports to Program Chair)
- Create position of Academic Leaders Workshop Coordinator (reports to the Program Chair)

FEBRUARY 2006

Vice-Chair
- Create a template for the conference survey

MARCH 2006

Board of Directors
- Issue a call for ideas and volunteers for virtual communication initiatives
- Issue a call for task force members interested in including student scholarship in the CBFA conference
- Issue a call for ideas and volunteers for virtual fellowship initiatives
- Issue a call for ideas and volunteers for virtual spiritual growth initiatives

Program Chair
- Develop guidelines and procedures for conference participation
- Develop a process for offering best paper awards
- Add to the job description of Track Chairs the requirement of providing letters from the CBFA Program Chair/Track Chairs to the presenters' institutions/employers for conference presentations, and inform Track Chair of this expectation

Chair, CBFA Awards Committee
- Report to the BOD concerning the awards offered by the CBFA
- Report to the BOD concerning recognition and awards for excellence in teaching

Track Chairs
- Develop template for letters from the CBFA Program Chair/Track Chairs to the presenters' institutions/employers for conference presentations

Editorial Team
- Develop a plan for dissemination of CBFA journals

Senior Editor
- Present plan for dissemination for CBFA journals to Board of Directors
- Editorial team will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of raising the profile of CBFA publications
- Editorial team will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of increasing access to CBFA publications among relevant constituencies
- Editorial team will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of obtaining external validation of CBFA publications

Fellowship Task Force Chair
- Issue a call for Task Force members interested in promoting fellowship among CBFA members

Spiritual Growth Task Force Chair
- Issue a call for task force members interested in promoting spiritual growth among CBFA members

Membership Development Committee Chair
- MPDC will develop and begin implementation of a strategy to increase the number of Christian business faculty actively involved in the CBFA
- MPDC will develop and begin implementation of a strategy to increase awareness and market penetration among Christian faculty within non-CCCU institutions
- MPDC will develop and begin implementation of a strategy to increase retention of Christian business faculty in the CBFA

Vice-Chair, Board of Directors
- Get Board of Director approval of template for conference survey

Chair, Strategic Planning Task Force
- SPTF will develop recommendations to ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan and present to the Board of Directors

Audit Committee Chair
- Audit Committee Chair will appoint committee

Database Administrator
- Develop and implement a plan (including cost estimates) to effectively and efficiently track membership profiles and present to the Board of Directors

Web Site Administrator
- Develop and implement a plan (including cost estimates) to increase the professional appearance, usefulness, and functionality of the CBFA web site and present to the Board of Directors

FOLLOWING MARCH 2006 MEETING

Chair, Board of Directors
- Accumulate cost estimates resulting from the implementation of the Strategic Plan

APRIL 2006

Program Chair
- Include call for papers and workshops on this topic in the annual conference call for papers

New Faculty Workshop Coordinator
- Develop New Faculty Workshop

Aspiring Faculty Workshop Coordinator
- Develop Aspiring Faculty Workshop

Emerging Scholars Workshop Coordinator
- Develop Emerging Scholars Workshop

Academic Leaders Workshop Coordinator
- Develop Academic Leaders Workshop

SUMMER 2006

Teaching Track Chair
- Develop session on adult education

OCTOBER 2006

Board of Directors
- Follow-up as appropriate to the calls for ideas and volunteers for virtual communication initiatives done in March
- Appoint a Director of Virtual Communications
- Follow-up as appropriate concerning the virtual methods of ongoing informal fellowship
- Follow-up as appropriate concerning the virtual methods for sharing personal spiritual growth
- Develop an anticipated dues structure from the duration of the Plan

Chair, Board of Directors
- Appoint board liaison to the Student Scholarship Task Force
- Report to the BOD accumulated cost estimates resulting from the implementation of the Strategic Plan

Program Chair
- Implement process for Fall 2006 meeting along with the Track Chairs

Conference Coordinator
- Communicate survey results concerning the opportunities provided for the dissemination of scholarship at the annual conference to the BOD

Track Chairs
- Implement, along with the Program Chair, the process for the annual conference

New Faculty Workshop Coordinator
- Survey participants of the New Faculty Workshop
- Communicate survey results to BOD

Aspiring Faculty Workshop Coordinator
- Survey participants of the Aspiring Faculty Workshop
- Aspiring Faculty Workshop Coordinator: Communicate survey results to BOD

Emerging Scholars Workshop Coordinator
- Survey participants of the workshop
- Communicate survey results to the Board of Directors

Fellowship Task Force Chair
- Develop a fellowship plan

Spiritual Growth Task Force Chair
- Develop a spiritual growth plan

Audit Committee Chair
- Audit Committee will create a process for annual audits (including cost estimates) and present to the BOD
- Implement annual audit process

Conference Coordinator
- Implement survey for 2006 annual conference

Chair, Strategic Planning Task Force
- SPTF will assist in the implementation of the recommendations to ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan

Academic Leaders Workshop Coordinator
- Survey participants of the Academic Leaders Workshop
- Communicate the results of the survey to the Board of Directors

MARCH 2007

Senior Editor
- Report, to the BOD, findings from your observations focusing on the application of Biblical integration in business to practitioners
- Report, to the BOD, findings from your observations on the establishment of a case journal focusing on the application of Biblical integration in business to practitioners

MARCH 2007 AND ANNUALY THEREAFTER

Conference Coordinator
- Include results from the conference survey in Conference Report

Emerging Scholars Workshop Coordinator
- Develop plan for mentoring opportunities in scholarship

Program Chair
- Present for BOD approval, a plan for mentoring opportunities in scholarship
- Present for BOD approval, plan for mentoring opportunities in academic leadership

Academic Leaders Workshop Coordinator
- Develop plan for mentoring opportunities in academic leadership

APRIL 2007

Program Chair
- Include a call for papers and workshops on obtaining research grants in conjunction with the annual conference

SUMMER 2007

Scholarship Track Chair
- Develop session on grants

FALL 2007

Emerging Scholars Workshop Coordinator
- Implement plan for mentoring opportunities in scholarship

Academic Leaders Workshop Coordinator
- Implement plan for mentoring opportunities in academic leadership

OCTOBER 2007

Chair, Board of Directors
- BOD will create a standing Development Committee and appoint a Chair who is a member of the BOD

Student Scholarship Task Force Chair
- Task Force reports recommendations of opportunities for the presentation of student scholarship to the Board of Directors

Fellowship Task Force Chair
- Report recommendations for fellowship plan to the Board of Directors

Spiritual Growth Task Force Chair
- Task Force reports recommendations to strengthen the spiritual growth of Christian business faculty to the Board of Directors

MARCH 2008

Chair, Board of Directors
- Charge SGTF with exploring the concept of providing opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry

Development Committee Chair
- Development Committee Chair will appoint committee

OCTOBER 2008

Spiritual Growth Task Force Chair
- SGTF develops recommendations and communicates opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry to the BOD.
- Work with the Conference Coordinator and Program Chair to schedule spiritual growth times at the annual conference

Development Committee Chair
- Development Committee will create a plan for external funding (including cost estimates) and present to the BOD

ANNUALLY

Program Chair
- Communicate guidelines to participants
- Send congratulatory letter to authors' institutions

Track Chairs
- Track programs developed

Conference Coordinator
- Survey participants

Database Administrator
- Maintain results of conference survey from year to year

ONGOING

Membership Development Committee Chair
- Monitor volunteer involvement in the CBFA along with FTF Chair

Fellowship Task Force Chair
- Monitor volunteer involvement in the CBFA along with MPDC Chair
- Work with the Conference Coordinator and Program Chair during the conference planning process to schedule fellowship times at the annual conference

TASKS LIST

Board of Directors

TASK	DEADLINE
Rename Chewning Award Committee to CBFA Awards Committee	October 2005
Task CBFA Award Committee with examining the awards offered by the CBFA and bring recommendations to the Board of Directors	October 2005
Ask the Senior Editor to explore establishment of the journal "Christian Business Leader" that focuses on the application of Biblical integration in business to practitioners	October 2005
Ask the Senior Editor to explore establishment of a case journal focusing on the application of Biblical integration in business to practitioners	October 2005
Issue a call for task force members interested in including student scholarship in the CBFA conference	March 2006
Issue a call for ideas and volunteers for virtual fellowship initiatives	March 2006
Issue a call for ideas and volunteers for virtual spiritual growth initiatives	March 2006
Issue a call for ideas and volunteers for virtual communication initiatives	March 2006
Follow-up as appropriate to the calls for ideas and volunteers for virtual communication initiatives	October 2006
Appoint a Director of Virtual Communications	October 2006
Follow-up as appropriate after examining the results of the Academic Leaders Workshop	October 2006
Follow-up as appropriate concerning the virtual methods of ongoing informal fellowship	October 2006
Follow-up as appropriate concerning the virtual methods for sharing personal spiritual growth	October 2006
Develop an anticipated dues structure from the duration of the Plan	October 2006

Chair, Board of Directors

TASK	DEADLINE
Change the name of the Membership Committee to the Membership Development Committee	Immediately
BOD will approve creation of the Fellowship Task Force (FTF) and appoint a Chair	October 2005
Approve creation of the Spiritual Growth Task Force (SGTF) and appoint a Chair	October 2005
Communicate objectives to increase the number of Christian business faculty actively involved in the CBFA to the Chair of the Membership Development Committee	October 2005
Communicate objectives to increase awareness and market penetration among Christian faculty within non-CCCU institutions	October 2005
Communicate objectives to increase retention of Christian business faculty in the CBFA	October 2005
Communicate objectives to raise the profile of CBFA publications to the Senior Editor	October 2005
Communicate objectives to increase access to CBFA publications among relevant constituencies to the Senior Editor	October 2005
Communicate objectives to obtain external validation of CBFA publications to the Senior Editor	October 2005
BOD will create a standing Audit Committee and appoint a Chair	October 2005
Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of a comprehensive database	October 2005
Issue a call to the membership for an individual interested in overseeing the development, implementation, and maintenance of the web site	October 2005
Reconstitute the Strategic Planning Task Force (SPTF)	October 2005
Charge the SPTF with developing recommendations	October 2005
Accumulate cost estimates resulting from the implementation of the Strategic Plan	After March 2006 Meeting
Report to the BOD accumulated cost estimates resulting from the implementation of the Strategic Plan	October 2006
Appoint board liaison to the Student Scholarship Task Force	October 2006
BOD will create a standing Development Committee and appoint a Chair who is a member of the BOD	October 2007
Charge SGTF with exploring the concept of providing opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry	March 2008

Vice-Chair, Board of Directors

TASK	DEADLINE
Communicate to Program Chair ways to assist Christian business faculty in the application and integration of Biblical truths in teaching	October 2005
Implement a pilot program that would provide a 25 percent discount on conference registration fees for doctoral students	October 2005
Include requirement for practitioner involvement in the Conference Guidelines	October 2005
Include requirement for student involvement in the Conference Guidelines	October 2005
Include requirement for sufficient presentation sessions in the Conference Guidelines	October 2005
Communicate to Program Chair about academic leadership track descriptions at the annual conference	October 2005
Communicate the objective and strategy of providing opportunities for fellowship among Christian business faculty to the FTF Chair	October 2005
Communicate the objective and strategies of strengthening spiritual growth to the SGTF Chair	October 2005
Inform Conference Coordinator so that information an be put into conference materials	November 2005
Create position of New Faculty Workshop Coordinator	December 2005
Create position of Aspiring Faculty Workshop Coordinator	December 2005
Create position of Emerging Scholars Workshop Coordinator whom will report to Program Chair	December 2005
Create position of Academic Leaders Workshop Coordinator whom will report to the Program Chair	December 2005
Create a template for the conference survey	February 2006
Get BOD approval of template for conference survey	March 2006

Senior Editor

TASK	DEADLINE
Add the requirement of providing letters from CBFA editors to the authors' institutions upon article acceptance in CBFA publications to the job description of CBFA Journal Editors	October 2005
Inform CBFA Journal Editors of the requirement detailed above	October 2005
Present plan for dissemination for CBFA journals to Board of Directors	March 2006
Editorial team will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of raising the profile of CBFA publications	March 2006
Editorial team will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of increasing access to CBFA publications among relevant constituencies	Beginning March 2006
Editorial ream will develop and begin implementation of a set of recommendations (including cost estimates) to accomplish the strategy of obtaining external validation of CBFA publications	Beginning March 2006
Report findings from your observation focusing on the application of biblical integration in business to practitioners to the BOD	March 2007
Report findings from your observation on the establishment of a case journal focusing on the application of Biblical integration in business to practitioners to the BOD	March 2007

Journal Editor

TASK	DEADLINE
Develop template for letters from CBFA editors to the authors' institutions	November 2005
Send out congratulatory letters to authors' institutions	Ongoing

Editorial Team

TASK	DEADLINE
Develop a plan for dissemination of CBFA journals	March 2006

Program Chair

TASK	DEADLINE
Communicate guidelines to participants	Annually
Send congratulatory letter to authors' institutions	Annually
Determine methods for including practitioner perspectives along with the Conference Coordinator	October 2005
Determine methods for including student perspective along with the Conference Coordinator	October 2005
Determine methods for including student perspectives on faith-learning integration along with the Conference Coordinator	October 2005
Determine methods for including sufficient presentation sessions along with the Conference Coordinator	October 5 & Annually
Include task descriptions in the Conference Guidelines	December 2005
Create Track Chair positions whom will report back to you	December 2005
Develop guidelines and procedures for conference participation	March 2006
Develop a process for offering best paper awards	March 2006
Add the requirement of providing letters from the CBFA Program Chair/Track Chairs to the presenters' institutions/employers for conference presentations to the job description of Track Chairs	March 2006
Inform Track Chairs of the requirement being added to their job descriptions	March 2006
Include call for papers and workshops on the topic of understanding the best practices in adult education and andragogy	April 2006
Implement process for Fall 2006 meeting along with the Track Chairs	October 2006
Present plan for mentoring opportunities in scholarship to the BOD for approval	Spring 2007
Present plan for mentoring opportunities in academic leadership to the BOD for approval	Spring 2007
Include call for papers and workshops on obtaining research grants in conjunction with the annual conference	April 2007

Conference Coordinator

TASK	DEADLINE
Survey participants	Annually
Determine methods for including practitioner perspectives along with the Program Chair	October 2005
Determine methods for including student perspectives on faith-learning integration along with the Program Chair	October 2005
Determine methods for including sufficient presentation sessions along with Program Chair	October 2005 And Annually
Communicate survey results concerning the opportunities provided for the dissemination of scholarship at the annual conference to the BOD	October 2006
Implement survey for 2006 annual conference	October 2006
Include results from the conference survey in Conference Report	March 2007 and Annually Thereafter

New Faculty Workshop Coordinator

TASK	DEADLINE
Develop New Faculty Workshop	April 2006
Survey participants of the New Faculty Workshop	October 2006
Communicate survey results to BOD	October 2006

Aspiring Faculty Workshop Coordinator

TASK	DEADLINE
Develop Aspiring Faculty Workshop	April 2006
Survey participants of the Aspiring Faculty Workshop	October 2006
Communicate survey results to BOD	October 2006

Emerging Scholars Workshop Coordinator

TASK	DEADLINE
Develop Emerging Scholars Workshop	April 2006
Survey participants of the workshop	October 2006
Communicate survey results to the BOD	October 2006
Develop plan for mentoring opportunities in scholarship	Spring 2007
Implement plan for mentoring opportunities in scholarship	Fall 2007

Academic Leaders Workshop Coordinator

TASK	DEADLINE
Develop Academic Leaders Workshop	April 2006
Survey participants of the Academic Leaders Workshop	October 2006
Communicate the results of the survey to the BOD	October 2006
Develop plan for mentoring opportunities in academic leadership	Spring 2007
Implement plan for mentoring opportunities in academic leadership	Fall 2007

Track Chairs

TASK	DEADLINE
Track programs developed	Annually
Develop template for letters from the CBFA Program Chair/Track Chairs to the presenters' institutions/employers for conference presentations	March 2006
Implement process for Fall 2006 meeting along with the Program Chair	October 2006

Teaching Track Chair

TASK	DEADLINE
Develop session on adult education	Summer 2006

Scholarship Track Chair

TASK	DEADLINE
Develop session on grants	Summer 2007

Student Scholarship Task Force Chair

TASK	DEADLINE
Task Force reports recommendations of opportunities for the presentation of student scholarship to the BOD	October 2007

Fellowship Task Force Chair

TASK	DEADLINE
Work with the Conference Coordinator and Program Chair during the conference planning process to schedule fellowship times at the annual conference	Through Conference Planning Process Timetable
Issue a call for Task Force members interested in promoting fellowship among CBFA members	March 2006
Task Force is to develop a fellowship plan	October 2006
Report recommendations for fellowship plan to the BOD	October 2007
Monitor volunteer involvement in CBFA with MPDC Chair	Ongoing

Spiritual Growth Task Force Chair

TASK	DEADLINE
Work with the Conference Coordinator and Program Chair to schedule spiritual growth times at the annual conference	Through Conference Planning Process Timetable
Issue a call for task force members interested in promoting spiritual growth among CBFA members	March 2006
Task Force develops a spiritual growth plan	October 2006
Task Force reports recommendations to strengthen the spiritual growth of Christian business faculty to the BOD	October 2007
SGTF develops recommendations and communicates opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry to the BOD	October 2008

Membership Development Committee Chair

TASK	DEADLINE
Monitor volunteer involvement in the CBFA along with FTF Chair	Ongoing
MPDC will develop and begin implementation of a strategy to increase the number of Christian business faculty actively involved in the CBFA	March 2006
MPDC will develop and begin implementation of a strategy to increase awareness and market penetration among Christian faculty within non-CCCU institutions	March 2006
MPDC will develop and begin implementation of a strategy to increase retention of Christian business faculty in the CBFA	Beginning March 2006

CBFA Awards Committee Chair

TASK	DEADLINE
Reports to the BOD pertaining to recognition and awards for excellence in teaching	March 2006
Provide recognition for scholarship to the Board of Directors	March 2006
Chair of CBFA Awards Committee reports to the Board of Directors	March 2006

Strategic Planning Task Force Chair

TASK	DEADLINE
Will develop recommendations to ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan and present to the BOD	March 2006
SPTF will assist in the implementation of the recommendations to ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan	October 2006

Audit Committee Chair

TASK	DEADLINE
Will appoint committee	March 2006
Audit Committee will create a process for annual audits (including cost estimates) and present to the BOD	October 2006
Implement annual audit process	October 2006

Development Committee Chair

TASK	DEADLINE
Appoint a committee	March 2008
Development Committee will create a plan for external funding (including cost estimates) and present to the BOD	October 2008

Database Administrator

TASK	DEADLINE
Maintain results of conference survey from year to year	Annually
Develop and implement a plan (including cost estimates) to effectively and efficiently track membership profile and present to the BOD	March 2006

Web Site Administrator

TASK	DEADLINE
Develop and implement a plan (including cost estimates) to increase the professional appearance, usefulness, and functionality of the CBFA web site and present to the BOD	March 2006