CBFA

Christian Business Faculty Association

Christian Business Faculty Association

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STRATEGIC PLAN

2012-2017

Approved June 25, 2012

Acknowledgements

The CBFA Board of Directors (Board) requested in 2010 that a strategic planning (ad-hoc) committee be created and charged with recommending a revised strategic plan for the CBFA. In June 2011, Dr. Steven Bovee, past chair of the board and member of the strategic planning committee in 2005, agreed to chair this committee and to begin preparing a draft of the revised plan with input from key constituents.

Two teams were formed to assist in the development of the revised strategic plan. The CBFA Strategic Planning *Steering/Writing Team* assisted in preparing a final draft of the strategic plan for board approval. The CBFA Strategic Planning *Advisory Group* provided feedback at key points during the plan's development. Members of each team are noted below:

Steering Team	**Advisory Group**
Steve Bovee (Chair)	Jeff Boyce (Indiana Wesleyan)
Jeff Fawcett (Grace)	Don Daake (Olivet)
Bob Roller (MVNU)	Jim Dalton (MVNU)
Terry Truitt (Anderson)	Jim Dupree (Grove City)
Julia Underwood (Azusa Pacific)	Becky Havens (Point Loma)
	Margie LaShaw (Whitworth)
	Tim Redmer (Regent)
	Keith Starcher (Indiana Wesleyan)
	Yvonne Smith (University of La Verne)
	John Zietlow (Lee University)

The first draft of the "front-end" of the plan (without goals, objectives, strategies, and action plans) was prepared with input from those who were responsible for implementing key initiatives from the 2005 strategic plan, including Bob Roller, Tim Redmer, Keith Starcher, and Sharon Johnson. Bob Roller provided extensive input for the internal and industry analysis sections. Brett Andrews contributed significantly to the external analysis section. This initial draft was also extensively informed by the results of the extensive 2011 membership survey. This draft was circulated to the advisory group, the writing team, and the board in January 2012. Their feedback was incorporated into a final draft of the front-end of the plan, which served as the foundation for the steering team's meetings in February 2012.

The steering team prepared a final draft of the strategic plan (minus action plans), which was circulated to the advisory group, the writing team, and the board in March 2012 for feedback. The steering team also identified the individuals/positions that will be responsible for implementing key strategies and asked each of these individuals to submit proposed action plans. Action plans were requested from Bob Roller (secretary), Kevin Hughes (program chair), Julia Underwood (board chair), Becky Havens (awards committee chair), Yvonne Smith (JBIB editor), Kent Saunders (CBAR editor), Terry Truitt (chair-elect), Jeff Fawcett (director of marketing), and Brett Andrews (board member). This feedback informed the final draft of the strategic plan, which was reviewed and approved at the June 2012 board meeting.

The CBFA also expresses its appreciation to Mount Vernon Nazarene University for hosting the steering/writing team for it planning meetings.

Steve Bovee, Chair
Strategic Planning Task Force

Table of Contents

Introduction

This strategic plan provides a planning and guiding document for the Christian Business Faculty Association (CBFA) for the five years beginning in Fall 2012 and ending in Fall 2017.

History of CBFA Strategic Planning

The need for a comprehensive strategic plan for the CBFA had been recognized and discussed for several years and some preliminary assessment and planning activities were completed in 2001 under the leadership of Don Daake. In 2002-03, the Board requested the development of a formal five-year strategic plan (through 2010).

During the 2003-04 year, several task forces were assigned and asked to provide input into the planning process. These included: the *Membership Task Force* (Tim Redmer—Chair, John LeBlanc, Dee Dee Foley, Monty Lynn, Keith Starcher, Vince LaFrance, and David Whitlock); the *Mission, Vision, and Values Task Force* (Becky Havens—Chair, Ken Armstrong, Richard Chewning, Sharon Johnson, and Steve Simpson); the *Organization Task Force* (Steve Bovee—Chair, Ken Armstrong, Steve Alderman, Becky Havens, Bob Roller, Steve Simpson, Yvonne Smith, Doug Viehland); the *Pedagogy Task Force* (David Houghton—Chair, Julia Underwood, Melvin Holder, William (Bill) Penn, Keith Starcher, Gene King, Bruce Schooling, Kevin Gorman, Debra Snyder, and Kevin Hughes); and the *Scholarship Task Force* (Yvonne Smith—Chair, George Babbes, Dan Haskins, Rick Martinez, Phil Swicegood, and Steve VanderVeen).

The 2004-05 Board (Steven Bovee—Chair, Tim Redmer—Vice-Chair/Chair Elect, Joe Walenciak—Past Chair, Monty Lynn, Ronald Walker—Secretary/Treasurer, Mary Ann Meiners, David Houghton, Robert Roller) authorized the creation of the Strategic Planning Task Force, giving them the charge to utilize the input of the current and previous Boards of Directors and each of the Task Forces to create a comprehensive strategic plan for the organization. The Strategic Planning Task Force included: Bob Roller, Chair (board member), Steve Bovee (current board chair), Joe Walenciak (past board chair), Tim Redmer (board chair-elect), Mary Ann Meiners (board member), Brett Andrews, Rick Martinez, Laura Falco, Ilene Bezjian, , and Steve VanderVeen.

Each of the members of the Strategic Planning Task Force provided input into the development of this plan, which was written by a writing team composed of a subset of the task force, including Bob Roller, Steve Bovee, Joe Walenciak, Tim Redmer, and Brett Andrews. The writing team assembled at John Brown University to develop its initial draft of the 2005 strategic plan.

The 2005 strategic plan was approved and implemented in the fall of 2005.

Organization of the Plan

Following the introduction, a profile of the CBFA is provided, including its history, mission, vision, foundational assumptions, guiding values, key stakeholders, domains 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.

If the reader prefers a more focused review of the plan's key components, concentrating on the following sections will be helpful:

- Mission, Vision, and Values – pages 2 and 3
- Analysis of Membership Profile – page 4
- Internal Factor Analysis Summary – page 6
- Sources of Competitive Advantage – page 8
- External Factor Analysis Summary – page 14
- Strategic Factor Analysis Summary – page 18
- Progress Report on 2005 Strategic Plan – pages 20-30
- Goals and Objectives – pages31-33
- Strategies and Action Plans – pages 34-62
- Strategic Plan Timeline – pages 67-72
- Budget Implications – pages 78-80

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 600 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 encourage, equip, and engage 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 biblical faith integration in business
- As the leading voice in biblical faith integration in business scholarship; and
- As a community of support for Christians teaching business

Foundational Assumptions

Our mission is anchored by several foundational assumptions:
- The integration of biblical faith with business disciplines is valuable.
- The CBFA is non-political and is not an organization for political advocacy.
- Everything we do should be done with excellence.[1]
- We are not interested in membership growth for growth's sake, but are committed to expanding the influence of the CBFA so that more faculty benefit from its mission and services. This includes Christian business faculty in educational institutions throughout the world.
- 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.

Guiding Values

The CBFA will seek to consistently operate within the following guiding values:
- Celebrating unity in Christ while embracing the 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. It includes full-time, part-time, and adjunct faculty members; it also includes current, retired, or aspiring faculty members. 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.

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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."

Membership Profile

	2005	**2012**
Total Members	420	609

Analysis of Membership Profile
- **Growth**
  - o 7 percent annual growth in membership since 2005
- **CCCU Market Penetration**
  - o 80% of CCCU institutions with business programs (90/112) have CBFA members
  - o 22 CCCU institutions with business programs do not have any CBFA members
  - o 15 % (17/112) of the institutions represented have 10 or more members
  - o 30 %(34/112) have 6 or more members
  - o 35% of CCCU institutions were represented at the 2011 conference (46% in 2010)
- **Non-CCCU Market Penetration**
  - o 34% of CBFA members are from non-CCCU institutions
  - o 26% of 2011 conference attendees were from non-CCCU institutions (23% in 2010)
  - o 6% of the 2011 conference attendees were from public institutions
  - o 12% of the institutions represented in the membership are public institutions (28 out of 229)
- **International Membership**
  - o 9% of the institutions represented in the membership (19 out of 229) are international

Key Strategic Result Areas

This strategic plan focuses on the CBFA's two primary domains of activity in the accomplishment of its mission: Member Services (services provided to CBFA members) and Operations (coordination of these services). Therefore, goals, objectives, strategies, and action plans are presented in each of the following areas.

Member Services	**Operations**
Teaching	Membership
Scholarship	Publications
Academic Leadership	Conferences
Fellowship	Administration
	Marketing

Internal Analysis

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 and identify critical organizational strengths and weaknesses.

Human Resources

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

- Members of the Board of Directors, especially the appointed directors, who focus on the operations of the organization, while the elected directors focus on policy
- Conference chairs
- Conference hosts
- JBIB and CBAR editors
- JBIB and CBAR editorial boards
- Sponsorship of CBAR by Anderson University
- Conference reviewers
- Newsletter publication and website provided by the Board Secretary
- Secretarial help provided by Mount Vernon Nazarene 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, currently $50 annually. 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, 2011 fund balance (excluding award endowments) was $69,334.37, compared with $31,058.87 in 2004 and $22, 645.26 in 2003. The award endowments had a value of $60,000, compared with $23,277.04 in September 2004and $22,044.09 in 2003.Thus the total holdings of the CBFA were $129,334.37 in September 2011, compared with $54,335.91 in 2004.

Technological Resources

The CBFA owns a cell phone which is answered by staff in the Jetter School of Business at Mount Vernon Nazarene University, home of the International Headquarters of the CBFA. A color printer was purchased for CBFA use as a result of the 2011 MVNU conference. The CBFA does not own any printers, but relies on those provided by the volunteer leadership of the organization. The CBFA does own web creation software and a premium subscription to Survey Monkey.

Internal Factor Analysis

An Internal Factor Analysis Summary is used to organize identified internal strengths and weaknesses, determine their relative strategic importance, and assess how well the CBFA is doing to respond to these factors in light of their perceived importance.

Figure 2: Internal Factor Analysis Summary				
Internal Factors	**Weight**	**Rating**	**Weighted Score**	**Comments**
Strengths				
Distinct, relevant mission	.15	5.0	0.75	The CBFA's mission remains unique
Developing, supporting scholarship	.10	4.5	0.45	6/10 top areas of membership satisfaction and 7/10 most important factors from survey were related to scholarship
Developing, supporting teaching	.10	3.0	0.30	2nd most important factor in survey was providing a community of support for Christians teaching business, but also largest satisfaction gap; supporting new faculty as teachers also large satisfaction gap
Membership diversity	.07	2.0	0.14	Many comments/concerns expressed about involving and engaging more members; need to balance against staying rooted in mission
Volunteer contributions	.05	4.5	0.23	The CBFA has managed significant growth while remaining dependent on volunteer service and institutional support
Solid financial base/stewardship	.05	5.0	0.25	$129K fund balance in 2011, compared with $54K in 2004
Established annual conference	.08	4.0	0.32	The annual conference has been held for more than 20 consecutive years
Weaknesses				
Volunteer-dependent organization	.10	4.5	0.45	The variety and quality of services provided to members is limited by lack of paid staff
Reliance on dues for funding	.07	3.0	0.21	Resources sufficient to finance the organization through its first 25 years, but not sufficient to fund significant additional activities, such as hiring full-time staff
Inconsistent conference quality	.08	3.5	0.28	3rd largest satisfaction gap in survey was providing a welcoming atmosphere for first-time attendees
Lack of recognition/validation of journals across the academy	.08	2.0	0.16	4th largest satisfaction gap in survey was the CBFA's recognition as the leading voice in faith-business integration scholarship
Perception of "old-boys network;" need for new people/fresh ideas	.07	2.0	0.14	Several comments received to this effect
Total Scores	1.00		3.68	

<u>Notes</u>
1. List most significant strengths and weaknesses in column A.
2. Weight each factor from 1.0 (most important) to 0.0 (not important) in column B based on that factor's probable impact on the company's strategic position. The total weights must sum to 1.00.
3. Rate each factor from 5.0 (outstanding) to 1.0 (poor) in column C based on the company's response to that factor.
4. Multiply each factor's weight times its rating to obtain each factor's weighted score in column D.
5. Use column E (comments) to provide a rationale for each factor.
6. Add the individual weighted scores to obtain the total weighted score for the company in column D. This tells how well the company is responding to the factors in its internal environment.

<u>Source (adapted from)</u>
Wheelen, T. L., & Hunger, J. D. (2010).*Strategic management and business policy concepts and cases* (12th ed., p. 164). Upper Saddle River, NJ: Pearson Prentice Hall.

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.

ExternalAnalysis

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; the higher education industry is examined; and strategy-critical opportunities and threats are identified.

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 return to higher education (Hunt et al, 1997, p. 87).

- *Weakening Traditional-Aged Student Population* – College enrollments, while currently high, will eventually level off and decline as current low child birth rates progress through the educational cycle. (Nassar & Overberg, 2011)

- *Increasing Adult-Aged Student Population* – College enrollments by students older than 24 years is increasing. Adult students currently account for over 47% of all student enrollment in US colleges and is the fastest-growing segment of higher education. (Harms, 2008)

- *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). 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). This is especially evident in the alliances among textbook publishers and Learning Management System providers (LMS).

- *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 the recent serious recession, 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.

- *Shifts in Supply of Christian Business Faculty:* As the "founding generation" of the CBFA nears retirement, there is a growing need to develop the next generation of Christian faculty who are committed to faith-learning integration.
  - CCCU doctoral programs in business and leadership are beginning to produce an impressive supply of doctoral qualified faculty
  - The gap between salaries in Christian Higher Ed and secular education is growing
  - With more and more practitioners entering our field they may have far less commitment to formal scholarship and desire a different focus in our journals and conferences

Technological Trends

The potential for communication and virtual operations of the CBFA have increased due to:
- The Internet
- Wireless communications
- Satellite technology
- Affordable computers
- Social networking
- Interactive tablet computers (iPad, etc.)

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 and their incorporation into popular LMS teaching platforms.

Economic Trends

Educational Costs
- Increased costs of living
- Increased travel costs (affects ability of Christian faculty to attend conferences)
- Weak US dollar increasing purchasing power of international students seeking a US education.
- 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 mobility are making the world smaller. Increased trade integrates national economies. This has implications for how our students are instructed, as well as the potential scope of the CBFA's influence and may provide opportunities for more international collaboration.

Economic Disparity: While there is considerable disagreement about the cause and solution, there remains significant disparity between the haves and have-nots that has been exacerbated by the recent recession. 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 of this critical act (a.k.a., Higher Education Opportunity Act) was passed and signed into law in August of 2008. The act includes burdensome new reporting, disclosure, and other requirements which threaten to dramatically increased the overhead operating expense of colleges seeking to comply

Negotiated Rulemaking: Changes to Title IV of the Higher Education Act are subject to negotiated rulemaking by the Secretary of Education. Since the 2008 passage of the law, the Department of Education has issued several negotiated "rules" with which all colleges must comply. Examples of these include Program Integrity, the definition of a Student Credit Hour, Gainful Employment, and State Authorization for Online Programs. As of September 2011, both the US House and US Senate had introduced bills to eliminate the Credit Hour and State Authorization provisions.

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. 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 their individual and collective voice heard? Obtaining/maintaining government recognition of Christian-based organizations or universities may be increasingly difficult.In response to these hostilities and a perceived degree of anti-Christian discrimination, many Christian organizations are increasing their political activism.

Anti-Intellectualism: Christians are often perceived as anti-intellectual and inferior thinkers. How do our journals (one of our primary strategic advantages) have a voice that is authentically academic and rigorous? Or, where is our place among academic intellectuals? How can we be accepted by the world for rigor and academic contribution, without compromising our values?

Trends in Higher Education

- Reduced levels of funding for public colleges and universities
- Budget crises at institutions of all types causing cutbacks of many types.
- Dominant market position 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
- Growth in online education
- Growth in number of adjuncts and full-time faculty with practitioner backgrounds
- 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.
- Challenges to the federal definition of a credit hour.
- 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.
- CCCU doctoral programs in business and leadership are beginning to produce an impressive supply of doctoral qualified faculty
- The gap between salaries in Christian Higher Ed and secular education is growing

Competitive Profile – Christian Business Faculty Association

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	Decreasing	• The most significant suppliers are those organizations that provide convention services and academic/professional materials for professional associations. With the poor economy, the power of these suppliers has been decreasing.
Buyers	High	Increasing	• Business faculty members 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	Medium	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. • For many business schools, the resources available to attend accreditation organization conferences and the resources available to attend CBFA are in competition with each other.

The level of threat to the industry is moderate, implying that the attractiveness of the industry is also moderate. Given the CBFA's unique niche, its future is still bright, but its success is not ensured. The power of buyers implies that any professional organization must constantly seek to meet salient needs of its members, or risk extinction. It may also be increasingly important to encourage CBFA members to remain active in other professional organizations as a means of increasing the visibility of the CBFA and the influence of its members. However, limited institutional resources remain a challenge.

External Factor Analysis

An External Factor Analysis Summary is used to organize identified external opportunities and threats, determine their relative strategic importance, and assess how well the CBFA is doing to respond to these factors in light of their perceived importance.

Internal Factors	Weight	Rating	Weighted Score	Comments
Figure 3: External Factor Analysis Summary				
Opportunities				
Strategic alliances	.08	3.00	0.24	Partnering with CCCU and other mission-consistent organizations for joint benefit; financial partnerships (limited to sponsorships and endowments currently)
Market penetration	.12	2.50	0.30	Room for improvement here, particularly with non-CCCU faith-based institutions
Enhance community of support for Christians teaching in business	.12	3.70	0.44	Greatest satisfaction gap identified in survey
International expansion	.05	2.00	0.10	Globalization of higher education and increasing international partnerships create opportunities to reach international members
Help member schools distinguish themselves with biblical faith-learning integration and values-infused business education	.08	3.50	0.28	There may be opportunities for the CBFA to use its mission to help member institutions navigate the current competitive landscape by clarifying the value of a faith-infused business degree
New venues for delivering member services	.07	3.00	0.21	Regional conferences, online resources, web development, apps, etc.
Threats				
Compromising mission for growth	.10	4.50	0.45	There is a strong concern among long-term members that a focus on membership growth may compromise mission commitment/focus
Deteriorating value proposition due to limited resources/staffing	.07	3.00	0.21	Limited resources limit services that can be provided members at a time when professional development organizations are increasingly competing for limited faculty development funds
Economic strain on colleges	.08	3.50	0.28	Rising costs, shrinking margins limit resources for faculty development
Overreaching/mediocrity	.10	2.50	0.25	Consistent feedback from the survey expressed a concern that the CBFA is trying to do too many things, sacrificing quality
Disconnect from needs of evolving membership profile	.10	3.00	0.30	Changes in membership profile (more early career, part-time, practitioner faculty), learner needs (more adults, online, desire for applied learning) and institutional priorities (more scholarship, fewer full-time faculty) imply need to continually adjust services
Anti-Christian/Anti-Intellectual cultural hostility and polarization	.03	3.00	0.09	Faith-learning integration is happening against a backdrop of growing tensions between those who value such integration and those who deplore it
Total Scores	1.00		3.15	

Notes
1. List the most significant opportunities and threats in column A.
2. Weight each factor from 1.0 (most important) to 0.0 (not important) in column B based on that factor's probable impact on the company's strategic position. The total weights must sum to 1.00.
3. Rate each factor from 5.0 (outstanding) to 1.0 (poor) in column C based on the company's response to that factor.
4. Multiply each factor's weight times its rating to obtain each factor's weighted score in column D
5. Use column E (comments) to provide a rationale for each factor.
6. Add the individual weighted scores to obtain the total weighted score for the company in column D. This tells how well the company is responding to the factors in its external environment.

Source (adapted from)
Wheelen, T. L., & Hunger, J. D. (2010).*Strategic management and business policy concepts and cases* (12th ed., p. 126). Upper Saddle River, NJ: Pearson Prentice Hall.

Figure 3: SWOT Analysis

Note: The identified strengths, weaknesses, opportunities and threats were primarily drawn from the results of the comprehensive membership survey that was distributed in 2011.

STRENGTHS	WEAKNESSES
• Distinct, relevant mission • Strong faith-learning integration • Good mix of younger and older faculty/diverse thinking • Positive role for developing and encouraging faculty in their various teaching arenas • Sense of safety for sharing experiences/relating to other members • JBIB and CBAR well-received as valuable tools • Offer opportunities for faculty to develop as scholars • Committed volunteers in key leadership roles • Record of financial stewardship, growing fund balances • Established annual conference	• Volunteer-driven organization • Lack of "personal touch" for new members • Perception of "old-boys network" and need for new people and fresh ideas • Collaborative scholarship, program design, and processes for choosing papers needs to be monitored • Reliance on dues for funding • Inconsistent quality in conference experience • One-year terms for chair limits potential leadership impact • Lack of widespread recognition/validation of CBFA journals across the academy
OPPORTUNITIES	**THREATS**
• Strengthen ties to the CCCU and other like-minded organizations • Strengthen ties to non-CCCU faith-based schools • Strengthen community of support for Christians teaching in business (more mentoring/member connections noted as need) • Expand boundaries to international business • Increase social networking for faculty with similar interests/disciplines in person and online: conference groups, online forums, LinkedIn, Face Book page, other online sites • Offer smaller, regional conferences versus one big national conference to help alleviate budget woes • Develop an upgraded, personal feel to the existing website. Include member profiles. Keep up-to-date information and list links for articles, research, job opportunities. Utilize website as a member clearinghouse for valuable resources. • Market penetration across target markets • Financial partnerships with individuals and organizations supportive of the CBFA's mission and vision • Expanded outreach to part-time/adjunct faculty • Recognition of CBFA journals as leading voice of biblical faith-business integration scholarship	• Compromising mission, vision, or values for the sake of growth • Creating an identity too similar to other professional organizations. • Publishing mediocre articles for JBIB and CBAR • Skimping on offerings (in general) due to tight budgets and reliance on volunteers • Economic strain on colleges and universities • Mediocrity • Overreaching (trying to do to many things) • Not keeping in touch with the changing needs of our target market(s)

Strategic Considerations for 2012 Plan

This section of the plan consolidates the results of the internal and external analysis and the 2005 strategic plan with the feedback received from the 2011 membership survey and the 2012 strategic planning advisory group and identifies the most critical factors to be addressed by the goals, objectives, and strategies in the current plan. This section also articulates the key strategic planning assumptions.

Strategic Factor Analysis

A Strategic Factor Analysis Summary condenses the most critical identified strengths, weaknesses, opportunities, and threats, determines their relative strategic importance, and assesses how well the CBFA is doing to respond to these factors in light of their perceived importance. The CBFA's goals and strategies should:

- Leverage strengths to pursue attractive opportunities
- Address weaknesses, particularly in areas of competitive vulnerability

Figure 4: Strategic Factor Analysis Summary						
				Duration		
Strategic Factors (Select the most important opportunities/threats from EFAS, and the most important strengths and weaknesses from IFAS)	**Weight**	**Rating**	**Weighted Score**	**Short**	**Intermediate**	**Long**		**Comments**
Distinct, relevant mission (S)	.12	5.0	0.60			X	The CBFA's mission remains unique
Developing, supporting scholarship (S)	.10	4.5	0.45			X	6/10 top areas of membership satisfaction and 7/10 most important factors from survey were related to scholarship
Developing, supporting teaching (S)	.10	3.0	0.30			X	2nd most important factor in survey was providing a community of support for Christians teaching business, but also largest satisfaction gap; supporting new faculty as teachers also large satisfaction gap
Established annual conference (S)	.05	4.0	0.20		X		The annual conference has been held for more than 20 consecutive years
Volunteer-dependent organization (W)	.10	4.5	0.45		X		The variety and quality of services provided to members is limited by lack of paid staff
Inconsistent conference quality (W)	.06	3.5	0.21	X			3rd largest satisfaction gap in survey was providing a welcoming atmosphere for first-time attendees
Perception of "old-boys network;" need for new people/fresh ideas (W)	.06	2.0	0.12		X		Several comments received to this effect
Market penetration (O)	.10	2.5	0.25	X	X		Room for improvement here, particularly with non-CCCU faith-based institutions
Enhance community of support for Christian teaching in business (O)	.08	3.7	0.30	X	X		Greatest satisfaction gap identified in survey
Help member schools distinguish themselves with biblical faith-learning integration and values-infused business education (O)	.05	3.5	0.18		X	X	There may be opportunities for the CBFA to use its mission to help member institutions navigate the current competitive landscape by clarifying the value of a faith-infused business degree
Compromising mission for growth (T)	.03	4.5	0.14	X			There is a strong concern among long-term members that a focus on membership growth may compromise mission commitment/focus
Disconnect from needs of evolving membership profile (T)	.10	3.0	0.30	X	X		Changes in membership profile (more early career, part-time, practitioner faculty), learner needs (more adults, online, desire for applied learning) and institutional priorities (more scholarship, fewer full-time faculty) imply need to continually adjust services
Economic strain on colleges (T)	.05	3.5	0.18	X	X		Rising costs, shrinking margins limit resources for faculty development
Total Scores	1.00		**3.68**				

18

Notes

1. List each of the most important factors developed in your IFAS and EFAS tables in column A.
2. Weight each factor from 1.0 (most important) to 0.0 (not important) in column B based on that factor's probable impact on the company's strategic position. The total weights must sum to 1.00.
3. Rate each factor from 5.0 (outstanding) to 1.0 (poor) in column C based on the company's response to that factor.
4. Multiply each factor's weight times its rating to obtain each factor's weighted score in column D.
5. For duration in column E, check appropriate column (short term - less than a year; intermediate - 1-3 years; long term - over 3 years).
6. Use column H (comments) to provide a rationale for each factor.

Source (adapted from)
Wheelen, T. L., & Hunger, J. D. (2010).*Strategic management and business policy concepts and cases* (12th ed., p. 179). Upper Saddle River, NJ: Pearson Prentice Hall.

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.
- The primary stakeholder group of the CBFA is Christian business faculty.
- The primary source of funding for the organization will be member dues, donations, and investment income.
- The primary venue through which the organization creates value for its members is the annual conference. Value is also created for its members and society through its publications, networking, and awards.

Progress Report on 2005 Strategic Plan

The 2005 Strategic Plan was the CBFA's first formal strategic plan. A significant emphasis in this plan was the clarification of its mission, vision, foundational assumptions, and guiding values, with the intent of grounding the CBFA as it considered how best to serve its members in the years to come. Additionally, the board recognized that in order to expand member services and the quality of these services, while remaining a volunteer-led organization, considerable attention needed to be paid to organizational design. Accordingly, board member roles and responsibilities were clarified and several new leadership positions were created to help bring focus to new or expanded areas of member service. Many of the objectives of the 2005 plan have been fully or partially achieved. The table below summarizes the progress that has been made on reaching these objectives.

Member Services - Teaching

- *Assist Christian business faculty in the application and integration of Biblical truths in teaching.*
- *Inform/assist secondary stakeholders in the application and integration of biblical truths in teaching.*

Objective	Strategies	Results
Provide opportunities for the sharing of best practices in teaching.	- Include a teaching track at the annual conference - Host a new faculty workshop at the conference - Utilize CBAR to share best practices in teaching - Provide a mechanism for sharing best practices virtually - Provide conference sessions on best practices in adult education	- The majority of conference submissions have been teaching-oriented and a teaching track has been offered at every conference. - We have **not** offered a new faculty workshop - We have offered best practice presentations at every conference, usually by discipline - Created a Blackboard site for marketing professors, otherwise little progress on sharing best practices virtually
Provide opportunities for recognition and awards for excellence in teaching	Explore the creation of a distinguished teaching award to recognize application/integration of biblical truths in teaching	The Teaching Award has been established, funded by the membership, and will first be awarded in summer 2011.
Assist in cultivating the next generation of Christian business faculty	- Provide a workshop for aspiring faculty at the annual conference - Provide financial assistance for doctoral students to attend the annual conference	- While we have not had a specific new faculty workshop, we have offered several workshops relevant for new faculty. - The doctoral consortium has been held annually since 2006, with financial support each year from the CBFA budget.
Provide opportunities for Christian business faculty to understand the needs and perspectives of secondary stakeholders	- Integrate practitioner perspectives into the annual conference - Integrate student perspectives into the annual conference	- We have encouraged co-authored papers and workshops with practitioners and have had several in the last three years. - We promoted coauthored papers with students and offered awards for best student papers. We had limited success with student papers at JBU and SE conferences - More associations with practitioners would be beneficial.

Degree of Accomplishment and Strategic Implications

<u>These objectives were largely accomplished.</u>

Lessons learned:
- Virtual sharing of best practices has not been a successful strategy.
- Integrating student perspectives at the annual conference has been challenging.

Open questions/issues:
- Should a new faculty workshop be offered at the conference? (Yes—led by board)
- Should we offer conference sessions focusing on best practices in adult education? (Yes)
- How important is it to include practitioner and student perspectives at the conference? (Not part of our mission)

Member Services - Scholarship

♣	*Assist Christian business faculty in the application/integration of biblical truths in scholarship.*
♣	*Inform secondary stakeholders concerning the application/integration of biblical truths in scholarship.*

Objective	Strategies	Results
Provide outlets for scholarship that are consistent with the mission of the CBFA[2].	▪ Position the JBIB as the publishing outlet for faith-business integration theory and the empirical testing of that theory. ▪ Position the CBAR as the publishing outlet for faith-business integration in teaching, learning, and leadership. ▪ Provide opportunities for the dissemination of scholarship at the annual conference (standing content tracks in teaching, academic leadership, conference theme, discipline-specific).[3] ▪ 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. ▪ Provide virtual means for sharing scholarship, including a scholarship section of the web site and access to a WIKI. ▪ Provide training and clear guidelines for reviewers, discussants, session chairs, etc.	▪ JBIB has increasing recognition as the premier publishing outlet for faith-business integration theory. ▪ CBAR is also receiving increased attention ▪ We have offered multiple opportunities for scholarship at the conference, including tracks for conference themes, leadership, and disciplines. We have also provided multiple venues including papers, poster sessions, panels, workshops and best practices. ▪ Expanded the conference by a day to incorporate the preconference activities into the conference and offer more opportunities for scholarship. I think the MVNU model worked really well. ▪ The program chair developed specific guidelines for reviewers and session chairs. We did not use discussants. ▪ Google Docs was used to share research interests, but was not successful.
To help Christian business faculty develop as scholars.	▪ Provide a workshop for emerging scholars at the annual conference. ▪ Offer scholarship mentoring opportunities ▪ Provide a workshop on obtaining research grants at the annual conference.	▪ No specific workshop for emerging scholars, but plenty of workshop opportunities that would interest emerging scholars. ▪ Scholarships are being provided each year for the dissertation showcase ▪ We have **not** had a workshop on research grants ▪ Google Docs was used to facilitate scholarship mentoring, but without sustained success. Overall I believe CBFA has done a great job in this area and should be a major focus

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[2] 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.

[3] 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.

Objective	Strategies	Results
Provide recognition for scholarship.	- 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. - Provide best paper awards in each track and a conference best paper award. - Provide letters from CBFA editors to the authors' institutions upon article acceptance in CBFA publications. - Provide letters from the CBFA Program Chair/Track Chair to the presenters' institutions/employers for conference presentations.	- With the addition of other awards, the Chewning Award has gradually become the "Lifetime Service Award" for the CBFA. As such, it does recognize sustained accomplishments in the application and integration of Biblical truths in scholarship. - Introduced a number of best paper awards and also a best practice competition - Sent letters to all presenters on paper acceptances and sent letters to institutions if the presenter requested a letter. We should continue the effort to present awards and provide letters.
Educate secondary stakeholders concerning the value and importance of CBFA scholarship.	Identify opportunities to promote and disseminate the value of CBFA publications and conference presentations.	Promoted the publications within CBFA but not outside the organization
Provide outlets for student scholarship.	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.	Only promoted papers that were co-authored by faculty and student. I think the conference should be for faculty and **not** focus that much on student scholarship. Probably changed my thinking on this. The conference is a faculty event and not particularly set up for student involvement except maybe testimonies from students at the host institution.
Provide outlets for practitioner-oriented scholarship.	- Explore establishing a journal that focuses on the application of Biblical integration in business to practitioners (the "*Christian Business Leader*"). - Explore establishing a case journal that focuses on the application of Biblical integration in business to practitioners.	- The practitioner journal concept has not gained traction in the organization; some would argue that CBAR already fills that need. - A case journal is being offered as a special edition of JBIB

Degree of Accomplishment and Strategic Implications

These objectives were largely accomplished.

Lessons learned:
- Virtual sharing of scholarship has not been a successful strategy (but there is a role for the website).
- Expanded venues for scholarship have been well-received (tracks for conference, papers, poster sessions, panels, workshops, best practices, preconference workshops).
- Best paper/practice awards have been helpful and should be continued.
- The conference should focus primarily on faculty (rather than student) scholarship.
- There does not appear to be interest right now in pursuing a separate journal for practitioners.

Open questions/issues:
- Positioning the JBIB as the publishing outlet for faith-business integration theory and the empirical testing of that theory and the CBAR as the publishing outlet for faith-business integration in teaching, learning, and leadership should remain a priority. (should be part of the job description for the senior editor)
- Should we explore opportunities to promote CBFA publications externally? (Yes—need to get 100 percent penetration of CCCU institutions)
- Website can be used for virtual sharing of scholarship
- Letters need to be sent to VPAA/Provost when article published in JBIB/CBAR, with copy of journal
- Could book reviews be sent out ahead of JBIB publication, and articles one at a time after publication?
- Should "Senior Editor" role be redefined as "Director of Publications"?

Member Services –Academic Leadership

Objective	Strategies	Results
Provide opportunities for the sharing of best practices in academic leadership and assist in cultivating future Christian academic leaders.	- Include an academic leadership track at the annual conference. - Host an annual Academic Leaders workshop at the annual conference (program design, working with adult programs, marketing, development, human resources, accreditation, etc.) - Utilize the CBAR as a means of disseminating best practices in Academic Leadership. - Provide means of virtual communications (list serves, virtual workshops, etc.) for academic leaders to share leadership issues. - Offer mentoring opportunities for academic leaders.	- We have offered tracks on leadership, dean's workshops and specially designated dean meetings. - We have **not** developed an annual Academic Leaders workshop - No means of virtual communications for academic leaders to share leadership issues was developed. Should probably do more here

<table>
<tr><td colspan="3" align="center">Degree of Accomplishment and Strategic Implications</td></tr>
</table>

This objective was partially accomplished.

Lessons learned:
- The conference tracks and workshops targeted to deans have been well-received.
- No means of virtual communications for academic leaders to share leadership issues was developed, but based on the CBFA's other virtual networking efforts this should probably not be a priority.

Open questions/issues:
- How should the CBFA support current (or aspiring) academic leaders in the future?
- Should have section of the website for chair/dean information, and for networking information
- Should have a dean workshop or networking time at the conference (should be a responsibility of the board)

Member Services –Fellowship

	Strengthen relationships among Christian business faculty.		
Objective	**Strategies**		**Results**
Provide opportunities for fellowship among Christian business faculty.	- Create a fellowship task force to examine/propose ways to increase fellowship among Christian business faculty. - Include planned times for unstructured fellowship at the annual conference. - Include planned times for interest groups to meet at the annual conference. - Provide virtual methods of ongoing informal fellowship. - Provide opportunities for fellowship through volunteer service to the CBFA.		- The board has taken seriously the need for fellowship, and has built the concept of fellowship into the requirements for the annual conference. - There has been planned times for interest groups to meet at specific times or join in workshops. The women's group has been most active. - No virtual methods of ongoing informal fellowship were implemented. - Volunteers are solicited through the newsletter and through opportunities at each annual conference. There is always the opportunity to do more here.

Degree of Accomplishment and Strategic Implications

<u>This objective was accomplished.</u>

Lessons learned:
- No means of virtual fellowship was developed, but based on the CBFA's other virtual networking efforts perhaps this should probably not be a priority.

Open questions/issues:
- Are further strategies needed to encourage fellowship among members?
- The conference is the primary venue for this—so should be addressed under conference

Member Services –Spiritual Growth

✚ *Strengthen the spiritual growth of Christian business faculty.*	

Objective	Strategies	Results
Provide formal and informal opportunities for the spiritual growth of Christian business faculty.	▪ Create a spiritual growth task force to examine/propose ways to increase the spiritual growth of Christian business faculty. ▪ Include planned times for worship at the annual conference (corporate worship, prayer room, small-group prayer sessions, etc.) ▪ Include practical workshops/seminars on personal spiritual growth at the annual conference. ▪ Provide virtual methods for sharing personal spiritual growth.	▪ The spiritual growth function has been overseen by the board. ▪ Conference requirements have been changed to clearly require planned times for worship at the annual conference, including making a prayer room available. ▪ We have **not** had workshops on personal spiritual growth. The primary spiritual focus has been at the breakfast sessions, and parts of the opening session. ▪ No virtual methods for sharing personal spiritual growth were implemented.
Provide opportunities for Christian business faculty to be informed concerning the spiritual needs and perspectives of secondary stakeholders.	▪ Include student perspectives on faith-learning integration at the annual conference. ▪ Explore providing a workshop or session on leading the spiritual growth of students in conjunction with the annual conference. ▪ Explore providing opportunities for Christian business faculty to interact with business practitioners engaged in marketplace ministry.	▪ We have had some student testimonies at the conference. I remember at JBU. ▪ We have **not** had a workshop or session on leading the spiritual growth of students. ▪ The board has gravitated toward focusing on Christian business faculty, not students or practitioners.

Degree of Accomplishment and Strategic Implications
These objectives were partially accomplished. Lessons learned: • No virtual means of spiritual growth was developed, but based on the CBFA's other virtual networking efforts perhaps this should probably not be a priority. Open questions/issues: • To what extent should the CBFA be responsible for strengthening the spiritual growth of Christian business faculty? Are further strategies needed?

Operations–Membership

- *Increase the number of Christian business faculty actively involved in the CBFA.*
- *Increase retention of Christian business faculty in the CBFA.*

Objective	Strategies	Results
To increase CBFA membership by 10% annually for each of the next five years.	▪ Create a standing Membership Development Committee (MDC) chaired by a member of the Board.	▪ 2005 membership = 420 2011 membership = 609 (approx. 7% growth rate)
Increase awareness and market penetration within CCCU institutions.		
To have at least one member from each CCCU institution with business programs by 2008.	▪ Representatives of the MDC will contact CCCU institutions with business programs to promote CBFA membership. ▪ 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.	▪ Approximately 80% of CCCU institutions with business programs (90/112) have CBFA members. 22 CCCU institutions with business programs do not have any CBFA members.
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.		▪ There is no accurate data to measure this, as we really don't know how many business faculty each institution has. About 15 percent (17/112) of the institutions represented have 10 or more members; about 30 percent (34/112) have 6 or more members.
To have representation at the annual conference by at least one-half of CCCU institutions with business programs by 2008.		▪ For the 2011 conference, 35% of CCCU institutions were represented. ▪ For the 2010 conference, 46% of CCCU institutions were represented.
Increase awareness and market penetration within non-CCCU institutions.		
To have at least one member from 50% of faith-based non-CCCU institutions by 2009.	▪ Representatives of the MDC will contact non-CCCU institutions with business programs to promote CBFA membership.	▪ Approximately one-third of all CBFA members are from non-CCCU institutions (33.9%).
To have conference attendees from 25% of faith-based non-CCCU institutions by 2009.		▪ For the 2011 conference, approximately 26% of attendees were from non-CCCU institutions; for the 2010 conference, 23% were from non-CCCU institutions. ▪ At this point, we really have no idea how many faith-based non-CCCU institutions even exist. (Sounds like a job for a student assistant)
To have 40 percent of CBFA members come from non-CCCU institutions by 2009.		▪ In 2011, 33.9% of CBFA members are from non-CCCU institutions
To increase conference attendance of Christian business faculty from public institutions to 10% by 2009.		▪ Approximately 12% of the institutions represented in the membership are public institutions (28 out of 229) ▪ 5.73% of the 2011 conference attendees were from public institutions
To have at least 5% of CBFA members come from international institutions by 2009.		▪ Approximately 9% of the institutions represented in the membership (19 out of 229) are international
To ensure that the CBFA welcomes participation by all Christian business faculty.	▪ The MDC will develop a plan for encouraging participation by Christian business faculty in the CBFA.	▪ This has not been monitored.
To retain at least 80% of CBFA members year to year.	▪ The MDC will develop and monitor a retention strategy.	▪ Year-to-year membership loss is under 7%.

Operations–Membership (cont.)

Degree of Accomplishment and Strategic Implications

These objectives were partially accomplished:
- CCCU market penetration
    1. Membership grew at 7% annually (vs. 10%)
    2. 80% of CCCU institutions with business programs have CBFA members (vs. 100%); 22 CCCU institutions do not
    3. 15% of CCCU institutions have 10 or more members (vs. goal of 1/3 having all business faculty as members)
    4. 35-45% of CCCU institutions have been represented at the last two conferences (vs. 50%)
- Non-CCCU market penetration (not easily measured currently without relevant database)
    1. 34% of CBFA members are from non-CCCU institutions (vs. 40%)
    2. 26% of 2011 conference attendees were from non-CCCU institutions
    3. 6% of 2011 conference attendees were from public institutions (vs. 10%)
    4. 9% of the institutions represented in membership are international
- Retention
    1. 93% retention rate (vs. 80%)

Open questions/issues:
- Who is primarily responsible for membership growth?
- What role does the director of marketing play?
- Is a membership development committee needed?
- Do we have a database of non-CCCU faith-based institutions that will permit us to track market penetration?
- Is a database set up to allow us to track this type of membership information?
- Are these still the right targets?

Operations–Publications

↓ *Raise the profile of CBFA publications.*		
Objective	**Strategies**	**Results**
To increase awareness of CBFA publications among relevant constituencies, including Christian business faculty, libraries, practitioners, scholars, and mission-consistent organizations.	▪ The Editorial Team (Senior Editor and CBFA journal editors) will formulate a strategy for increasing awareness of CBFA publications.	▪ No feedback provided
To increase access to CBFA publications among relevant constituencies.	▪ The Editorial Team (Senior Editor and CBFA journal editors) will formulate a strategy for increasing access to CBFA publications.	▪ All CBFA publications are made available on the CBFA web site immediately following publication.
To obtain external validation of CBFA publications.	▪ 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.	▪ Journals are listed in Cabells and the Christian Periodicals Index
Degree of Accomplishment and Strategic Implications		

These objectives were partially accomplished.

Open questions/issues:
- What progress has been made toward these objectives?
- With the anticipated change in senior editors, who will be responsible for these objectives moving forward?

Operations–Leadership and Administration

	Have structures and processes that ensure the effective and efficient delivery of services to CBFA members.	

Objective	Strategies	Results
To ensure the financial and economic viability of the CBFA.	▪ Implement a dues structure that appropriately funds the strategies and operations of the CBFA. ▪ Explore opportunities for external funding of CBFA activities. ▪ Ensure good stewardship of CBFA resources through appropriate internal controls (audit).	▪ Dues were raised from $35 to $50 at the 2006 annual meeting ▪ External funding has been limited primarily to award funding ▪ A financial oversight committee was established to report annually on the budget processes.
To be able to effectively and efficiently track membership profiles.	▪ Create a unified comprehensive database capable of tracking membership profiles, dues, subscriptions, etc.	▪ The database is more comprehensive than the previous database.
To increase the professional appearance, usefulness, and functionality of the CBFA web site.	▪ Identify a CBFA member willing to maintain a top-notch web site.	▪ The web site has improved tremendously, but further improvements are needed.
To ensure a quality conference experience for attendees.	▪ Develop a standard template for the annual conference survey.	▪ Complete and available electronically (Survey Monkey)
Provide recognition for outstanding service to the CBFA.	▪ Explore giving an annual award recognizing sustained contribution to the CBFA.	▪ The Chewning Award has evolved into this with the addition of the Barnabas, Johnson, and teaching awards.
To have an appropriate organizational structure and ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan.	▪ Design appropriate roles for members of the Board of Directors. ▪ Determine appropriate standing committees of the Board of Directors and delineate their responsibilities and expectations. ▪ Determine appropriate appointed leadership positions, task forces, etc. and their relationships with the Board of Directors. ▪ Create and revise job descriptions. ▪ Determine needed changes to the Bylaws. ▪ Create a Board of Directors Policies and Procedures Manual (including formalizing and documenting processes for board appointments, nominations, elections, etc.)	▪ The Secretary/Treasurer position was split into separate positions ▪ The Senior Editor position was created ▪ The Program Chair position was created ▪ The Director of Marketing position was created ▪ Much of the work of the organization is being done by the appointed directors ▪ Job descriptions were created and/or revised ▪ Bylaws have been updated twice ▪ Board of Directors Policies & Procedures Manual was created ▪ Board archive created, with electronic access for board members

Degree of Accomplishment and Strategic Implications

These objectives were partially accomplished:
- ▪ Financial viability has been strengthened.
- ▪ The database has been improved, but further improvement is needed.
- ▪ The website has been improved, but further improvement is needed.
- ▪ Assessment of the conference experience has been standardized.
- ▪ Service recognition has been expanded through new awards.
- ▪ Organizational structure and governance documents have been enhanced significantly.

Lessons learned:
- • No virtual means of spiritual growth was developed, but based on the CBFA's other virtual networking efforts perhaps this should probably not be a priority.

Open questions/issues:
- ▪ In what ways should the membership database be further improved?
- ▪ In what ways should the website be further improved?
- ▪ Define the relationship of Marketing and Membership Development=
- ▪ Rethink the role of Senior Editor (Director of Publications)
- ▪ Rethink the term of office of the Board Chair? Or strengthen the role of the Executive Committee?

Goals and Objectives

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. The second key result area is CBFA operations. Broad-based goals and specific objectives for each of these areas are listed below. Supporting strategies and action plans and means of assessment are summarized in the following section.

Member Services – What services should the CBFA offer its members?

Teaching
- To encourage and equip Christian business faculty in the integration and application of Biblical truths in teaching
  - Provide opportunities for the sharing of best practices in teaching
  - Provide opportunities for recognition for excellence in teaching
  - Ensure that all awards are accompanied by a letter to the recipient's institution recognizing his/her accomplishment

Scholarship
- To encourage and equip Christian business faculty in the integration and application of Biblical truths in scholarship
  - Provide outlets for scholarship that are consistent with the mission of the CBFA
  - Equip Christian business faculty in developing as scholars
  - Provide recognition for scholarship

Academic Leadership
- To encourage and equip Christian business faculty in leading academic programs
  - Provide opportunities for the sharing of best practices in academic leadership and assist in cultivating future Christian academic leaders

Fellowship
- To encourage and engage Christian business faculty in building positive relationships with each other
  - Provide opportunities for fellowship among Christian business faculty

Operations – How should the CBFA promote and coordinate its services?

Membership
- To increase the number of Christian business faculty actively involved in the CBFA
  - To increase CBFA membership by 5 percent annually for each of the next five years
  - To retain at least 90 percent of CBFA members from year to year
  - To increase awareness and market penetration within CCCU institutions
    1. To have at least one member from each CCCU institution with business programs by 2017
    2. To have all full-time business faculty from at least one-third of CCCU institutions with business programs be CBFA members by 2017
    3. To have representation at the annual conference by at least one-half of CCCU institutions with business programs by 2017
  - To increase awareness and market penetration among Christian faculty within non-CCCU institutions
    1. To have at least one member from 150 private non-CCCU institutions by 2017
    2. To have 25 percent of conference attendees from private non-CCCU institutions by 2017
    3. To have 35 percent of CBFA members come from non-CCCU institutions by 2017
    4. To increase conference attendance of Christian business faculty from public institutions to 10% by 2017
  - To have at least 10 percent of CBFA members come from international institutions by 2017
  - To have at least one-third of the five-year database membership in attendance at the annual conference

Publications
- To be the leading authority in the study, integration, teaching, and application of biblical truths in business
  - To have someone in place that can maximize the influence of the CBFA publications (rethink the senior editor role)
  - To develop a publications strategy to make resources available to members and the public through the creation of the CBFA Press, including selling books, cases, and teaching materials published by the organization
  - To increase awareness of CBFA publications among relevant constituencies
  - To increase external validation of CBFA publications
  - To develop a cost-effective publications strategy for CBFA journals

Conferences
- To provide conferences that encourage, equip, and engage Christian business faculty in the study, integration, teaching, and application of Biblical truths
  - To consistently provide quality conferences
  - Encourage diverse views and people to be represented at the annual conference
  - To ensure that the CBFA welcomes participation by all Christian business faculty
  - To have at least one-third of the five-year database membership in attendance at the annual conference
  - Explore regional workshops

Administration
- To ensure the effective and efficient delivery of services to CBFA members
  - To ensure the financial and economic viability of the CBFA
  - To be able to effectively and efficiently track membership profiles
  - Ensure leadership continuity for the organization
  - To ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan
  - Involve more members in leadership of the organization
  - Recognize and promote member achievement consistent with the CBFA's mission

Marketing
- To promote awareness of the CBFA
  - Develop relationships with mission-consistent organizations (CCCU, etc.)
  - Develop linkages with business accreditation associations (AACSB, ACBSP, IACBE, etc.)
  - Increase visibility of the CBFA at member institutions
  - Improve delivery of member services through the CBFA website

Strategies, Action Plans, and Outcomes Assessment

Member Services

Strategies and action plans are presented to accomplish the stated goals and objectives in four key result areas of member services for the CBFA: Teaching, Scholarship, Academic Leadership, and Fellowship. Outcomes Assessment processes are included for each strategy.

Teaching

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

Strategy T1.1:   Provide a best practices track at the annual conference

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a document containing the guidelines and instructions for conducting the Best Practices track at the annual conference.	Program Chair	None	January 2013	
Submit the guiding document to the secretary for inclusion in the board archive.	Program Chair	Secretary	January 2013	

Outcomes Assessment: The Board of Directors will monitor accomplishment of these tasks.

Strategy T1.2:   Utilize the website as a venue for sharing best practices in teaching

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create "Best Practices in Teaching" page on the website	Webmaster		October 2012	
Post papers and/or presentations from the annual conference on best practices in teaching	Webmaster		ongoing	

Outcomes Assessment: The Board of Directors will monitor accomplishment of these tasks.

Strategy T1.3:   Provide a New Faculty workshop (board initiative for mentoring/supporting new faculty)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify one Board member to initiate and execute the new faculty workshop at the 2013 Annual Conference, in collaboration with three members.	Julia Underwood (Past Board Chair)	Board approval and ratification ; Communication with membership.	Ratification: mid-year meeting 2012; Workshop: Annual Conference 2013	Minimal funds for maintenance and execution.

Outcomes Assessment: Successful execution of the New Faculty Workshop will be demonstrated by: design and execution of the initiative delivered annually at the conference with relevant curriculum/presentations specific to this audience. Benchmarking of attendance, curriculum/presentations, and participant feedback will be assessed and reevaluated in year 3 of the initiative. Results presented annually to the Board at the mid-year board meeting.

Strategy T1.4:   Continue to utilize CBAR as a venue for sharing best practices in teaching (no plan needed)

Strategy T1.5   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
Insure that the annual call specifically encourages submissions for the best practices track and paper submissions related to andragogy.	Program Chair	None	Annually, Spring	
Include a best practice track at the annual conference	Program Chair	None	Annually, Spring	
Make sure conference themes incorporate andragogy.	Program Chair CBFA Board Chair	CBFA Board	Annually, Spring	
Make sure andragogy is clearly emphasized in the call for paper, panel and workshop proposals.	Program Chair	Program Chair	Annually, Spring	

Outcomes Assessment: The CBFA Board will review session/conference evaluations.

Strategy T1.6: Provide opportunities at the annual conference to understand online learning and its implications

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Insure that the annual call for papers, panels and workshops specifically encourages submissions related to online learning and its implications.	Program Chair	None	Annually, Spring	
Insure the conference theme incorporates and encourages dialogue and participation regarding non-traditional students, programs, and delivery methods.	Program Chair CBFA Board Chair	CBFA Board	Annually, Spring	

Outcomes Assessment: The CBFA Board will review session/conference evaluations.

Objective T2: Provide opportunities for recognition for excellence in teaching

Strategy T2.1   Provide an annual teaching excellence award.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create teaching awards criteria and process guidelines and update Board Policies and Procedures Manual accordingly.	Awards Committee Chair; Secretary	Board and/or Chair of Board approval; report to board at conference board meeting	April2012	
Solicit nominees for the first teaching award.	Awards Committee Chair	Secretary	April 2012	
Form teaching award selection committee.	Awards Committee Chair	Report to Board at annual conference meeting	May 2012	
Select the teaching award recipient.	Awards Committee Chair; Awards Selection Committee	Report to Board at annual conference meeting	June 2012	
Prepare a ceremony to honor the teaching award recipient.	Awards Committee Chair	Report to Board at annual conference meeting	June 2012	
Order the plaque and monetary award for the teaching award recipient.	Awards Committee Chair; Treasurer	Board Treasurer	June 2012	$1350

Outcomes Assessment: A report will be given to the CBFA Board at the board meeting that precedes the conference, and updates will be given at subsequent mid-year board meetings. A plan will be developed to assess whether the award meets the intended goals of the CBFA. The CBFA Board will monitor these activities.

Strategy T2.2   Provide best practices awards

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Codify the Best Practice Awards procedure	Program Chair	None	June 2012	
Design/Create the Best Practice Award	Program Chair	None	June 2012	$50
Submit the Board Secretary for approval and inclusion in the Board archive	Program Chair Board Secretary	Board Secretary	June 2012	

Outcomes Assessment: The CBFA Board will monitor conference evaluations.

Strategy T2.3   Ensure that all awards are accompanied by a letter to the recipient's institution recognizing his/her accomplishment – Addressed in Strategy A6.2

Scholarship

Goal: To encourage and equip Christian business facultyin the integration and application of Biblical truths in scholarship.

Objective S1: Provide outlets for scholarship that are consistent with the mission of the CBFA

Strategy S1.1   Position the *Journal of Biblical Integration in Business* as the publishing outlet for theory related to biblical faith integration in business. (Yvonne Smith and Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy S1.2   Position the *Christian Business Academy Review* as the publishing outlet for teaching, learning, and leadership in biblical faith integration in business. (Kent Saunders and Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy S1.3   Continue to provide opportunities for the dissemination of scholarship at the annual conference (no plan needed).

Strategy S 1.4   Utilize the website and other electronic means for dissemination of scholarship

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Post abstracts, papers, or presentations submitted for annual conference on CBFA website	Webmaster	Program Chair	One week prior to each conference, annually	
Investigate searchable content	Webmaster		June 2013	

Outcomes Assessment: The Board of Directors will monitor task completion

Objective S2: Equip Christian business faculty in developing as scholars

Strategy S2.1   Provide opportunities for developing scholars at the annual conference (Julia Underwood)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify one Board member to develop and execute a "Research Workshop" to be executed at the annual conference beginning 2013.	Julia Underwood (until ratification of Board member)	Buy in from Board and members at large	Annual Conference 2013	minimal
Initiate a "Research Track" at the annual conference	Julia Underwood Editors of JBIB and CBAR Program Chair	Buy in from Board and members at large	Annual Conference 2013	minimal

Outcomes Assessment: Accomplishment of the Research Workshop will be assessed on: execution of the event at the 2013 conference and positive feedback from participating members via a post session survey. The Research Track will be assessed on the execution at the 2013 annual conference, positive feedback from participants as well as the CBFA editors.

Objective S3: Provide recognition for scholarship

Strategy S3.1   Continue to provide best paper awards (no action plan needed)

Strategy S3.2   Ensure that all best paper awards are accompanied by a letter to the recipient's institution recognizing his/her accomplishment

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a guiding document including the list of awards and the criteria and method for notifying recipients' respective institutions.	Program Chair	None	June 2012	
Draft the letter to be sent to each recipient's institution	Program Chair	None	June 2012, annually	
Submit the guiding document to Board Secretary for inclusion in the Board archives	Program Chair	Secretary	June 2012	

Outcomes Assessment: The CBFA Board will monitor these activities

Strategy S3.3   Provide letters from CBFA editors to the authors' institutions upon article acceptance in CBFA publications, along with a copy of the article to the Provost/VPAA (Yvonne Smith, Kent Saunders, Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy S3.4   Disseminate JBIB/CBAR articles via electronic methods to CBFA members as a way to recognize scholarship

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
For electronic distribution, make journals available as Adobe PDF packets, thus making individual articles available electronically	JBIB Editor CBAR Editor		December 2012	May need some Adobe software ($200)
Work with journal editors to designate an "article of the month" for each month of the year	Director of Publications	JBIB Editor CBAR Editor Secretary	December 2012	
Electronically distribute "article of the month" on the tenth of each month	Secretary		January 2013	

Outcomes Assessment: The Board of Directors will monitor accomplishment of these tasks

Strategy S3.5   Continue to provide and promote the Johnson Award as an annual award recognizing scholarship
(Incorporated with Strategy A6.1)

Academic Leadership

Goal: To encourage and equip Christian business faculty inleading academic programs.

Objective L1: Provide opportunities for the sharing of best practices in academic leadership and assist in cultivating future Christian academic leaders.

Strategy L1.1 Provide opportunities for academic leadership development at the annual conference and/or other venues, with an emphasis on such issues as administrative challenges, program design, working with nontraditional programs, marketing, development, human resources, and accreditation
(Incorporated in Strategy L1.2)

Strategy L1.2   Provide means for academic leaders to network with and support one another

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Sponsor Workshop/Panel/Time of Sharing for Chairs/Deans at annual conference	Program Chair and Director of Conferences	Board Approval	Spring 2013, Annually	
Sponsor Workshop/Panel/Time of Sharing for Aspiring Chairs/Deans	Program Chair and Director of Conferences	Board Approval	Spring 2013, Annually	
Offer Leadership Meeting, Training, or Workshop at Regional CBFA Meetings in Spring Semesters	Board Designee	Board and Membership Approval of CBFA Regional Meetings	Spring 2013	$0-$2500
Obtain Meeting Software for Chairs/Deans Virtual Meeting Twice each Semester (Regional or National)	Board Designee	Determined Interest of Chairs/Deans Board Approval	Fall 2012	$300-$3000

Outcomes Assessment: At least one organized networking event annually and member satisfaction in this area as measured by periodic membership surveys

Fellowship

Goal: To encourage and engage Christian business faculty in building positive relationships with each other.

Objective F.1   **Provide opportunities for fellowship among Christian business faculty**

Strategy F1.1   Ensure that there are adequate blocks of time and other means for encouraging fellowship at the annual conference (Conference Manual; Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy F1.2   Ensure times of corporate worship and prayer at the annual conference (Conference Manual; Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy F1.3   Provide means for CBFA members to network with and encourage one another (Conference Manual; Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Operations

Strategies and action plans are presented to accomplish the stated goals and objectives in five key result areas of operations for the CBFA: Membership, Publications, Conferences, Administration, and Marketing. Outcomes Assessment processes are included for each strategy.

Membership

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

Objective M1: To increase CBFA membership by 5 percent annually for each of the next five years.

Strategy M.1.1 Utilize the Membership Development and Promotion Committee (chaired by the Director of Marketing) to develop a membership development and promotion plan.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Encourage volunteers at annual conference and through e-mail and social media communication and form Membership and Promotion Committee.	Director of Marketing	Secretary/Webmaster to send out communication to the membership.	Committee created and work started before mid-year board meeting 2013.	
Convene interested members at the annual meeting. Create a formal communication process to keep committee members in contact and progressing toward goals. Create an organizational chart of who will be responsible for which parts of the plan.	Director of Marketing	Volunteers from within the membership of the CBFA	Committee created and work started before mid-year board meeting 2013.	
This group will then convene electronically (phone conference) and work on the creation of a comprehensive membership development and promotional plan using Google Docs as a platform.	Director of Marketing		Plan in place before the 2013 Annual Conference	

Outcomes Assessment: 10-12 dedicated and enthusiastic volunteers to create and then administer a comprehensive membership and promotion plan for the CBFA.

Objective M2: To increase awareness and market penetration within CCCU institutions.

Objective M2a: To have at least one member from each CCCU institution with business programs by 2017.
Objective M2b: To have all full-time business faculty from at least one-third of CCCU institutions with business programs be CBFA members by 2017.
Objective M2c: To have representation at the annual conference by at least one-half of CCCU institutions with business programs by 2017.

Strategy M2.1 Provide recognition to institutions with a high percentage of faculty membership

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a recognition certificate for business programs with a certain level of participation in CBFA by their faculty, as part of the overall Membership and Promotional Plan. Several levels would be best (e.g., Bronze for 30%, Silver for 70%, gold for 100% participation)	Director of Marketing and Volunteers	• Committee volunteer to create the certificates • Volunteer to evaluate and then calculate which category schools fit into • Secretary/database Administrator to provide access to membership records • Department chairman or Deans at participating schools to provide or verify faculty status	Before 2013 Annual Meeting where schools will be recognized during conference.	Cost of creating and printing the certificates for schools -$?

Outcomes Assessment: Recognition of 100% of CCCU schools that fall into one of these categories before the 2013 conference.

Strategy M2.2   Initiative to attract younger faculty

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Creation of a workshop during the annual conference for new faculty and their needs. Possibly create some resources for them that could reside on the CBFA web site.	Director of Marketing and Membership and Promotion Committee; Coordination with Program Chair	Web Master, Conference Program Director and Conference Host	Conference workshop for 2013 conference	Cost of creation of materials for web site
Begin to work with MBA programs in CCCU schools to identify students that might consider a future in Christian Business Higher Education and encourage them that direction.	Director of Marketing and Membership and Promotion Committee	MBA Director for each of the schools contacted.	Contacted before the 2014 Annual Conference	Mailings and CBFA promotional information.

Outcomes Assessment: Attendance at annual meetings by prospective faculty members. Hits and then views on the webpage of the resources provided to new faculty.

Strategy M2.3   Work with doctoral programs (such as Anderson, Regent, George Fox) to engage younger faculty.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Continue the Doctoral Showcase presentations at the annual conference.	Program Chair	Conference Host	Annually	Reduced Registration fee for participants
Work with the doctoral programs to encourage their students to submit articles to the JBIB and the CBAR.	Director of Publications	Editors of the JBIB and the CBAR	Fall 2012	Promotional materials sent to Doctoral programs about JBIB and CBAR

Outcomes Assessment: Continuation of the Doctoral Showcase at annual conference and an increase in submissions from doctoral students to both journals annually.

Strategy M2.4:   Representatives of the Membership Development and Promotion Committee will contact CCCU institutions with business programs (especially those with no current members) to promote CBFA membership.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Identify all CCCU schools that have business programs, contact (by phone call) the deans/chairs of those schools and send them appropriate promotional materials from the CBFA.	Director of Marketingand Membership and Promotion Committee	Dean/chair of CCCU business programs.	2013 annual conference	Creation and production of promotional materials

Outcomes Assessment: 100% contact of all CCCU schools and participation with 80% of those contacted.

Strategy M2.5:   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
Identify members by school and contact them to see who might volunteer to be the official CBFA "cheerleader." This would be done in conjunction with Strategy M2.4 and our contact with the deans/chairs of the business schools.	Director of Marketingand Membership and Promotion Committee	• CBFA Secretary - membership list. • Deans/Chairs of each schools business program.	Annual Conference 2014	Promotional materials provided to cheerleader for dissemination.

Outcomes Assessment: Identify CCCU schools that have members in CBFA. Get 85% participation from the number identified.

Objective M3: To increase awareness and market penetration among Christian faculty within non-CCCU institutions.
Objective M3a: To have at least one member from 150 private non-CCCU institutions by 2017.
Objective M3b: To have 25 percent of conference attendees from private non-CCCU institutions by 2017.
Objective M3c: To have 35 percent of CBFA members come from non-CCCU institutions by 2017.
Objective M4d: To increase conference attendance of Christian business faculty from public institutions to 10% by 2017.

Strategy M3.1   Periodically review the membership profile

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
One month prior to board meeting, generate a review of the membership profile and email to board members	Secretary	Board of Directors	January 2013, annually	
Include a discussion of membership issues at each board meeting	Chair, Board of Directors	Secretary	January 2013, annually	

Outcomes Assessment: Board of Directors will monitor progress on meeting membership goals at each meeting.

Strategy M3.2   Revise membership database to provide relevant information

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Define the range of information that should be provided by the database	Secretary Chair, Board of Directors	Board of Directors	June 2012	
Setup web-accessible relational database	Secretary	MVNU faculty (Judy Madtes, Jim Skon)	October 2012	Software costs (approx. $200)
Incorporate membership database into website	Secretary/Webmaster		January 2013	

Outcomes Assessment: Board of Directors will monitor progress

Strategy M3.3   Explore the creation of an "institutional" membership category; institutional membership would require board oversight and approval

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Assess comparable organization's inclusion of "institutional" members.	Board Designee	Board Approval	Mid-year BOD meeting 2013	
Create profile with marketing materials for "institutional members" to present to membership at 2013 annual conference.	Board Designee; Director of Marketing	Board Approval	Annual Conference 2013	$500 for marketing materials

Outcomes Assessment: Marketing materials with outlining details distributed at the 2013 Annual Conference

Strategy M3.4   Follow up on LinkedIn requests for membership

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Assign Social Media Captain responsibility to take any requests for membership information from any CBFA social sites and pass them along to the CBFA Secretary	Social Media Captain (volunteer from Marketing and Promotion Committee)	CBFA Secretary	August 2012, monthly	Hoot Suite is free unless we upgrade then it is $9.99/month

Outcomes Assessment: 100% pass along rate to the Secretary

Objective M4: To have at least 10 percent of CBFA members come from international institutions by 2017.

Strategy M4.1: Representatives of the Membership and Promotion Committee will contact <u>international</u> institutions with business programs to promote CBFA membership.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Contact the Headquarters of the CCCU and obtain the names of all international schools that have a business program and other sources of information about such schools.	Director of Marketing and Membership and Promotion CommitteeVolunteer	CCCU and other agencies	Mid-year Board Meeting 2013.	

Outcomes Assessment: Creation of a list of international schools to contact before the 2013 annual conference

Objective M5: To retain at least 90 percent of CBFA members from year to year.

Strategy M5.1: The Membership Development Committee will develop and monitor a retention strategy.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Membership and Promotion Committee will need to create ways in which to make CBFA membership of more value, increasing retention (Membership Certificates, discounts, etc.). Some of this value added will come through electronic delivery and the social media initiatives to be created.	Director of Marketing	• Membership and Promotion Committee membership working in conjunction with the CBFA secretary to verify membership • Treasurer to verify up to date dues	Annual Conference 2013	None in the creation of the plan but there may be some due to adding value for members.

Outcomes Assessment: Membership renewal rate of over 85% annually.

Strategy M5.2   Create an "emeritus" membership category with reduced (or zero) dues

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess "emeritus".	Board		Mid-year BOD meeting 2013	
Approve "Emeritus" category of membership	Board	Membership	Annual Business meeting 2013	

Outcomes Assessment: Creation of Emeritus membership and communication to the membership

Objective M6/C5: To have at least one-third of the five-year database membership in attendance at the annual conference

Strategy C5.1   Work with the Director of Conferences to develop a plan to drive conference attendance
    (See *action plan C5.1)*

Publications

Goal: To be the leading authority in the study, integration, teaching, and application of biblical truths in business.

Objective P1:   To have someone in place that can maximize the influence of the CBFA publications (rethink the senior editor role)

Strategy P1.1   Recast the role of Senior Editor to become that of Director of Publications

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create profile for the Director of Publications	Board Chair; CBFA Publication Editors	BOD and membership	BOD meeting 2012	
Communicate to membership and create buy in for objective	Board Chair	BOD and membership	Summer 2012	

Outcomes Assessment: Profile disseminated to membership and posted on CBFA site with the impact of attracting candidates.

Objective P2:   To develop a publications strategy to make resources available to members and the public through the creation of the CBFA Press, including selling books, cases, and teaching materials published by the organization

Strategy P2.1   Complete action plans for strategies P2.1-P5.1 in the strategic plan. (Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Complete action plans	Director of Publications	• Coordination with editors • Approval by the board	Fall 2012	

Outcomes Assessment: Submitted action plans

Strategy P2.3   Work with the JBIB and CBAR editors to develop publications and awareness strategies and redefine roles (Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Objective P3:   To increase awareness of CBFA publications among relevant constituencies

Strategy P3.1   Members contacting school libraries to subscribe to JBIB and CBAR; ask institutions that subscribe to JBIB to also subscribe to CBAR (in coordination with the Secretary) (Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Objective P4:   To increase external validation of CBFA publications

Strategy P4.1   To increase indexing and abstracting of the CBFA journals (Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy P4.2   Increase acceptance of CBFA publications by AACSB (Director of Publications)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Objective P5:   To develop a cost-effective publications strategy for CBFA journals

See Strategy A1.3

Conferences

Goal: To provide conferences that encourage, equip, and engage Christian business faculty in the study, integration, teaching, and application of Biblical truths.

Objective C1: To consistently provide quality conferences

Strategy C1.1   Create an appointed position – Director of Conferences (note—this means that Conference Coordinators will not need to be in attendance at the board meetings, except to make presentations and/or answer questions)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Communicate with past five conference hosts and program chairs to identify specific skills and competencies of the Director of Conferences	Board Chair		2012 Annual Conference	
Present draft of Director of Conferences position to BOD for approval and presentation to the membership	Julia Underwood	Board Approval	Mid-year board meeting 2013	
Elect Director of Conferences		Membership Approval	2013 Annual Conference	

Outcomes Assessment: Participation beginning at the 2014 mid-year board meeting

Strategy C1.2   Complete action plans for strategies C1.1-C5.1 and F1.1-1.3 in the strategic plan. (Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Complete action plans	Director of Conferences	Coordination with and approval by the board	Fall 2012	

Outcomes Assessment:

Strategy C1.3   Revise the conference manual; upgraded manual should be available on the CBFA website (Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Strategy C1.4   Develop procedures to identify conference host institutions at least 3 years in advance, including opportunities (perhaps at each conference) to learn more about hosting the annual conference (Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

StrategyF1.1   Ensure that there are adequate blocks of time and other means for encouraging fellowship at the annual conference
Strategy F1.2   Ensure times of corporate worship and prayer at the annual conference
Strategy F1.3   Provide means for CBFA members to network with and encourage one another

Action plans developed in the Fellowship section

Objective C2: Encourage diverse views and people to be represented at the annual conference

Strategy C2.1   Develop a plan to encourage diverse views and people (Conference Manual; Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Objective C3: To ensure that the CBFA welcomes participation by all Christian business faculty

Strategy C3.1   Develop conference procedures that ensure that all attendees will feel welcome (Conference Manual; Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Objective C4: Examine the concept of regional workshops/events

Incorporated with Strategy A5.2

Objective C5: To have at least one-third of the five-year database membership in attendance at the annual conference

Strategy C5.1   Work with the Director of Marketing to develop a plan to drive conference attendance (Director of Conferences)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs

Outcomes Assessment:

Administration

Goal: To ensure the effective and efficient delivery of services to CBFA members.

Objective A1: To ensure the financial and economic viability of the CBFA.

Strategy A1.1   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
Ratify one member at large and one BOD member to research other organizations, pricing structures	Julia Underwood	BOD	BOD meeting June 2012	
Create multi-tiered membership opportunities (member, institutional member) to diversify membership payment structure.	Julia Underwood	BOD and membership	BOD meeting at 2013 Conference	$200

Outcomes Assessment: Report from the Treasurer at the mid-year 2014 BOD meeting on the financial impact of the tiered membership's success/viability.

Strategy A1.2   To explore opportunities for alternative revenue streams

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify two Board members to assess opportunities for alternative revenue streams and related weaknesses and to develop a proposal.	Board Chair	BOD and membership	Strategy for data gathering: mid-year board meeting 2012; Proposal to the BOD: Board meeting at 2013 Annual Conference	$2000
Board to assess proposal in light of: comparison with other like organizations; cost/benefit of each recommendation; consistency of each recommendation with CBFA's mission.	Board Chair	BOD and membership	BOD meeting at 2013 Annual Conference	$500

Outcomes Assessment: TBD

Strategy A1.3   Examine electronic distribution of journals, along with pricing options for membership for print versus electronic journals

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Assess journals of comparable organizations	JBIB/CBAR Editors		Mid-year BOD meeting 2013	
Compile cost projections of electronic and print journals	JBIB/CBAR Editors		Annual conference BOD meeting 2013	

Outcomes Assessment: Research and data presented (by those responsible) to the BOD during the Board meeting at the 2013 annual conference.

Strategy A1.4   Create an "emeritus" membership category with reduced (or zero) dues

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess emeriti status	Board Chair	BOD	Mid-year BOD meeting 2013	
Create "Emeritus" profile.	Board of Directors		BOD meeting at 2013 Conference	

Outcomes Assessment: Documentation and communication of the Emeritus category widely distributed and easily accessible. Additionally, support of "charter" Emeritus members announced and acknowledged at the 2013 Annual Conference.

Strategy A1.5   Explore the creation of an "institutional" membership category (would require board oversight and approval)—higher rate for institutional membership

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Appoint board member/s	Board Chair	BOD	Mid-year meeting 2013	
Assess comparable organization's inclusion of "institutional" members.	TBD board member/s	BOD	Spring 2013	
Review and approverecommendation regarding institutional membership and related promotional ideas/materials	Board Chair;Director of Marketing	BOD	Annual Conference 2013	$500 for marketing materials

Outcomes Assessment: TBD

Objective A2: To be able to effectively and efficiently track membership profiles.

Strategy A2.1: Revise the comprehensive database so that it can track all relevant items related to accomplishment of the strategic plan — included in Strategy M3.2 above

Objective A3: Ensure leadership continuity for the organization

Strategy A3.1   Note that the Strategic Plan should drive the board meeting agenda

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Strengthen wording related to the role of the Strategic Plan in driving the agenda for board meetings	Secretary	Board of Directors	October 2012	
Disseminate Board Manual to new members of the board	Secretary		Annually, Fall	

Outcomes Assessment: The Chair of the Board of Directors will monitor completion of these tasks

Strategy A3.2   Refine the role of the chair, the role and of and coordination within the executive committee, etc.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Discuss appropriate roles for members of the Board of Directors and the executive committee	Chair, Board of Directors	Board of Directors	February 2013	
Revise Board Manual accordingly	Chair, Board of Directors Secretary	Board of Directors	Fall 2013	

Outcomes Assessment: The Chair of the Board of Directors will monitor completion of these tasks

Objective A4: To ensure that CBFA governance documents are consistent with the requirements of the Strategic Plan.

Strategy A4.1   Develop a board chair section of the Policies and Procedures manual

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Discuss appropriate roles for members of the Board of Directors	Chair, Board of Directors	Board of Directors	February 2013	
Revise Board Manual accordingly	Chair, Board of Directors Secretary	Board of Directors	Fall 2013	

Outcomes Assessment: The Chair of the Board will monitor accomplishment of these tasks

Strategy A4.2   Create a central repository for administrative information and collect relevant information

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a log-in and password-accessible section of the CBFA website for accessing and storing board-related information	Secretary/Webmaster	Strategy M3.2 is a prerequisite	February 2013	

Outcomes Assessment: The Board of Directors will monitor accomplishment of these tasks

Strategy A4.3   Create a process by which survey and assessment information feeds back into the board decision-making process

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create timeline for annual survey administration and communication of findings.	Director of Marketing		Mid-year BOD meeting 2013	
Set survey discussion and review of impact as regular agenda item at mid-year BOD meetings	Board Chair; Secretary		Mid-year BOD meeting 2013	

Outcomes Assessment: Documentation of survey results usage in decision making at the mid-year board meetings.

Strategy A4.4   Continue to clarify appropriate roles for members of the Board of Directors, including the role of elected directors, appointed directors, and voting and non-voting directors in board meetings

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Discuss appropriate roles for members of the Board of Directors	Chair, Board of Directors	Board of Directors	February 2013	
Revise Board Manual accordingly	Chair, Board of Directors Secretary	Board of Directors	Fall 2013	

Outcomes Assessment: The Chair of the Board of Directors will monitor completion of these tasks.

Strategy A4.5   Determine appropriate appointed leadership positions, task forces, etc. and their relationships with the Board of Directors.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Discuss appropriate leadership positions, task forces, etc. and their relationships with the Board of Directors	Chair, Board of Directors	Board of Directors	February 2013	
Revise Board Manual accordingly	Chair, Board of Directors Secretary	Board of Directors	Fall 2013	

Outcomes Assessment: The Chair of the Board of Directors will monitor completion of the tasks.

Strategy A4.6   Clarify the ways by which elected board members, appointed board members, or persons fulfilling organizational roles (e.g., journal editor) can engage members in other positions, task forces, committees, etc. Also clarify the role of the board in approving these.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Ratify 3 members and two board members to assess each position (elected and appointed board members and editors) and identify opportunities for collaboration.	Board Chair	Board of Directors	2013 Annual Conference BOD meeting and business meeting	
Present to the Board an executive summary and organizational chart indicating the span of increased influence of involvement with the membership.	Board Chair; TBD board member/s	Board of Directors	2014mid-year BOD meeting	
Present to the membership a summary of increased influence/involvement of the board with the membership	Board Chair; TBD board member/s	Board of Directors	2014 Annual Conference business meeting	

Outcomes Assessment: Document clearly delineating opportunities to be available on the CBFA website and for distribution at the 2014 Annual Conference.

Strategy A4.7: Create and revise job descriptions.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Review existing job descriptions and revise/create as necessary.	Brett Andrews	CBFA Board	August 2012	

Outcomes Assessment: Completedand revised job descriptions.

Strategy A4.8: Determine needed changes to the Bylaws.

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Analyze strategic plan to assess needed changes in the Bylaws	Secretary	Board of Directors	May 2012	
Create marked-up copy of Bylaws	Secretary	Board of Directors	May 2012	
Electronic approval of Bylaw changes	Secretary	Board of Directors	May 2012	
Email proposed Bylaw changes to membership and post on website	Secretary		May 2012	
Add proposed Bylaw changes to agenda for Annual Meeting	Chair, Board of Directors		June 2012	
Vote on Bylaw changes at Annual Meeting	Chair, Board of Directors		June 2012	
At mid-year board meeting (2013), discuss whether additional Bylaw changes are necessary	Chair, Board of Directors Secretary	Board of Directors	February 2013	

Outcomes Assessment: Board of Directors will monitor completion of tasks in accordance with plan

Strategy A4.9: Update the Board of Directors Policies and Procedures Manual

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Analyze strategic plan to determine changes necessary to the Manual	Secretary	Board of Directors	November 2012	
Present revised Manual to the Board of Directors for discussion and/or approval	Chair, Board of Directors Secretary	Board of Directors	February 2013	
Publish board manual on Board of Directors section of website	Webmaster		April 2013	

Outcomes Assessment: Board of Directors will monitor completion of tasks in accordance with plan

Objective A5: Involve more members in leadership of the organization

Strategy A5.1   The board will explore ways to involve more individuals in leadership and in developing future leadership (committees, regional workshops, regional officers, etc.)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
If interest, propose geographic and leadership structure for regions (see strategy A5.2)	Board Designee	Depends on regional structure approval	Spring 2013	
Develop aspiring CBFA leader workshop/panel/training sessions	Program Chair; Board	Board Approval	Spring 2013	$0-$500

Outcomes Assessment: Annual assessment of leadership engagement by the board

Strategy A5.2　Explore the need for and viability of a regional organizational structure and regional events (networking event; professional development workshop)

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Determine board interest in regional structure and regional meetings	Board	Board Approval	Summer 2012	
Assign someone (probably an existing board member) to research the need for and viability of a regional organizational structure/events	Board	Board Approval	Summer 2012	
Use focus groups and surveys to determine membership interest in regional structure and regional meetings	Board Designee; Secretary	Board Approval	Fall 2012	
If interest, study like organization with regional structure (ACBSP, IACBE, etc.)	Board Designee	Board Approval	Fall 2012	
If interest, propose geographic and leadership structure for regions	Board Designee	Board Approval	Spring 2013	
Develop regional workshops as part of or in lieu of regional meetings	Board Designee	Board Approval	Spring 2013	

Outcomes Assessment:

Objective A6: Recognize and promote member achievement consistent with the CBFA's mission

Strategy A6.1: Clarifythe purposes, criteria, and processes related to all CBFA awards

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Review processes annually and make suggestions for improvements as needed.	Awards Committee Chair; Awards Selection Committee	Board	Aug 2012, annually	
Update award criteria, guidelines, and processes documents.	Awards Committee Chair; Secretary	Report to Board at mid-year meeting	Oct 2012, annually	
Create process for on-going continuity in oversight and selection of award recipients.	Awards Committee Chair; Board Chair; Awards Committee Chair-elect	Report to board at mid-year meeting	October 2012	

Outcomes Assessment: A report will be given to the CBFA Board at the board meeting that precedes the conference, and updates will be given at subsequent mid-year board meetings. A plan will be developed to assess whether the award meets the intended goals of the CBFA. The CBFA Board will monitor these activities.

Strategy A6.2: Utilize press releases and recognition letters to promote recognition for CBFA awards

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Prepare a press release and letter to award recipient's institution.	Awards Committee Chair; Program Chair	N/A	June 2012, annually	
Submit recognition letter to Board Secretary for inclusion in the Board archives.	Awards Committee Chair; Program Chair	Secretary	Aug 2012, annually	

Marketing

Goal Mk: To promote awareness of the CBFA.

Objective Mk1: Develop relationships with mission-consistent organizations (CCCU, etc.)

Strategy Mk1.1 Increase awareness among CCCU CAOs

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Identify CBFA Ambassador to CCCU	Board Chair	Board approval	Summer 2012	
Ambassador will develop relationship with CCCU via email, phone, and annual personal visit	Board Designated Ambassador to CCCU	Board approval	Fall 2012	$500
Advertise with CCCU	Director of Marketing	Board approval	Summer 2013	$300
Support sponsorship at CCCU leadership meetings	Director of Marketing; Board Designated Ambassador	Board approval	Spring 2013	$500-$2500
Serve as conduit to CCCU (and accrediting agencies) for faculty search ads	Board Designated Ambassador; Director of Marketing;	Board approval	Fall 2012	

Outcomes Assessment:

Objective Mk2: Develop linkages with business accreditation associations (AACSB, ACBSP, IACBE, etc.) (Jeff Fawcett)

Objective Mk3: Increase visibility of the CBFA at member institutions

Strategy Mk3.1 Fully utilize the Membership Development and Promotion Committee; committee is chaired by the Director of Marketing. Committee will develop a membership development and promotion plan. (See Strategy M1.1)

Strategy Mk3.2 Use JBIB and CBAR to promote CBFA

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a one page "advertisement" for the CBFA that will be placed in each issue of each journal.	Director of Marketing	• Director of Publications • Advertisement created by a volunteer with graphics abilities in coordination with the Director of Marketing.	Next issues of each journal (fall 2012?)	
Provide copies of the CBAR and the JBIB to prospective members and sample articles to new attendees at the Annual Conferences in their welcome packets.	Director of Marketing	Conference Host to hand out Welcome packets to new attendees	June 2012	Copying articles, creation of folders: $30-50/year

Outcomes Assessment: Inclusion of the advertisements in the next and subsequent JBIB and CBAR journals. Provision of articles in welcome packets at conferences

Strategy Mk3.3 (See cross-listed strategy about letters to institutions)

Strategy Mk3.4 Effectively utilize social media to increase visibility

Action Plan	Person(s) with Primary Responsibility	Required Support/Approval	Deadline	Relevant Costs
Create a Hoot Suite account to synchronize all social media sites and messages.	Director of Marketing		Hoot Suite created already	No cost for basic service. $9.99/month for advanced service and additional users.
Get approval for Social Media Captain(volunteer position part of Marketing committee)	Director of Marketing	CBFA Board	July 2012	
Identify a Social Media Captain	Director of Marketing		July 2012	

Outcomes Assessment: Increase in communication via social media, averaging one posting at least every other week to keep CBFA in top of mind for membership without "crying wolf." Postings by CBFA Board; pictures, conversations about association future and initiatives being pursued. More member posting and discussions about the aforementioned topics.

Objective Mk4: Improve delivery of member services through the CBFA website

Strategy Mk4.1 Indexing of JBIB and CBAR on website (searchable) - included in Strategy S3.4.

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 may be added based on the action plans included with this document.

Office	Current Officeholder
Chair, Board of Directors	Julia Underwood
Vice-Chair/Chair-elect, Board of Directors	Terry Truitt
Past-chair, Board of Directors	Margie LaShaw
Board Member	Larry Sayler
Board Member	Becky Havens
Board Member	Brett Andrews
Board Member	David Burns
Treasurer	Jim Dalton
Secretary	Bob Roller
Senior Editor	Sharon Johnson
Program Chair	Kevin Hughes
Director of Marketing	Jeff Fawcett
JBIB Editor	Yvonne Smith
CBAR Editor	Kent Saunders
Newsletter Editor	Bob Roller
Strategic Planning Task Force Chair	Steve Bovee
Awards Committee Chair	Becky Havens
Webmaster	Bob Roller

New Positions[4]

Office	Officeholder
Director of Conferences	TBD
Director of Publications[5]	TBD

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[4] These are positions that will be created if all sections of the plan are implemented.
[5] This position will replace the current Senior Editor position if this plan is approved.

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

Responsibility for Task Implementation

Budget Implications

STRATEGIC PLAN TIMELINE

Annually

RESPONSIBLE	STRATEGY	TASK	DEADLINE
Board Chair, Program Chair	T1.5	Make sure conference themes incorporate andragogy.	Annually, Spring
Board Chair, Program Chair	T1.6	Insure the conference theme incorporates and encourages dialogue and participation regarding non-traditional students, programs, and delivery methods.	Annually, Spring
Program Chair	T1.5	Insure that the annual call specifically encourages submissions for the best practices track and paper submissions related to andragogy.	Annually, Spring
Program Chair	T1.5	Include a best practice track at the annual conference.	Annually, Spring
Program Chair	T1.5	Make sure andragogy is clearly emphasized in the call for paper, panel and workshop proposals.	Annually, Spring
Program Chair	T1.6	Insure that the annual call for papers, panels and workshops specifically encourages submissions related to online learning and its implications.	Annually, Spring
Program Chair	M2.3	Continue the Doctoral Showcase presentations at the annual conference.	Annually, Spring
Program Chair and Director of Conferences	L1.2	Sponsor Workshop/Panel/Time of Sharing for Chairs/Deans and/or Aspiring Chairs/Deans at the annual conference	Annually, Spring
Board Designee	L1.2	Offer Leadership Meeting, Training, or Workshop at Regional CBFA Meetings in Spring Semesters	Annually, Spring
Webmaster	S1.4	Post abstracts, papers, or presentations submitted for annual conference on CBFA website	Annually, one week prior to each conference
Secretary	A3.1	Disseminate Board Manual to new members of the board	Annually, after Conference
Webmaster	T1.2	Post papers and/or presentations from the annual conference on best practices in teaching	Annually, after Conference
Program Chair	S3.2	Draft the letter to be sent to each recipient's institution (for best paper awards)	Annually, after Conference
Program Chair, Awards Committee Chair	A6.2	Prepare a press release and letter to award recipient's institution.	Annually, after Conference
Program Chair, Awards Committee Chair	A6.2	Submit recognition letter to Board Secretary for inclusion in the Board archive.	Annually, after Conference
Awards Committee Chair	A6.1	Review awards processes annually and make suggestions for improvements as needed.	Annually, after Conference
Awards Committee Chair Secretary	A6.1	Update manual with awards criteria, guidelines, and process changes	Annually, Fall

2012

RESPONSIBLE	STRATEGY	TASK	DEADLINE
Awards Committee Chair	T2.1	Create teaching awards criteria and process guidelines and update Board Policies and Procedures Manual accordingly (send documentation to Secretary).	April 2012
Awards Committee Chair	T2.1	Solicit nominees for the first teaching award.	April 2012
Awards Committee Chair	T2.1	Form teaching award selection committee.	May 2012
Secretary	A4.8	Analyze strategic plan to assess needed changes in the Bylaws	May 2012
Secretary	A4.8	Create marked-up copy of Bylaws	May 2012
Secretary	A4.8	Electronic approval of Bylaw changes	May 2012
Secretary	A4.8	Email proposed Bylaw changes to membership and post on website	May 2012
Awards Committee Chair Treasurer	T2.1	Order the plaque and monetary award for the teaching award recipient.	June 2012
Program Chair	T2.2	Codify the Best Practice Awards procedure	June 2012
Awards Committee Chair	T2.1	Select the teaching award recipient.	June 2012
Awards Committee Chair	T2.1	Prepare a ceremony to honor the teaching award recipient.	June 2012
Program Chair	T2.2	Design/Create the Best Practice Award	June 2012
Program Chair	T2.2	Submit Best Practice Awards procedure to Board Secretary for approval and inclusion in the Board archive	June 2012
Program Chair	S3.2	Create a guiding document including the list of (best paper) awards and the criteria and method for notifying recipients' respective institutions.	June 2012
Program Chair	S3.2	Submit the guiding document to Board Secretary for inclusion in the Board archives	June 2012
Program Chair Awards Committee Chair	A6.2	Prepare a press release and letter to award recipient's institution (coordinate with awards committee chair).	June 2012
Board Chair	A1.1	Ratify one member at large and one BOD member to research other organizations, pricing structures	BOD meeting June 2012
Board Chair	P1.1	Create profile for the Director of Publications	BOD meeting June 2012
Board Chair	C1.1	Communicate with past five conference hosts and program chairs to identify specific skills and competencies of the Director of Conferences	BOD meeting June 2012
Board Chair	A4.8	Present draft of Director of Conferences position to BOD for approval and presentation to the membership	June 2012
Board Chair	A4.8	Vote on Bylaw changes at Annual Meeting	June 2012
Board Chair, Secretary	M3.2	Define the range of information that should be provided by the database	June 2012
Director of Marketing	M1.1	Encourage volunteers at annual conference and through e-mail and social media communication and form Membership and Promotion Committee.	June 2012
Director of Marketing	Mk3.2	Provide copies of the CBAR/JBIB to prospective members and sample articles to new attendees at the Annual Conferences in their welcome packets.	June 2012
Secretary	T2.2	Review Best Practice Awards procedure from Program Chair and include in the Board archive	June 2012
Director of Marketing	Mk3.4	Get approval for Social Media Captain (volunteer position part of Marketing committee)	July 2012
Director of Marketing	Mk3.4	Identify a Social Media Captain	July 2012

Board Chair	P1.1	Communicate Director of Publications role to membership and create buy in	Summer 2012
Board Chair	Mk1.1	Identify CBFA Ambassador to CCCU	Summer 2012
Board Chair	A5.2	Determine board interest in regional structure and regional meetings	Summer 2012
Board Chair	A5.2	Assign someone (probably an existing board member) to research the need for and viability of a regional organizational structure/events	Summer 2012
Program Chair Awards Committee Chair	A6.2	Submit recognition letter to Board Secretary for inclusion in the Board archives (coordinate with awards committee chair).	August 2012
Awards Committee Chair	A6.1	Review awards processes annually and make suggestions for improvements as needed.	August 2012
Brett Andrews	A4.7	Review/revise/create existing job descriptions	August 2012
Director of Marketing	M3.4	Assign Social Media Captain responsibility to take any requests for membership information from any CBFA social sites and pass them along to the CBFA Secretary	August 2012, monthly
Director of Conferences	C1.2	Complete action plans for strategies C1.1-C5.1 and F1.1-F1.3 in the strategic plan	Fall 2012
Director of Publications	P2.1	Complete action plans for strategies P2.1-P5.1 in the strategic plan	Fall 2012
Director of Publications	M2.3	Work with the doctoral programs to encourage their students to submit articles to the JBIB and the CBAR.	Fall 2012
Board Designated Ambassador	Mk1.1	Serve as conduit to CCCU (and accrediting agencies) for faculty search ads (coordinate with Director of Marketing)	Fall 2012
Board Designated Ambassador	Mk1.1	Ambassador will develop relationship with CCCU via email, phone, and annual personal visit	Fall 2012
Director of Marketing	Mk3.2	Create a one page "advertisement" for the CBFA that will be placed in each issue of each journal.	Fall 2012
Board Designee	L1.2	Obtain Meeting Software for Chairs/Deans Virtual Meeting Twice each Semester (Regional or National)	Fall 2012
Board Designee	A5.2	Use focus groups and surveys to determine membership interest in regional structure and regional meetings (coordinate with Secretary)	Fall 2012
Board Designee	A5.2	If interest in regional structure/events, study like organization with regional structure (ACBSP, IACBE, etc.)	Fall 2012
Awards Committee Chair	A6.1	Create process for on-going continuity in oversight and selection of award recipients.	October 2012
Secretary	M3.2	Setup web-accessible relational database	October 2012
Secretary	A3.1	Strengthen wording related to the role of the Strategic Plan in driving the agenda for board meetings	October 2012
Secretary	A6.1	Update manual with awards criteria, guidelines, and processchanges (initiated by awards committee chair).	October 2012
Webmaster	T1.2	Create "Best Practices in Teaching" page on website	October 2012
Secretary	A4.9	Analyze strategic plan to determine changes necessary to the Policies & Procedures Manual	November 2012
Director of Publications	S3.4	Work with journal editors to designate an "article of the month" for each month of the year	December 2012
Editorial Team	S3.4	For electronic distribution, make journals available as Adobe PDF packets, thus making individual articles available electronically	December 2012

2013

RESPONSIBLE	STRATEGY	TASK	DEADLINE
Secretary	M3.1	One month prior to board meeting, generate a review of the membership profile and email to board members	January 2013
Program Chair	T1.1	Create a document containing the guidelines and instructions for conducting the Best Practices track at the annual conference.	January 2013
Julia Underwood (Past Board Chair), Program Chair	T1.3	Ratify one Board member to initiate and execute the new faculty workshop at the 2013 Annual Conference, in collaboration with three members (coordinate with Program Chair)	January 2013
Julia Underwood (Past Board Chair), Program Chair	S2.1	Ratify one Board member to develop and execute a "Research Workshop" to be executed at the annual conference beginning 2013.	January 2013
Board Chair	A1.4	Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess emeriti status	Mid-year BOD meeting 2013
Board Chair	A1.2	Ratify two Board members to assess opportunities for alternative revenue streams and related weaknesses and to develop a proposal.	Mid-year BOD meeting 2013
JBIB/CBAR Editors	A1.3	Assess journals of comparable organizations	Mid-year BOD meeting 2013
Board Chair	A1.5	Appoint board member/s to assess institutional membership opportunities	Mid-year BOD meeting 2013
Director of Marketing	A4.3	Create timeline for annual survey administration and communication of findings.	Mid-year BOD meeting 2013
Board Chair; Secretary	A4.3	Set survey discussion and review of impact as regular agenda item at mid-year BOD meetings	Mid-year BOD meeting 2013
Board Designee	M3.3	Assess comparable organization's inclusion of "institutional" members	Mid-year BOD meeting 2013
Board Chair	M5.2	Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess "emeritus"	Mid-year BOD meeting 2013
Julia Underwood	C1.1	Present draft of Director of Conferences position to BOD for approval and presentation to the membership	Mid-year BOD meeting 2013
Program Chair	T1.1	Submit the guiding document to the secretary for inclusion in the board archive.	January 2013
Board Chair	M3.1	Include a discussion of membership issues (including membership profile) at each board meeting	January 2013
Secretary	S3.4	Electronically distribute "article of the month" on the tenth of each month	January 2013
Secretary	M3.2	Incorporate membership database into website	January 2013
Director of Marketing	M4.1	Contact the Headquarters of the CCCU and obtain the names of all international schools that have a business program and other sources of information about such schools.	January 2013
Director of Marketing	M1.1	Convene interested members at the annual meeting. Create a formal communication process to keep committee members in contact and progressing toward goals. Create an organizational chart of who will be responsible for which parts of the plan.	January 2013
Board Chair, Secretary	A4.8	At mid-year board meeting (2013), discuss whether additional Bylaw changes are necessary.	February 2013
Board Chair, Secretary	A4.9	Present revised Manual to the Board of Directors for discussion and/or approval	February 2013

Board Chair	A3.2, A4.1, A4.4, A4.5	Discuss appropriate roles for members of the Board of Directors and the executive committee, including: • The role of the board chair • The role of the executive committee • The role of elected directors, appointed directors, and voting and non-voting directors in board meetings • Leadership positions, task forces, etc. and their relationships with the Board of Directors	February 2013
Webmaster	A4.2	Create a log-in and password-accessible section of the CBFA website for accessing and storing board-related information	February 2013
Board Chair; TBD board member/s	A1.5	Assess comparable organization's inclusion of "institutional" members	Spring 2013
Director of Marketing	M2.2	Creation of a workshop during the annual conference for new faculty and their needs (coordinate with program chair). Possibly create some resources for them that could reside on the CBFA web site.	Spring 2013
Julia Underwood, JBIB/CBAR Editors, Program Chair	S2.1	Initiate a "Research Track" at the annual conference (coordinate with editors and program chair)	Spring 2013
Director of Marketing	M2.4	Identify all CCCU schools that have business programs, contact (by phone call) the deans/chairs of those schools and send them appropriate promotional materials from the CBFA.	Spring 2013
Program Chair and Director of Conferences	L1.2	Sponsor Workshop/Panel/Time of Sharing for Chairs/Deans and/or Aspiring Chairs/Deans at the annual conference	Spring 2013
Program Chair; Board	A5.1	Develop aspiring CBFA leader workshop/panel/training sessions	Spring 2013
Board Designee	L1.2	Offer Leadership Meeting, Training, or Workshop at Regional CBFA Meetings in Spring Semesters	Spring 2013
Director of Marketing	Mk1.1	Support sponsorship at CCCU leadership meetings (coordinate w/ Board Designated CCCU Ambassador)	Spring 2013
Board Designee	A5.2	If interest, propose geographic and leadership structure for regions	Spring 2013
Board Designee	A5.2	Develop regional workshops as part of or in lieu of regional meetings	Spring 2013
Webmaster	A4.9	Publish board manual on BOD section of website	April 2013
Webmaster	S1.4	Investigate searchable content	June 2013
Director of Marketing	Mk1.1	Advertise with CCCU	Summer 2013
Julia Underwood	A1.1	Create multi-tiered membership opportunities (member, institutional member) to diversify membership payment structure.	BOD meeting at 2013 Conference
Board Chair	A1.2	Board to assess proposal for alternative revenue streams in light of: comparison with other like organizations; cost/benefit of each recommendation; consistency of each recommendation with CBFA's mission.	BOD meeting at 2013 Conference
JBIB/CBAR Editors	A1.3	Compile cost projections of electronic and print journals	BOD meeting at 2013 Conference
Board Chair	A4.1	Create "Emeritus" profile	BOD meeting, at 2013 Conference
Board Chair	A4.6	Ratify 3 members and two board members to assess each position (elected and appointed board members and editors) and identify opportunities for collaboration.	BOD meeting, at 2013 Conference and business meeting

2013 (cont.)

Board Designee; Director of Marketing	M3.3	Create profile with marketing materials for "institutional members" to present to membership at 2013 annual conference	2013 Annual Conference
Board Chair	M5.2	Approve "Emeritus" category of membership	2013 Annual Conference
Board Chair	C1.1	Elect Director of Conferences	2013 Annual Conference
Board Chair; TBD board member/s; Director of Marketing	A1.5	Review and approverecommendation regarding institutional membership and related promotional ideas/materials	Fall 2013
Board Chair, Secretary	A3.2, A4.1	Revise Board Manual (to reflect board member and executive committee roles)	Fall 2013
Director of Marketing	M1.1	The Membership and Promotion Committee will convene electronically (phone conference) and work on the creation of a comprehensive membership development and promotional plan using Google Docs as a platform.	October 2013
Director of Marketing	M2.1	Create a recognition certificate for business programs with a certain level of participation in CBFA by their faculty, as part of the overall Membership and Promotional Plan. Several levels would be best (e.g., Bronze for 30%, Silver for 70%, gold for 100% participation)	October 2013
Director of Marketing	M5.1	Membership and Promotion Committee will need to create ways in which to make CBFA membership of more value, increasing retention (Membership Certificates, discounts, etc.). Some value added will come through electronic delivery and the social media initiatives to be created.	October 2013

2014

RESPONSIBLE	STRATEGY	TASK	DEADLINE
Board Chair; TBD board member/s	A4.6	Present to the Board an executive summary and organizational chart indicating the span of increased influence of involvement with the membership.	2014mid-year BOD
Director of Marketing	M2.2	Begin to work with MBA programs in CCCU schools to identify students that might consider a future in Christian Business Higher Education and encourage them that direction.	Spring 2014
Board Chair; TBD board member/s	A4.6	Present to the membership a summary of increased influence/involvement of the board with the membership	2014 Annual Conference business meeting
Director of Marketing	M2.5	Identify members by school and contact them to see who might volunteer to be the official CBFA "cheerleader." This would be done in conjunction with Strategy M2.4 and our contact with the deans/chairs of the business schools.	October 2014

RESPONSIBILITY FOR TASK IMPLEMENTATION

Chair, Board of Directors

STRATEGY	TASK	DEADLINE
T1.5	Make sure conference themes incorporate andragogy (with Program Chair).	Annually, Spring
T1.6	Insure the conference theme incorporates and encourages dialogue and participation regarding non-traditional students, programs, and delivery methods (with Program Chair).	Annually, Spring
A4.8	Add proposed Bylaw changes to agenda for Annual Meeting	June 2012
A4.8	Vote on Bylaw changes at Annual Meeting	June 2012
M3.2	Define the range of information that should be provided by the database (coordinate with secretary)	June 2012
A1.1	Ratify one member at large and one BOD member to research other organizations, pricing structures	BOD meeting June 2012
P1.1	Create profile for the Director of Publications	BOD meeting June 2012
C1.1	Create profile for the Director of Publications	BOD meeting June 2012
P1.1	Communicate Director of Publications role to membership and create buy in	Summer 2012
Mk1.1	Identify CBFA Ambassador to CCCU	Summer 2012
A5.2	Determine board interest in regional structure and regional meetings	Summer 2012
A5.2	Assign someone (probably an existing board member) to research the need for and viability of a regional organizational structure/events	Summer 2012
M5.2	Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess "emeritus"	Mid-year BOD meeting 2013
A1.2	Ratify two Board members to assess opportunities for alternative revenue streams and related weaknesses and to develop a proposal.	Mid-year BOD meeting 2013
A1.4	Ratify two elected BOD members to facilitate conversations with members active in the organization for 15+ years to assess emeriti status	Mid-year BOD meeting 2013
A1.5	Appoint board member/s to assess institutional membership opportunities	Mid-year BOD meeting 2013
A4.3	Set survey discussion and review of impact as regular agenda item at mid-year BOD meetings (coordinate with secretary)	Mid-year BOD meeting 2013
M3.1	Include a discussion of membership issues (including membership profile) at each board meeting	January 2013, annually
A4.8	At mid-year board meeting (2013), discuss whether additional Bylaw changes are necessary (coordinate with secretary).	February 2013
A4.9	Present revised Manual to the Board of Directors for discussion and/or approval (coordinate with secretary)	February 2013
A3.2, A4.1, A4.4, A4.5	Discuss appropriate roles for members of the Board of Directors and the executive committee, including: • The role of the board chair • The role of the executive committee • The role of elected directors, appointed directors, and voting and non-voting directors in board meetings • Leadership positions, task forces, etc. and their relationships with the Board of Directors	February 2013
A1.5	Receive report from board members exploring institutional membership	Spring 2013
M5.2	Approve "Emeritus" category of membership	2013 Conference Business Meeting
C1.1	Elect Director of Conferences	2013 Annual Conference
A1.2	Board to assess proposal for alternative revenue streams in light of: comparison with other like organizations; cost/benefit of each recommendation; consistency of each recommendation with CBFA's mission.	BOD meeting at 2013 Conference
A1.4	Create "Emeritus" profile	BOD meeting at 2013 Conference

A1.5	Review and approve recommendation regarding institutional membership and related promotional ideas/materials (in coordination with director of marketing)	BOD meeting at 2013 Conference
A4.6	Ratify 3 members and two board members to assess each position (elected and appointed board members and editors) and identify opportunities for collaboration.	2013 Annual Conference BOD meeting and business meeting
A3.2, A4.1	Revise Board Manual (to reflect board member and executive committee roles; coordinate with secretary)	Fall 2013
A4.6	Present to the Board an executive summary and organizational chart indicating the span of increased influence of involvement with the membership	BOD meeting at 2014 Conference
A4.6	Present to the membership a summary of increased influence/involvement of the board with the membership	2014 Annual Conference business meeting

Board Designee to Coordinate Academic Leadership Development (TBD)

STRATEGY	TASK	DEADLINE
L1.2	Obtain Meeting Software for Chairs/Deans Virtual Meeting Twice each Semester (Regional or National)	Fall 2012
L1.2	Offer Leadership Meeting, Training, or Workshop at Regional CBFA Meetings in Spring Semesters	Spring 2013, Annually

Board Designee to Serve as Ambassador to the CCCU (TBD)

STRATEGY	TASK	DEADLINE
Mk1.1	Serve as conduit to CCCU (and accrediting agencies) for faculty search ads	Fall 2012
Mk1.1	Ambassador will develop relationship with CCCU via email, phone, and annual personal visit	Fall 2012
Mk1.1	Support sponsorship at CCCU leadership meetings (coordinate w/ Director of Marketing)	Spring 2013

Board Designee to Examine Regional Structure/Events (TBD)

STRATEGY	TASK	DEADLINE
A5.2	Use focus groups and surveys to determine membership interest in regional structure and regional meetings (coordinate with Secretary)	Fall 2012
A5.2	If interest in regional structure/events, study like organization with regional structure (ACBSP, IACBE, etc.)	Fall 2012
A5.2	If interest, propose geographic and leadership structure for regions	Spring 2013
A5.2	Develop regional workshops as part of or in lieu of regional meetings	Spring 2013

Board Designee to Explore "Institutional" Membership Category (TBD)

STRATEGY	TASK	DEADLINE
M3.3	Assess comparable organization's inclusion of "institutional" members	Mid-year BOD meeting 2013
M3.3	Create profile with marketing materials for "institutional members" to present to membership at 2013 annual conference (coordinate with Director of Marketing)	Annual Conference 2013

Past Chair, Board of Directors (Julia Underwood)

STRATEGY	TASK	DEADLINE
T1.3	Ratify one Board member to initiate and execute the new faculty workshop at the 2013 Annual Conference, in collaboration with three members (coordinate with Program Chair)	January 2013
S2.1	Ratify one Board member to develop and execute a "Research Workshop" to be executed at the annual conference beginning 2013.	January 2013
C1.1	Present draft of Director of Conferences position to BOD for approval and presentation to the membership	Spring 2013 BOD Meeting
S2.1	Initiate a "Research Track" at the annual conference (coordinate with editors and program chair)	Spring 2013
A1.1	Create multi-tiered membership opportunities (member, institutional member) to diversify membership payment structure.	BOD meeting at 2013 Conference

Secretary

STRATEGY	TASK	DEADLINE
A3.1	Disseminate Board Manual to new members of the board	Annually, after Conference
A4.8	Analyze strategic plan to assess needed changes in the Bylaws	May 2012
A4.8	Create marked-up copy of Bylaws	May 2012
A4.8	Electronic approval of Bylaw changes	May 2012
A4.8	Email proposed Bylaw changes to membership and post on website	May 2012
M3.2	Define the range of information that should be provided by the database (coordinate with board chair)	June 2012
T2.2	Review Best Practice Awards procedure from Program Chair and include in the Board archive	June 2012
M3.2	Setup web-accessible relational database	October 2012
A3.1	Strengthen wording related to the role of the Strategic Plan in driving the agenda for board meetings	October 2012
A6.1	Update manual with awards criteria, guidelines, and process changes (initiated by awards committee chair).	Oct 2012, Annually Fall
A4.9	Analyze strategic plan to determine changes necessary to the Policies & Procedures Manual	November 2012
S3.4	Electronically distribute "article of the month" on the tenth of each month	January 2013
A4.3	Set survey discussion and review of impact as regular agenda item at mid-year BOD meetings (coordinate with board chair)	Mid-year BOD meeting 2013
M3.1	One month prior to board meeting, generate a review of the membership profile and email to board members	January 2013, annually
M3.2	Incorporate membership database into website	January 2013
A4.8	At mid-year board meeting (2013), discuss whether additional Bylaw changes are necessary (coordinate with board chair).	February 2013
A4.9	Present revised Manual to the Board of Directors for discussion and/or approval (coordinate with board chair)	February 2013
A3.2, A4.1	Revise Board Manual (to reflect board member and executive committee roles; coordinate with board chair)	Fall 2013

Webmaster

STRATEGY	TASK	DEADLINE
S1.4	Post abstracts, papers, or presentations submitted for annual conference on CBFA website	Annually, one week prior to each conference
T1.2	Post papers and/or presentations from the annual conference on best practices in teaching	Annually, after Conference
T1.2	Create "Best Practices in Teaching" page on the website	October 2012
M3.2	Incorporate membership database into website	January 2013
A4.2	Create a log-in and password-accessible section of the CBFA website for accessing and storing board-related information	February 2013
A4.9	Publish board manual on Board of Directors section of website	April 2013
S1.4	Investigate searchable content	June 2013

Treasurer

STRATEGY	TASK	DEADLINE
T2.1	Order the plaque and monetary award for the teaching award recipient (coordinate with Awards Committee Chair).	June 2012

Brett Andrews, Board Member

STRATEGY	TASK	DEADLINE
A4.7	Review existing job descriptions and revise/create as necessary.	August 2012

Director of Publications

STRATEGY	TASK	DEADLINE
P2.1	Complete action plans for strategies P2.1-P5.1 in the strategic plan	Fall 2012
M2.3	Work with the doctoral programs to encourage their students to submit articles to the JBIB and the CBAR.	Fall 2012
S3.4	Work with journal editors to designate an "article of the month" for each month of the year	December 2012

Editorial Team (JBIB and CBAR Editors)

STRATEGY	TASK	DEADLINE
S3.4	For electronic distribution, make journals available as Adobe PDF packets, thus making individual articles available electronically	December 2012
A1.3	Assess journals of comparable organizations	Mid-year BOD meeting 2013
A1.3	Compile cost projections of electronic and print journals	BOD meeting at 2013 Conference

Director of Conferences

STRATEGY	TASK	DEADLINE
C1.2	Complete action plans for strategies C1.1-C5.1 and F1.1-F1.3 in the strategic plan	Fall 2012
L1.2	Sponsor Workshop/Panel/Time of Sharing for Chairs/Deans and/or Aspiring Chairs/Deans at the annual conference (coordinate with Program Chair and board)	Spring 2013, Annually at conference

Awards Committee Chair

STRATEGY	TASK	DEADLINE
T2.1	Create teaching awards criteria and process guidelines and update Board Policies and Procedures Manual accordingly (send documentation to Secretary).	April 2012
T2.1	Solicit nominees for the first teaching award.	April 2012
T2.1	Form teaching award selection committee.	May 2012
T2.1	Select the teaching award recipient.	June 2012
T2.1	Prepare a ceremony to honor the teaching award recipient.	June 2012
T2.1	Order the plaque and monetary award for the teaching award recipient (coordinate with the Treasurer).	June 2012
A6.2	Prepare a press release and letter to award recipient's institution (coordinate with program chair).	June 2012, annually
A6.2	Submit recognition letter to Board Secretary for inclusion in the Board archives (coordinate with program chair).	Aug 2012, annually
A6.1	Review awards processes annually and make suggestions for improvements as needed.	Aug 2012, annually
A6.1	Update award criteria, guidelines, and processes documents (coordinate with secretary).	October 2012, Annually Fall
A6.1	Create process for on-going continuity in oversight/selection of award recipients.	October 2012

Director of Marketing

STRATEGY	TASK	DEADLINE
Mk3.4	Create a Hoot Suite account to synchronize all social media sites and messages.	Done
M1.1	Encourage volunteers at annual conference and through e-mail and social media communication and form Membership and Promotion Committee.	June 2012
Mk3.2	Provide copies of the CBAR and the JBIB to prospective members and sample articles to new attendees at the Annual Conferences in their welcome packets.	June 2012
Mk3.4	Get approval for Social Media Captain (volunteer position part of Marketing committee)	July 2012
Mk3.4	Identify a Social Media Captain	July 2012
M3.4	Assign Social Media Captain responsibility to take any requests for membership information from any CBFA social sites and pass them along to the CBFA Secretary	August 2012, monthly
Mk3.2	Create a one page "advertisement" for the CBFA that will be placed in each issue of each journal.	Fall 2012
A4.3	Create timeline for annual survey administration and communication of findings	Mid-year BOD meeting 2013
M4.1	Contact the Headquarters of the CCCU and obtain the names of all international schools that have a business program and other sources of information about such schools.	January 2013
M1.1	Convene interested members at the annual meeting. Create a formal communication process to keep committee members in contact and progressing toward goals. Create an organizational chart of who will be responsible for which parts of the plan.	January 2013
M2.2	Creation of a workshop during the annual conference for new faculty and their needs (coordinate with program chair). Possibly create some resources for them that could reside on the CBFA web site.	Spring 2013
M2.4	Identify all CCCU schools that have business programs, contact (by phone call) the deans/chairs of those schools and send them appropriate promotional materials from the CBFA.	Spring 2013
M3.3	Create profile with marketing materials for "institutional members" to present to membership at 2013 annual conference (with board designee)	Spring 2013
Mk1.1	Support sponsorship at CCCU leadership meetings (coordinate with Board Designated CCCU Ambassador)	Spring 2013
Mk1.1	Advertise with CCCU	Summer 2013
M1.1	The Membership and Promotion Committee will convene electronically (phone conference) and work on the creation of a comprehensive membership development and promotional plan using Google Docs as a platform.	October 2013
A1.5	Assist with review and approval of recommendation regarding institutional membership and related promotional ideas/materials (in coordination with board chair)	BOD meeting at 2013 Conference
M2.1	Create a recognition certificate for business programs with a certain level of participation in CBFA by their faculty, as part of the overall Membership and Promotional Plan. Several levels would be best (e.g., Bronze for 30%, Silver for 70%, gold for 100% participation)	October 2013
M5.1	Membership and Promotion Committee will need to create ways in which to make CBFA membership of more value, increasing retention (Membership Certificates, discounts, etc.). Some value added will come through electronic delivery and the social media initiatives to be created.	October 2013
M2.2	Begin to work with MBA programs in CCCU schools to identify students that might consider a future in Christian Business Higher Education and encourage them that direction.	Spring 2014
M2.5	Identify members by school and contact them to see who might volunteer to be the official CBFA "cheerleader." This would be done in conjunction with Strategy M2.4 and our contact with the deans/chairs of the business schools.	October 2014

Program Chair

STRATEGY	TASK	DEADLINE
T1.5	Insure that the annual call specifically encourages submissions for the best practices track and paper submissions related to andragogy.	Annually, Spring
T1.5	Include a best practice track at the annual conference.	Annually, Spring
T1.5	Make sure conference themes incorporate andragogy (with Board Chair).	Annually, Spring
T1.5	Make sure andragogy is clearly emphasized in the call for paper, panel and workshop proposals.	Annually, Spring
T1.6	Insure that the annual call for papers, panels and workshops specifically encourages submissions related to online learning and its implications.	Annually, Spring
T1.6	Insure the conference theme incorporates and encourages dialogue and participation regarding non-traditional students, programs, and delivery methods (with Board Chair).	Annually, Spring
M2.3	Continue the Doctoral Showcase presentations at the annual conference.	Annually, Spring
L1.2	Sponsor Workshop/Panel/Time of Sharing for Chairs/Deans and/or Aspiring Chairs/Deans at the annual conference (coordinate with Director of Conferences and board)	Spring 2013, Annually at conference
S3.2	Draft the letter to be sent to each recipient's institution (for best paper awards)	June 2012, annually
A6.2	Prepare a press release and letter to award recipient's institution (coordinate with awards committee chair).	June 2012, annually
A6.2	Submit recognition letter to Board Secretary for inclusion in the Board archives (coordinate with awards committee chair).	Aug 2012, annually
T2.2	Codify the Best Practice Awards procedure	June 2012
T2.2	Design/Create the Best Practice Award	June 2012
T2.2	Submit Best Practice Awards procedure to Board Secretary for approval and inclusion in the Board archive	June 2012
S3.2	Create a guiding document including the list of (best paper) awards and the criteria and method for notifying recipients' respective institutions.	June 2012
S3.2	Submit the guiding document to Board Secretary for inclusion in the Board archives	June 2012
T1.1	Create a document containing the guidelines and instructions for conducting the Best Practices track at the annual conference.	January 2013
T1.1	Submit the guiding document to the secretary for inclusion in the board archive.	January 2013
T1.3	Include new faculty workshop at the 2013 Annual Conference, in collaboration with three members (initiated and organized by Julia Underwood)	January 2013
M2.2	Support Director of Marketing in offering a workshop during the annual conference for new faculty and their needs.	Spring 2013
S2.1	Coordinate creation of a "Research Track" at the annual conference (initiated by Julia Underwood or board appointed member)	Spring 2013
A5.1	Develop aspiring CBFA leader workshop/panel/training sessions (in coordination with the board)	Spring 2013

BUDGET IMPLICATIONS

	2012			
Strategy	**Action Plan**	**Responsible**	**Deadline**	**Budget**
T2.1	Order the plaque and monetary award for the teaching award recipient.	▪ Awards Committee Chair ▪ Treasurer	June 2012	$1350
T2.2	Design/Create the Best Practice Award	▪ Program Chair	June 2012	$50
Mk3.2	Provide copies of the CBAR and the JBIB to prospective members and sample articles to new attendees at the Annual Conferences in their welcome packets.	▪ Director of Marketing	June 2012	$30-50/year Copying articles, creation of folders
M2.3	Work with the doctoral programs to encourage their students to submit articles to the JBIB and the CBAR.	▪ Director of Marketing and Membership and Promotion Committee	Fall 2012	TBD; Promotional materials
L1.2	Obtain Meeting Software for Chairs/Deans Virtual Meeting Twice each Semester (Regional or National)	▪ Board Designee	Fall 2012	$300-$3000
Mk1.1	Ambassador will develop relationship with CCCU via email, phone, and annual personal visit	▪ Board Designated CCCU Ambassador	Fall 2012	$500
M3.2	Setup web-accessible relational database	▪ Secretary	October 2012	$200; Software costs
S3.4	For electronic distribution, make journals available as Adobe PDF packets, thus making individual articles available electronically	▪ JBIB Editor ▪ CBAR Editor	December 2012	$200 May need Adobe software
M2.3	Continue the Doctoral Showcase presentations at the annual conference.	▪ Program Chair	Annually	Reduced Registration fee for participants
		Total 2012 Investment		**$2650-$5350 + TBD Costs**

2013

Strategy	Action Plan	Responsible	Deadline	Budget
A1.2	Ratify two Board members to assess opportunities for alternative revenue streams and related weaknesses and to develop a proposal.	▪ Board Chair	Mid-year BOD meeting 2013	$2000
M2.2	Creation of a workshop during the annual conference for new faculty and their needs. Possibly create resources for them that could reside on the CBFA web site.	▪ Director of Marketing and Membership and Promotion Committee;	Spring 2013	TBD; Cost of creation of materials for web site
M2.4	Identify all CCCU schools that have business programs, contact (by phone call) the deans/chairs of those schools and send them appropriate promotional materials from the CBFA.	▪ Director of Marketing and Membership and Promotion Committee	Spring 2013	TBD; Creation and production of promotional materials
L1.2	Offer Leadership Meeting, Training, or Workshop at Regional CBFA Meetings in Spring Semesters	▪ Board Designee	Spring 2013	$0-$2500
Mk1.1	Support sponsorship at CCCU leadership meetings	▪ Director of Marketing; Board Designee	Spring 2013	$500-$2500
A5.1	Develop aspiring CBFA leader workshop/panel/training sessions (in coordination with the board)	▪ Program Chair (in coordination with board)	Spring 2013	$0-$500
Mk1.1	Advertise with CCCU	▪ Director of Marketing	Summer 2013	$300
M3.3	Create profile with marketing materials for "institutional members" to present to membership at 2013 annual conference	▪ Board Designee ▪ Director of Marketing	2013 Conference	$500 for marketing materials
A1.1	Create multi-tiered membership opportunities (member, institutional member) to diversify membership payment structure.	▪ Julia Underwood	BOD meeting at 2013 Conference	$200
A1.2	Board to assess proposal in light of: comparison with other like organizations; cost/benefit of each recommendation; consistency of each recommendation with CBFA's mission.	▪ Board Chair	BOD meeting at 2013 Conference	$500
A1.5	Review and approve recommendation regarding institutional membership and related promotional ideas/materials	▪ Board Chair ▪ Director of Marketing	BOD meeting at 2013 Conference	$500 for marketing materials
M2.1	Create a recognition certificate for business programs with a certain level of participation in CBFA by their faculty, as part of the overall Membership and Promotional Plan. Several levels would be best (e.g., Bronze for 30%, Silver for 70%, gold for 100% participation)	▪ Director of Marketing	October 2013	TBD; Cost of creating and printing certificates
M5.1	Membership and Promotion Committee will need to create ways in which to make CBFA membership of more value, increasing retention (Membership Certificates, discounts, electronic delivery and the social media initiatives.	▪ Director of Marketing	October 2013	TBD
M2.3	Continue the Doctoral Showcase presentations at the annual conference.	▪ Program Chair	Annually	Reduced Registration fee for participants
		Total 2013 Investment		**$4500-$9500 + TBD Costs**

2014

Strategy	Action Plan	Responsible	Deadline	Budget
M2.2	Begin to work with MBA programs in CCCU schools to identify students that might consider a future in Christian Business Higher Education and encourage them that direction.	▪ Director of Marketing and Membership and Promotion Committee	Spring 2014	TBD; Mailings and CBFA promotional information.
M2.3	Continue the Doctoral Showcase presentations at the annual conference.	▪ Program Chair	Annually	TBD; Reduced Registration fee for participants
M2.4	Identify members by school and contact them to see who might volunteer to be the official CBFA "cheerleader." This would be done in conjunction with Strategy M2.4 and our contact with the deans/chairs of the business schools.	▪ Director of Marketing and Membership and Promotion Committee	October 2014	TBD; Promotional materials provided to cheerleader for dissemination
		Total 2014 Investment		**TBD Costs**

2015

Strategy	Action Plan	Responsible	Deadline	Budget
M2.3	Continue the Doctoral Showcase presentations at the annual conference.	▪ Program Chair	Annually	Reduced Registration fee for participants
		Total 2015 Investment		**TBD Costs**

Total Plan Funding (2012-2015)	**$7350-$15750 + TBD Costs** **Note: This does not include costs associated with plans to be submitted by Director of Publications and Director of Conferences**