

**The Strategic Plan for the
School of Economics and Management of NCUT**

2018 – 2023

OVERVIEW

North China University of Technology (hereinafter referred to as NCUT) was established by Beijing Municipal Government in 1985, and School of Economics and Management (hereinafter referred to as SEM) was established at NCUT in 1994. SEM has grown rapidly and offers undergraduate and graduate degrees in business administration field. SEM has been successful in recruiting and retaining excellent faculty, and actively encourages their professional development by providing support for research and instruction. In concordance with ACBSP standards, SEM is continuously engaged in student assessment efforts.

SEM now has a workforce of **96** people, consists of **81** full-time faculty members and **15** management and supporting staffs. Among our faculty, 60.5% of them have senior profession titles and 86% of them have a Ph.D., 65.4% of our faculty members are under the age of 45. SEM has an enrollment of approximately **1,500** undergraduate students and **280** postgraduates, who can earn Bachelor of Business Administration, Accounting, International Economics & Trade and Economics & Finance, and earn MBA, MPAcc and master's degree of Business Administration and Applied Economics. The continuing budget from local government provides the needed personnel (faculty and staff) and funds for operations including faculty development, technology upgrades, and other expenditures such as student scholarships, internships, supplies, etc.

Recruiting and retaining qualified faculty is a priority for SEM. SEM makes every effort to provide our faculty with a collegial and nurturing environment that encourages discovery and dissemination of new knowledge, fosters interdisciplinary work, and provides rewards for significant achievements. SEM's major faculty management policies, procedures, and practices provide guidance for faculty planning, faculty recruitment, faculty mentoring, faculty teaching loads, faculty development and faculty qualifications. SEM has developed a Faculty Handbook, including faculty recruitment, faculty qualification criteria, faculty mentoring, salary policies, reward and punishment policies, sabbatical leave application guidelines and other aspects related to the faculty development. SEM supports the professional development of faculty and assists the faculty in achieving success and satisfaction in every stage of a faculty member's career. Faculty development practices in SEM are guided by our Strategic Plan. The faculty development practices have continuously strengthened the overall portfolio of faculty intellectual contributions.

Internally, we have identified four main challenges facing SEM: (1) improve the instruction performance of undergraduate and postgraduate performance, (2) improve the academic research level, (3) improve the management of student, and (4) strive to develop Ph.D. programs. Externally, there are three primary issues that SEM is watching closely: (1) the ranking of programs and disciplines on both the municipal and national levels affect the comprehensive competitiveness of schools, (2) intense competition to enroll high-performance students, and (3) intense competition faced by graduates in the job market.

The Stated Mission of SEM: With the spirit of “being pragmatic, responsible, innovative and open”, School of Economics and Management aims to cultivate high-end application-oriented graduates with social responsibility awareness, professionals, practical capability, innovative spirit and international vision for China and Beijing-Tianjin-Hebei region in particular. The Stated Mission of SEM can be defined as follows: (1) inheriting the traditional business culture as well as introducing the advanced business culture based on socialism core values, (2) developing high performance faculty team, promoting integration of industry-university-research, providing resources for the cultivation of high-end application-oriented talents in the school, (3) continuously developing programs following the trend of real business environment, and (4) enhancing school-enterprise cooperation, interschool cooperation and international cooperation and exchange, fostering graduates with pioneering thinking and international vision.

In order to continue to meet its mission, SEM has developed the Strategic Plan align with the 13th Five-Year Plan (2016-2020) and 14th Five-Year Plan (2021-2025) of NCUT. The Strategic Plan was developed with the input of various stakeholders within and outside SEM. The Plan contains four core values: **pragmatic, responsible, innovative and open**. Mirroring the school’s Strategic Plan, there are four overarching goals, namely (1) engaging student success, (2) enhancing SEM’s status as a mid-level business school in Beijing, (3) enhancing internal operations, and (4) engaging with local community in West-Beijing Region. **A total of 11 objectives, 25 strategies and 67 action steps have been developed to target these four goals.** In addition, SEM has identified various measures that will be used to track performance, which will enable SEM to make adjustments to the Strategic Plan where necessary.

SEM has developed 4 undergraduate programs, and all these 4 programs are undergoing the accreditation process for ACBSP since 2018/2019 academic year, and we are confident that the accreditation helps SEM market our programs to prospective students.

SITUATION ANALYSIS

SEM has been quite successful in graduating students who become professionals in their chosen profession within private and public sector organizations in

Beijing-Tianjin-Hebei region. It is in an ideal position in West-Beijing to take advantage of various opportunities within the external environment. At the same time, SEM faces competition from other top university business schools in Beijing and must address its weaknesses and the various threats it faces, which are identified in the SWOT analysis in Table 1.

Table 1: SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
A. Educational Programs	<ol style="list-style-type: none"> Undergoing ACBSP accreditation of 4 undergraduate programs Offer BS degrees in Business Administration, Accounting, International Economics & Trade and Economics & Finance Offer MBA, MPAcc and master's degree of Business Administration and Applied Economic 	<ol style="list-style-type: none"> Lack of Ph.D. programs Lack of senior faculty to lead the development of programs Programs' rankings are not the top level in Beijing 	<ol style="list-style-type: none"> Develop Ph.D. programs Recruit senior professors to lead the development of programs Improve the teaching performance of the programs 	<ol style="list-style-type: none"> Cuts and reductions in Municipal funding limit ability to fulfill and expand course offerings Limited funding results in limited the recruitment of high-performance faculty Competitions from other business schools in Beijing
B. Faculty/Staff/Students	<ol style="list-style-type: none"> 81 full-time faculty members, 86% are Ph.D. Approximately enrollment of 1,500 undergraduate students Enhances student knowledge via workshops on professional skills, seminars with local business professionals, student 	<ol style="list-style-type: none"> Lack of faculty with professional training and industry background Inadequate balance of PQ and AQ staff Lack of internships and practical work experience in multinational corporations 	<ol style="list-style-type: none"> To develop a pipeline of internships with branches of multinational corporations in Beijing Recruit faculty with industry background Invite local business executives as part-time 	<ol style="list-style-type: none"> Lack of reputation to attract business executives as part-time faculty or instructors Limited pipeline of internships with branches of multinational

	<p>competitions, and service projects</p> <p>4. Internship requirement in local enterprises, prepares students for professional work experience</p>	<p>for the majority of SEM students</p>	<p>faculty to provide guidance on student training courses</p>	<p>corporations comparing the top universities in Beijing</p> <p>3. Lack of competitive salary attracts faculty to neighboring colleges</p>
C. Research/Scholarship	<p>1. Research active faculty</p> <p>2. Guidelines for classification of AQ and PQ faculty are based upon educational background, professional experience, and research productivity</p> <p>3. Attractive job opportunities in Beijing</p>	<p>1. Teaching and service requirements are not conducive to increased research productivity</p> <p>2. Lack of senior faculty as the leader of research projects</p> <p>3. Lack of national research projects</p>	<p>1. Improve the teaching and service to be conducive to research productivity</p> <p>2. Apply for more national-level research projects</p> <p>3. Attract local enterprises funded projects</p>	<p>1. Competitive salary and merit pay is not consistent with other top business schools in Beijing</p> <p>2. Lack of competitiveness in applying for national-level research projects</p>
D. Recognition/Reputation	<p>1. Brand name recognition in West-Beijing region</p> <p>2. Faculty participation in regional conferences and workshops</p> <p>3. Qualified graduates for local enterprises</p>	<p>1. Need greater faculty representation in municipal and national conferences</p> <p>2. Need to host more municipal and national conferences and workshops</p> <p>3. Lack of a consistent marketing campaign for SEM</p>	<p>1. Greater involvement in municipal and national student competitions</p> <p>2. Explore more productive summer break activities</p> <p>3. Broaden recruitment to high schools in Beijing-Tianjin-Hebei region</p> <p>4. Highlight alumni</p>	<p>1. Stellar reputation for student placement and alumni support from top business schools in Beijing</p> <p>2. Growing attraction of local high school students to study in other peer business schools in Beijing</p>

		4. Lack of distinct positioning for SEM	successes at high school alma mater	
E. Environment/Location	<ul style="list-style-type: none"> 1. Ideal location in the West-Beijing Region 2. Lower house prices in the region comparing with other core areas in Beijing 	<ul style="list-style-type: none"> 1. Only 1 campus in outskirts of West-Beijing 2. Less innovative enterprises in the region 	<ul style="list-style-type: none"> 1. Collaborate and consult with other universities with demonstrated success on community renovation and revitalization activities 	<ul style="list-style-type: none"> 1. Other universities are better utilizing their location and environment to establish a footprint in the community
F. External Relations	<ul style="list-style-type: none"> 1. Established relationships with local public, and local government agencies 2. Established relationships with local enterprises in West-Beijing region 	<ul style="list-style-type: none"> 1. Limited outreach programs for local high school students 2. Lack of dedicated resources for outreach to alumni 	<ul style="list-style-type: none"> 1. Offer non-credit courses and professional courses for local enterprises' employees 2. Use alumni along with dedicated recruiters by regions to target new students 	<ul style="list-style-type: none"> 1. Declining funding from the Beijing Municipal Government is a concern for all schools in Beijing due to the decline of high school graduates and budget cuts

<p>G. Infrastructure/Resources</p>	<ol style="list-style-type: none"> 1. “Off-campus Personnel Cultivation Base” (Off-campus talent training base) was co-founded by SEM and the Shijingshan District Federation of Industry & Commerce, and then awarded as Beijing Municipal Level Off-campus Personnel Cultivation Base 2. Local off-campus cooperation projects with strong support of Shijingshan District Federation of Industry & Commerce 3. Adequate space for student dormitory 	<ol style="list-style-type: none"> 1. Lack of national level labs and experimental centers 2. Inefficient use of databases and resources across departments 3. Inadequate software license for faculty and student research 	<ol style="list-style-type: none"> 1. Outfit computers with updated business software and applications used in industry 2. More collaborative efforts to pool resources across departments for better efficiencies and utilization 3. Allocate more budget for software license for faculty and student research 	<ol style="list-style-type: none"> 1. Limited funding from Beijing Municipal Government
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STRATEGIC PLAN

SEM has been continuously reviewing and updating its Strategic Plan following its accreditation process started in 2018/2019 academic year, and in conjunction with the development of the NCUT’s 14th Five-year Plan (2021-2025). SEM set about developing and reviewing the latest Strategic Plan in the fall of 2018, when the Management Committee of SEM was charged with coordinating the development of the new Five-year Plan of NCUT. Faculty, administration, staff, students and external stakeholders were included in the process.

The changes and additions to the previous plan are in based on the university’s new strategic focus as well as the feedback given to SEM by the ACBSP accreditation team and are a reflection of the direction SEM is currently embarking on whilst facing the opportunities and challenges within the current

socioeconomic environment. The SEM Management Committee held joint-meetings to discuss the Strategic Plan and made presentations on the status of the new plan to the faculty and staff meetings. The Strategic Plan was then voted in the internal meeting to be adopted.

Mission Statement

The **Stated Mission** of SEM: With the spirit of “being pragmatic, responsible, innovative and open”, School of Economics and Management aims to cultivate high-end application-oriented graduates with social responsibility awareness, professionals, practical capability, innovative spirit and international vision for China and Beijing-Tianjin-Hebei region in particular.

The **Stated Mission** of SEM can be defined as follows:

- inheriting the traditional business culture as well as introducing the advanced business culture based on socialism core values
- developing high performance faculty team, promoting integration of industry-university-research, providing resources for the cultivation of high-end application-oriented talents in the school
- continuously developing programs following the trend of real business environment
- enhancing school-enterprise cooperation, interschool cooperation and international cooperation and exchange, fostering graduates with pioneering thinking and international vision

Teaching is a priority for NCUT and SEM. Through our teaching we seek to promote critical thinking, problem-solving, creativity, and ethical leadership. By utilizing up-to-date technology, we develop innovators who are able to meet the demands of an evolving business environment. Our faculty, staff, and administrators are active participants in the life of SEM, developing curricula, advising students, maintaining facilities, and contributing to collegial governance. We collaborate with faculty, staff, and leadership throughout the university in the improvement of our academic community. We value all forms of intellectual contribution and seek in particular to advance peer reviewed scholarship in academic journals and embrace differentiated roles for faculty.

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

Core Values

The core values below guide the promotion of student learning and success, faculty scholarship and research, and community engagement at the SEM. Pragmatic, responsible, innovative and open.

- **Pragmatic.** Starting from the demand for management talents of today's enterprises and organizations, SEM designs every link of teaching and practice, provides students with the best quality education services, and delivers valuable management talents to the society.
- **Responsible.** Inheriting national culture, advocating ethics, studying social issues, meeting social needs, leading social thoughts and promoting the economic and social development of the nation are our responsibilities.
- **Innovative.** Innovative education is an important part of cultivating high-quality talents, and is our mission given to all the faculty, staff and students. SEM encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning.
- **Open.** SEM adopts an open attitude and establishes an open system. The introduction of advanced teaching concepts in ACBSP accreditation process, allows us to improve our students' practical skills in school-enterprise cooperation and our faculty's research abilities in inter-school cooperation.

Goals, Objectives, Strategic Initiatives and Action Steps

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

- A. Engaging student success
- B. Enhancing SEM's status as a mid-level business school in Beijing
- C. Enhancing internal operations
- D. Engaging with local community in West-Beijing Region

The goals reflect SEM's focus on educational achievement, scholarly research, and community engagement. A total of **11** objectives, **26** strategies and **70** action

steps have been developed to meet these goals.

Goal A: Enhancing Student Success

Objective 1. Improve on-schedule degree completion

A. Continue to encourage and support high performing students

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

B. Increase the efficiency and effectiveness of student services

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

C. Continue to encourage graduates to enter postgraduate studies

- a. Recommend high-performance undergraduates to enter postgraduate studies of NCUT
- b. Offer guidance to the undergraduates applying for postgraduate programs of other universities in Beijing
- c. Continue to encourage students to participate in research projects instructed by senior faculties

Objective 2. Increase student enrollment

A. Broaden recruitment to high schools in Beijing

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

B. Establish a reputation for the professional training

- a. To develop a pipeline of internships with branches of multinational corporations in Beijing
- b. Invite local business executives as part-time faculties to provide guidance on student training courses

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

- a. Develop new training courses that are in demand
- b. To develop internship projects with local innovative enterprises in Beijing

Objective 3. Recruit, retain, and support excellent faculty

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

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

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

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

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

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

- c. Monitor the results of the regular Teaching Supervision
- d. Enhance the Classroom Attendance System

Objective 4. Enhance students' educational experiences

A. Improve internship and job placement rates for students

- a. Continue to allocate adequate budget for internship instructions
- b. Review the internship reports and make continuous improvement for the arrangement of internships
- c. Review the annual Internship Satisfaction Survey Reports to identify the students' expectations of internship
- d. Review the annual Satisfaction Survey Reports of Employers to identify the potential employers' expectations for our students

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

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

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

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

D. Place more emphasis on professional skills of students

- a. Ensure and continue to implement skills-driven assignments for students to enhance their professional skills
- b. Work closely with the English Department concerning content of the business communications course to enhance the learning goal of effective written and oral communication in English

c. Encourage to develop Chinese-English bilingual courses

E. Monitor program effectiveness to ensure student learning

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

Goal B: Enhancing SEM's status as a mid-level business school in Beijing

Objective 1. Increase number of faculty with Ph.D.

A. Increase recruitment new faculty with Ph.D.

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

Objective 2. Increase faculty with industry and professional background

A. Encourage faculty participation in local enterprises management

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

B. Invite local business executives as part-time faculty

- a. Invite local business executives to be part-time faculty and instruct the training courses via the Alumni Association and local Enterprise Associations
- b. Provide more opportunities for business executives to give lectures in the school
- c. Continue to develop more cooperative education projects with local enterprises in West-Beijing region

Objective 3. Increase faculty representation in municipal and national conferences

A. Continue to encourage faculty representation in municipal and national conferences

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

B. Seek opportunities to hold municipal conferences

- a. Solicit additional funding to hold municipal conferences in SEM

Goal C: Enhancing Internal Operations

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

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

- a. Assess faculty needs in technology utilization for instruction, research and service
- b. Provide additional training for faculty on the use of technology for research within and outside the school
- c. Develop a plan for systematic upgrade of technologies for classroom, faculty and labs

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

A. Develop municipal key construction laboratories or research center

- a. Apply for local government funding for the construction of municipal-level laboratories and research center
- b. Review the Human Resource Plan to include the policies for hiring high-performance expertise to manage the laboratories and research center

Goal D: Engaging with the local economy

Objective 1. Develop school and local enterprise cooperation courses

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

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

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

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

Objective 2. Stimulate local economic development

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

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

B. Establish industry-university research cooperation projects

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

MEASUREMENT

The successful implementation of the goals reflected in the Strategic Plan requires the coordinated and sustained efforts of the SEM's administration, faculty,

and staff. Each strategic initiative needs to be measured in order to track performance and to make adjustments where necessary. The various measures that will be used, along with those parties responsible for gathering the information, are outlined for each of the 4 goals in the following tables.

Goal A: Enhancing Student Success

Objective	Strategic Initiative	Measurement	Responsibility
A1. Improve on-schedule degree completion	a) Continue to encourage and support high performing students	On-schedule graduation rate by program	Office of the Dean
	b) Increase the efficiency and effectiveness of undergraduate student services	Annual Student Satisfaction Survey	Office of the Dean
	c) Continue to encourage graduates to enter postgraduate studies	Annual acceptance into the graduate programs	Office of the Dean
A2. Increase student enrollment	a) Broaden recruitment to high schools in Beijing	First-choice application admission ratio	Office of the Dean
		Annual Parents Satisfaction Survey	Office of the Dean
	b) Establish a reputation for the professional training	Alumni Satisfaction Survey	Office of the Dean
	c) Provide students with more “real life” experiences via internships	Student Internship Satisfaction Survey	Office of the Dean
		Internship Report	Office of the Dean
A3. Recruit, retain, and support excellent faculty	a) Continue our efforts to recruit, cultivate, retain and promote faculty who value research and show high research productivity	Number of papers published in SCI, SSCI, EI, and authoritative journals	Academic Committee
		Number of faculty with Ph.D.	Academic Committee
	b) Continue to attract and retain a diverse faculty	Number of fulltime faculty	Human Resource

	who are committed to student participative learning and to intellectual growth and discovery	Salary growth rate and analysis	Office Human Resource Office
	c) Enhance the mentoring system to provide bonding among senior faculty, junior faculty, staff and students	Publication of Faculty Handbook	Human Resource Office
		Reports of the Students' Evaluation for Faculty	Teaching Committee
	A4. Enhance students' educational experiences	a) Improve job placement rates for students	Employment Rate
Annual Employment Quality Report			Employment Quality Annual Report Preparation Panel
b) Continuously review educational programs to ensure that they meet the current and future needs of the development of local economy		Employment Matching Rate	Office of the Dean
		Employers Satisfaction Survey	Office of the Dean
c) Continually use an integrative and innovative approach in the curriculum through cases and technology-based instruction		Assessment of integration learning goal	Teaching Committee
d) Place more emphasis on professional skills of students		Assessment of Professional Skills learning goal	Teaching Committee
e) Monitor program effectiveness to ensure student learning		Assessment of undergraduate learning goals	Office of the Dean
		CPC examination data	Office of the Dean

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

Objective	Strategic Initiative	Measurement	Responsibility
B1. Increase number of faculty with Ph.D.	a) Increase recruitment new faculty with Ph.D.	Recruitment of new faculty with Ph.D.	Human Resource Office
B2. Increase faculty with industry and professional background	a) Encourage faculty participation in local enterprises management	Number of faculty with professional and industry background	Office of the Dean
	b) Invite local business executives to serve as parttime faculty	Number of part-time professional faculty	Office of the Dean
B3. Increase faculty representation in municipal and national conferences	a) Allocate budget to encourage faculty representation in municipal and national conferences	Number of representations in conferences	Academic Committee
	b) Seek opportunities to hold municipal conferences	Number of conferences held by CTS or SEM	Academic Committee

Goal C: Enhancing internal operations

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

Goal D: Engaging with local community

Objective	Strategic Initiative	Measurement	Responsibility
D1. Develop school and local enterprise cooperation courses	a) Increase the number of school and local enterprises cooperation courses	Number of school and local enterprises cooperation courses	Office of the Dean
	b) Assist and provide resources to small businesses, startups and prospective entrepreneurs within the local community	Community participation in School programs and workshops Community service activities	Office of the Dean
D2. Stimulate local economic development	a) Establish collaborative relationships with the community and civic organizations to better support community revitalization initiatives, stimulate local economic development, attract businesses to increase employment opportunities, and encourage start-up businesses	Community participation in School programs and workshops	Office of the Dean
	b) Establish industry-university research cooperation projects	Number of industry-university research cooperation organizations	Office of the Dean