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# STRATEGIC PLAN

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2024-2029



**Queens College**  
**School of Business**

## STRATEGIC PLAN 2024-2029

In response to the projected workforce demand for business professionals in the Borough of Queens and New York City, Queens College established a School of Business on January 25, 2022.

**MISSION:** We empower students from all backgrounds by giving them the knowledge, skills, and experience they need for impactful careers in business.

**VISION:** Our vision is to offer affordable access to quality programs that will serve a student body that reflects the diversity of Queens County. We enhance the economic mobility of our graduates by equipping them with durable skills needed to succeed in the evolving world of business. As technological changes and innovation spread across industries, our focus is to provide students with a solid foundation of fundamental knowledge in subjects related to business. Through internships, our students gain the technical know-how needed to achieve a competitive advantage in their chosen careers. We offer our diverse student body opportunities to engage with leaders in various industries as we train them to exercise leadership in a multicultural society.

### VALUES:

- **Knowledge** – We are committed to **student success** so that graduates from our programs are qualified in areas of business. By **innovating our curricula** to stay at the forefront of educational advancements, we foster a learning environment that integrates emerging trends and interdisciplinary approaches. With faculty-student engagement, we encourage impactful **research** that contributes to knowledge-creation valued by the wider community and serves as a signal to graduate programs that our students are prepared.

- **Skills** - We provide students with practical skills through **career development** and entrepreneurship programs, internship training consistent with their career goals, and competitive entry-level employment opportunities upon graduation. Through community engagement, leadership development, and experiential learning in government and non-profit organizations, our students become socially conscious leaders demanded by today's competitive job market. **Societal impact** is fundamental to our core identity as it encourages our graduates to improve society and make gains in economic mobility while embracing cultural differences.

- **Experience** - **Institutional affinity** is important for developing collaboration with our stakeholders such as students, alums, and the business community. Through collaborative projects, internships, and alumni interactions, students forge lasting connections and transform their experiences into sustaining a thriving community. When our graduates have a school identity that they are proud of and return as active alums to engage with current students, our business programs are positioned at local and regional levels.

Goals	Objectives	Measures of Success (aka Performance Indicators)	Key Performance Indicators (KPI)
1. STUDENT SUCCESS & CAREER DEVELOPMENT	1.1 Increase <b>visibility</b> of QC School of Business among current and prospective QC student body and increase proportion of declared majors	<p>Hold a business information session every semester; set up a series of events and co-curricular opportunities for current and prospective QC students</p> <p>Streamline BBA application process; collaborate with 2-year colleges to streamline the transfer process; raise awareness of the School of Business throughout CUNY</p> <p>Dedicate staff for promoting the School of Business (recruitment &amp; branding) and marketing (student predictive data analytics)</p>	<p>Increased proportion of declared majors, double/interdisciplinary majors, and/or minors</p> <p>100% of BBA students attended an orientation session with proof of HireQC registration prior to orientation</p>
	1.2 Improve <b>career readiness</b> among students by ensuring access to internships, workshops, and career opportunities through recruitment events	<p>Establish internship elective within BBA majors; encourage students to secure internships during their sophomore and junior years in the program</p> <p>Incorporate career readiness skills into core BBA classes</p> <p>Hire industry-specific Career Advisor(s)</p> <p>Create a career preparation pathway program for students to develop durable skills through industry-partner workshops and 3-credit internship courses</p> <p>Maintain alum-provided internship opportunities</p> <p>Increase paid internship opportunities</p>	<p>100% of all students in School of Business attended at least one career event or workshop that targeted career readiness prior to graduation</p> <p>100% of all students in School of Business registered with HireQC and visited Career Services by their Junior year</p> <p>Increased proportion of students who completed an internship or externship before graduation</p> <p>Increased proportion of students who met with a career advisor and</p>

		Conduct annual survey on students' internship and job placement	completed a set of workshops on career planning and resume writing before their senior year
2. CURRICULAR INNOVATION, RESEARCH & SCHOLARSHIP	2.1 Design course <b>curricula</b> that provide students with knowledge and skills needed for student success	<p>Develop a standard, agile curriculum for BBA core courses that prepares our graduates for well-paying jobs.</p> <p>Develop a new concentration, minor, or major (such as real estate or management)</p> <p>Offer faculty curriculum development grants to support collaboration with industry representatives to update curricula</p> <p>Ensure that curriculum changes incorporate practical industry skills, data-driven business decisions in artificial intelligence, programming languages (such as R and Python) and/or policies (such as Environmental, Social, and Governance)</p>	<p>Increased salary, percentage of students employed, or students working within major as indicated in 1-5-10 year post-secondary employment outcomes</p> <p>Increased proportion of students who graduated with a competitive job in hand or were admitted to an advanced degree program</p> <p>Stipends offered to faculty for partnerships with industry professionals to ensure that curricula align with industry needs</p>
	2.2 Increase the proportion of students taught by <b>scholarly academics</b> and offer opportunities to all faculty for professional development	<p>Incentivize faculty to increase research publications and grants by offering rewards</p> <p>Offer opportunities for professional academics to remain professionally engaged</p> <p>Hire industry experts as adjuncts who satisfy accreditation standards</p>	<p>Increased number of students taught by scholarly academics (to achieve standards set by AACSB)</p> <p>Increased number of courses taught by professional academics</p> <p>Maintained percentage of faculty with advanced degrees, publications, or research grants</p>
	2.3 Encourage a <b>research community</b> among faculty by offering research support,	Expand seminar series across departments within the School of Business	Increased collaboration across School of

	seminars, guest speakers, and opportunities for collaboration	<p>Encourage students with majors in Finance / FinTech to complete Bloomberg Certification</p> <p>Foster recognition of student research through research projects undertaken as independent study, in research seminars, or through work as a research assistant under faculty supervision</p>	<p>Business departments through BBA core courses, co-publications, or joint events</p> <p>Maintained subscriptions to finance databases (like Bloomberg and WRDS) necessary for research and teaching</p> <p>Increased undergraduate/graduate student research or engagement in competitions (such as the College Fed Challenge and Blackstone LaunchPad)</p>
3. INSTITUTIONAL AFFINITY	<p>3.1 Build a <b>sense of community</b> among students, faculty, alums, and campus partners</p> <p>-----</p> <p>3.2 Support affordable access to quality education in an inclusive environment to reflect the <b>diversity</b> of our surrounding communities</p>	<p>Grow institutional loyalty with alum mentors by providing mentorship for student case competition</p> <p>Collaborate with community colleges and high schools to build relationships while increasing transfer and high school applicants</p> <p>Continue engaging alums through student-centered networking events such as the Business Breakfast, Zucaro lecture series, alum presentations, and visits to alum organizations</p> <p>-----</p> <p>Maintain relationship with QC's Search for Education, Elevation, &amp; Knowledge (SEEK) program to provide a structured foundation for academic success</p> <p>Support diversity of faculty in ethnicity, academic</p>	<p>Increased number of alum attendees, alums who speak/present, and/or alums who follow QC School of Business on social media</p> <p>Maintained or increased proportion of transfer students</p> <p>Increased current and prospective student attendance at alum-invited events</p> <p>-----</p> <p>Maintained number of Pell grant recipients, first-generation students, or SEEK students in School of Business</p>

		background, gender, or international experience	<p>Maintained significant ranking in QC's social mobility index</p> <p>New faculty hires reflected varying ethnicity, academic background, gender, or international experience</p>
4. SOCIETAL IMPACT	<p>4.1 enhance <b>societal impact</b> through opportunities in government/non-profit organizations and economic mobility of our student body</p> <p>-----</p> <p>4.2 Support <b>innovation and entrepreneurship</b> opportunities and activities</p>	<p>Sustain the Volunteer Income Tax Assistance (VITA) program for the local community</p> <p>Encourage faculty-student engagement that builds awareness of global issues of social injustice and challenges</p> <p>-----</p> <p>Support small businesses in Queens by developing small business curricula and workshops</p> <p>Partner with academic programs across Queens College to establish small business tracks that focus on different industries such as childcare, foodservices, and art entrepreneurship</p> <p>Enhance entrepreneurship workshops and co-curricular experiences that support relationship-building with faculty, alumni, Small Business Development Center (SBDC), and Queens College Tech Incubator</p>	<p>Increased community engagement via the VITA program by increasing the number of visits</p> <p>Increased the number of Collaborative Online International Learning (COIL) faculty partnerships through additional COIL modules in courses</p> <p>-----</p> <p>Established a widely accessible common space Entrepreneurship Center, a one-stop for career success events/opportunities, business competitions, Bloomberg Terminals, and small business prospects</p> <p>Increased number of internships with Small Business Development Center (SBDC) and Queens College Tech Incubator</p>