



SCHOOL YEAR 2017/18

STRATEGIC DIRECTION OF CIBU



CALIFORNIA
INTERNATIONAL
BUSINESS UNIVERSITY

STRATEGIC DIRECTION OF CIBU, SCHOOL YEAR 2017/18

CIBU is a boutique university with a global mindset, not afraid of Moonshot Thinking; we aim at tackling the world's biggest challenges – and getting WASC accreditation! Our learning and innovation platform empowers our students with the mindset, skillset, and network to build breakthrough solutions – and we do believe that we have the necessary ingredients to create a more abundant future for all.

In order to reach our ambitious goals, mentioned above, we have to prioritize development and practice due diligence. Does that sound boring? It will not be! In this school year we will continue the development already started with new roles for teachers as well as for our administration and interaction with innovative companies and start-ups.

We have to use our time more effectively with our students and customers. We will increase our 'customer friendliness.' A new website has been created and we will align with our Copenhagen Campus both when it comes to our shared mission and vision, curriculum, academic standards and administration.

MISSION

At CIBU we are ambitiously and constantly dedicated to developing and offering relevant education programs that:

- *Ensure the right competences for the corporate world*
- *Optimize the possibilities of the individual*

That is CIBU's contribution to American and foreign competitiveness.

VISION

It is CIBU's ambition to be the most international and innovative business university in California – renowned for our faculty and staff to professionally optimize and facilitate the learning process of our students.

We have to improve in areas of giving feedback, of 'flipping the classroom,' and we have to be completely clear about the definition of virtual supported teaching across all programs at our university.

We have to succeed here and this requires that we are advanced users of digital tools such as Moodle, which we have at our disposal. We have to develop many more common progress methods across our programs.

New developments are also envisioned for the administration. Throughout 2016 we have focused on a more effective, cooperative and customer-friendly service and this year we will align the administration 100% with Niels Brock, which enables us to draw on the resources of Niels Brock.

During this school year, all these tools and methods and new work relations will be initiated and implemented.

As you may have guessed by now, this year's strategic direction guided by our five overall goals;

- World-class education
- Attractive educational programs, suitable for everyone
- Preferred partner of the corporate world
- Exciting, stimulating and attractive workplace
- Effective institution

Our ambitions on behalf of our students are set quite high. That is why we focus on more than grades, building a high level of capacity. We want CIBU to be a place where, no matter one's background, each student can reach his or her highest potential. That is our mission.

'Professional capability' enters the discussion. What does that mean? In recent years this has been a very heated discussion. Business isn't linear or predictable, and uncertainty is a given - especially now, and that calls for capabilities in global innovation, digital life and career-oriented competencies – in addition to the academic learning in degree programs. Globally, we are moving in a direction with less focus on grades as a sole indicator of capability and towards more contemporary defined competencies. We will therefore, in the coming years, keep working to better understand and comprehend the words: 'professional competencies' also here in San Diego taking into account an American context.

The above text defines the strategic direction of CIBU 2017/18. This will be our direction leaning on strong technological and digital developments, which will occupy an increasing role in teaching, administration and our business and community relationships.

This strategy will be reflected in our CIBU plan of action and we encourage you to get involved. To join us in this effort, contact Marcus Benniefield or Brian Hawkins, our program administrators.

The plan of action will ensure that we all cooperate on the above five overall goals, inspiring and preparing each CIBU student to be as smart and capable as possible.



Kind regards

Mrs. Anya Eskildsen, President

KPI'S FOR CIBU SAN DIEGO

	WORLD CLASS EDUCATION	PROVIDING ATTRACTIVE EDUCATION	THE LABOUR MARKET'S 1ST CHOICE OF EDUCATIONAL PARTNER
	<i>Annual increase in student satisfaction and achievement.</i>	<i>Annual increase in student numbers turnover and class diversity.</i>	<i>Annual increase in numbers of guest lectures, company visits and employability ratings.</i>
STRATEGIC KPI 2020	<p>Student Learning Outcomes: All degree programs are evaluated by external reviewers.</p> <p>GPA (Grade Point Average) is B or above including the program's capstone course.</p> <p>Qualified enrollment only Average IELTS, ACT, SAT, GRE and GMAT scores are higher than the admissions requirement.</p> <p>Student Satisfaction On the Student Satisfaction Survey, 95% of students agree that professors give useful feedback.</p> <p>Alumni Involvement Fundraising \$100,000 USD or equivalent.</p>	<p>Accreditation Accredited by WASC.</p> <p>Attractive Programs 75% of alumni refer CIBU to one friend/family member.</p> <p>Four specializations at BSc and MBA - Innovation / Entrepreneurship. - Management / Finance. - Hospitality / Tourism. - Marketing / Media.</p> <p>Profit 1 million USD.</p> <p>Intake 500 students - degree and non-degree.</p>	<p>Research-based knowledge sharing At least two research publications per year - in cooperation with Copenhagen's Genie Center (Research Unit).</p> <p>Partnerships All programs feature at least one guest lecture per class and two company visits per program per semester.</p> <p>Dean of Student Affairs/Designee visits 75% of Graduates/CPT/OPT/and other related "employers".</p> <p>Placement 80% of graduates are employed within 3 months of graduation.</p> <p>90% of all graduates agree that the learning aspects from the program has/will enhance career prospects.</p>
KPI 2017-2018	<p>Student Learning Outcomes Data collected from external reviewers has an average score of "Agree" for each of the questions on the survey.</p> <p>GPA (Grade Point Average) for all degree programs C+ or above - including the program's capstone course.</p> <p>Qualified enrollment only ACT, SAT, GRE, and GMAT are implemented into Admissions requirement.</p> <p>English Proficiency Test Requirement is raised.</p> <p>Student Satisfaction. On the Student Satisfaction Survey, 85% of students agree that professors give useful feed back.</p> <p>Creation of an alumni network.</p>	<p>Accreditation 100% compliance with WASC eligibility standards.</p> <p>Attractive Programs 50% of alumni refer CIBU to one friend/family member.</p> <p>Introducing the 4 specializations at BSc level.</p> <p>Revenue/Expenses Break-even.</p> <p>Intake 300 students - degree and non-degree.</p>	<p>Research-based knowledge sharing At least one paper has been published in a well-recognized journal and presented at a conference.</p> <p>Partnerships All programs feature one guest lecture per program per semester or one company visit per program per semester.</p> <p>Dean of Student Affairs/Designee visits 50% of Graduates/CPT/OPT/and other related "employers".</p> <p>Placement 70% of graduates are employed within three months of graduation.</p> <p>80% of all graduates agree that the learning aspects from their program has/will enhance career prospects.</p>
HOW TO REACH THE KPIS?	<p>Admissions: English proficiency test - IELTS score is raised .5 units higher. Admissions test - score requirements: - ACT - 15. - SAT - 800. - GRE - 250. - GMAT - 400.</p> <p>New admissions requirements are published - including the catalog and website: Develop survey for external reviewers.</p> <p>Introduce Entrance Counseling for new starts and tutoring for current students.</p> <p>Revise faculty availability process to support more faculty accessibility outside of lecture.</p> <p>A capstone course and thesis to be added to MBA.</p> <p>Communicate with and survey current students - including U.S. - to assess what their expectations are in an alumni network.</p>	<p>Align bachelor degree program with Copenhagen.</p> <p>Expanding recruitment efforts through a broad agent network, increased cooperation with Copenhagen, current students, alumni, staff, faculty, employers, and instructional partners.</p> <p>Incorporate innovation and entrepreneurship, marketing, management, and finance curriculum in the bachelor's and master's program.</p> <p>Three meetings per year per committee, 80% of eight staff and faculty are a member of at least one committee.</p>	<p>Revise and Relaunch Job Placement and Career workshops.</p> <p>At least 1 networking event per year.</p> <p>Revise the employer satisfaction survey process.</p> <p>Strong focus on employability by establishing a career center with multiple activities to support student employability.</p> <p>Do one special project/plan/consulting for a company, per program, per semester.</p>

KPI'S FOR CIBU SAN DIEGO

	STIMULATING WORK ENVIRONMENT	SMART OPERATIONS
	<i>Annual increase in job satisfaction ratings as well as job involvement for engaged and highly qualified staff of different nationalities.</i>	<i>Transferring administrative procedures to IT-based alternatives.</i>
STRATEGIC KPI 2020	<p>Satisfaction 90% Staff and Faculty agree CIBU is an exciting place to work. 80% of Staff and Faculty would recommend an outside colleague to work at CIBU.</p> <p>Competences and collaboration Meet WASC requirements. All faculty will possess one degree higher than the course level they are teaching.</p>	<p>Effective organization 20% reduction on assignment correction/feed back time by introducing digital tools.</p> <p>80% of student and instructor textbooks and resources are online.</p> <p>Implement IBM's Watson to assist with customer service -including telephone assistance.</p>
KPI 2017-2018	<p>Satisfaction 80% Staff and Faculty agree CIBU is an exciting place to work.</p> <p>75% of Staff and Faculty would recommend an outside colleague to work at CIBU.</p> <p>Competences and collaboration 80% faculty will possess one degree higher than the course level they are teaching.</p>	<p>Effective organization 10% reduction on assignment correction/feed back time.</p> <p>50% of student and instructor textbooks and resources are online.</p> <p>100% of grading by faculty done in Moodle to give students the ability to access their learning outcomes asynchronously.</p> <p>100% of Attendance done online and completed by faculty.</p>
HOW TO REACH THE KPIS?	<p>Staff and Faculty surveyed at midpoint and at the end of each semester.</p> <p>Aligning expectations, employee handbook, and contract emphasizing continuing education, outside employment, and Moodle training / utilization.</p> <p>All faculty are members of at least 1 committee.</p> <p>In-Service training and development activities that moves the university towards digitalization.</p> <p>Have one event a year to creatively celebrate staff and faculty's value to the university and accomplishments.</p>	<p>Document all administrative policies and procedures - including specifying interfaces between Copenhagen and San Diego.</p> <p>Train staff in using Copenhagen's systems.</p> <p>Use and encourage the use of innovation and digital tools to solve problems which reduces redundancy and routine tasks - including "Inomate" for MUS.</p> <p>Complete an Assessment of assignment correction/ feedback time - set a benchmark.</p> <p>100% grading done in Moodle and Attendance done in Easy.</p>