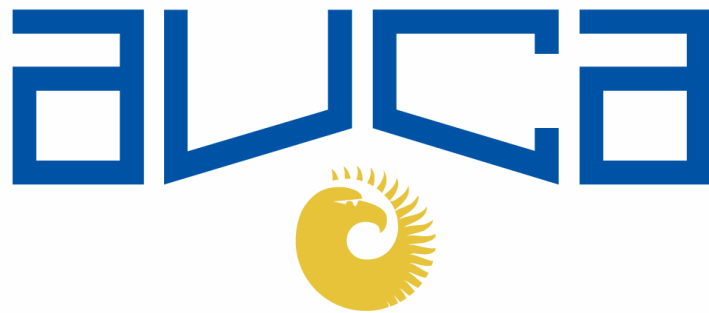


STRATEGIC PLAN

AMERICAN UNIVERSITY OF CENTRAL ASIA



SCHOOL OF ENTREPRENEURSHIP
& BUSINESS ADMINISTRATION

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American University of Central Asia
School of Entrepreneurship and Business Administration
Strategic Plan 2016-2020

OVERVIEW

The American University of Central Asia (AUCA) School of Entrepreneurship and Business Administration (SEBA) has developed a five-year strategic plan that seeks to boost the growth and enhance the quality and reputation of the School by focusing on current strengths, capturing key opportunities, and developing and implementing innovative solutions to address current areas of weakness and challenges moving forward. This strategic plan incorporates the findings of the planning process initiated by Dean and conducted by SEBA faculty and staff. The plan focuses on five strategic pillars, each defined by goals and objectives. Each objective is characterized and measured by specific metrics that determine the progress of implemented actions. The current plan highlights previous accomplishments as School strengths, and identifies requirements for further strategic development. Throughout the planning process, and in accordance with previous accomplishments, SEBA has recognized the need to address several strategic challenges. AUCA SEBA operates in a dynamic, consistently changing and vibrant environment with major stakeholders on hand, such as students, parents, companies, government and third sector actors. AUCA SEBA is committed to taking full advantage of outside opportunities that bring innovation, growth and excellence. Thus, the strategic plan summarizes initiatives required to achieve the goals identified throughout the planning process. In accordance with this, SEBA has designed this strategic plan to develop and supply ready talents for the market workforce, strengthen relationship between students and the business community of the region, develop and support research initiatives of faculty by establishing partnerships with top schools in various regions, and to provide a competitive advantage for all parties involved.

EXECUTIVE SUMMARY

The American University of Central Asia (AUCA), founded in 1993, develops future leaders for the democratic transformation of the region. AUCA is an international, multi-disciplinary learning community in the American liberal arts tradition. AUCA is committed to freedom of expression, critical inquiry, and academic honesty.

The AUCA School of Entrepreneurship and Business Administration (SEBA) provides academically rigorous courses grounded by examples and experts drawn from Central Asian and international industry. AUCA SEBA offers a Bachelor's of Business Administration and Masters of Business Administration Programs.

Our Mission

Our Mission is to leverage our liberal arts tradition to promote free and open knowledge creation and expression by our faculty, staff, graduate and undergraduate students. We aspire to elevate our community through responsive teaching informed by research and professional connectedness, and to create a new generation of civically and globally minded leaders and entrepreneurs.

Our Vision

The American University of Central Asia SEBA provides an education and research agenda rooted in global best practices, grounded in regional social and business concerns and committed to bettering the theory and practice of economics and business education throughout Central Asia.

Our vision emphasizes a focus on regional social and business concerns rooted in global best practices. This is linked to our mission and the emphasis therein on entrepreneurial leadership. SEBA is engaged with numerous entrepreneurial activities, which are detailed further below. These activities are of particular relevance to our students. In Central Asia and Kyrgyzstan in particular, established corporations are a rarity, while small businesses and startups are a regular occurrence and a probable path for many SEBA graduates. Even for our students that work in more traditional domains, the skills gained in entrepreneurship are expected to prove useful in accordance with the "intrapreneurship" theory. Given this relevance of entrepreneurship to our students, SEBA has determined to engage in this area not only academically, but also with respect to research. While we are too small of a School to compete across all business disciplines, we aim to establish a niche in entrepreneurship excellence.

Our Values

Incorporate into academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United National Global Compact.

Evidence of the values of social and corporate social responsibility can be found in many places throughout the curricula of the undergraduate and graduate programs as well as in other academic activities. This includes the following:

- Business ethics is a required course for the BBA students, related courses are required for MBA students, and critical thinking on ethical issues is a crucial part of School, Program and Course Objectives.
- The University has created a code of conduct regarding student assignments, as well as processes to deal with any violation, including plagiarism.
- The Entrepreneurship course allows students to invest in business projects, resulting in more social enterprise business plans and more attention focused on social responsibility in other business projects.

- The Entrepreneurship Center is boosting its activities and plans to expand to include a Social Entrepreneurship Program. Additionally, SEBA is on the verge of launching the business innovation incubator.
- Undergraduate students are showing an increased interest in writing theses on corporate social responsibility, business ethics, and related topics.
- SEBA often works in close collaboration with the UNHCR to support community engagement. Previously, for example, AUCA Faculty worked with UNHCR on a refugee support program, in which AUCA Faculty critically reviewed the business plans brought by these individuals. Additionally, SEBA Faculty has often served on panels for UNHCR Conferences and events, wherein advice and expertise is offered.

SEBA Today

The teaching of Business Administration at AUCA has gone through a remarkable transformation since the university's establishment. In this regard, one of SEBA's key strategic challenges is to advance the development of two unique programs, which view the world through different prisms, under one unified School. The continuing transformation will bring SEBA to a level of excellence in line with top-ranked business schools in the region, and in the world. As a result of the strategic planning process, SEBA has identified five strategic pillars. These are represented in the figure below.

SEBA's strategic pillars consist, in part, of three core objectives: Student Excellence and Success, Research and Scholarships, and Community Engagement and External Relations. In addition, three supporting initiatives aim to enhance the strategic development of the core objectives through a focus on Brand Development, Additional Revenue Generation, and the Increase of Faculty and Staff Effectiveness and Efficiency. In order to fully to ensure the effectiveness of and adherence to the Five Strategic Pillars, and to achieve the full transformation of the AUCA School of Entrepreneurship and Business Administration, several metrics and indicators, presented below, have been identified.

SEBA FIVE STRATEGIC PILLARS

1. Student Excellence and Success

SEBA aims to provide academic programs that comply with AACSB International Standards. Any deliverables to students should serve the needs of the Central Asian region and prepare future industry leaders. Compliance with such high-quality internationally accredited programs will strengthen the university's standing, diversify the student body and increase regional and international competitiveness.

Goal: SEBA should prepare competitive and successful graduates through a portfolio of innovative and market relevant-programs at the undergraduate and graduate levels with an emphasis on critical-thinking learning, practical experience and career development.

All SEBA programs should be delivered in convenient locations, with distance learning programs offered for students who cannot study on campus for various reasons. To build expertise in programs and concentrations, SEBA will enhance teaching and research resources through partnerships with other universities, accreditations, and the further integration of teaching and research innovations.

Objectives

1. Increase number of incoming exchange and double degree program students coming from international partner universities over the next three years by 10% each year.
2. Increase job and internship placement for highly-qualified students by ensuring that students with a GPA of 3.5 are eligible for internship placements in coordination with BAC and AAC partnerships.
3. Continue holding Workshop Series for Students on Career Advising Services each Spring Semester. Ensure awareness of career options for SEBA students, emphasizing the importance of community engagement and participation in high-impact learning activities such as internships, conferences, workshops and more.
4. Broaden BBA and MBA program concentrations to include: Social Entrepreneurship, Innovation, and Case Methods.
5. Review curriculum to address relevant themes at least twice a year (in May and October) with Business Advisory Council (BAC) and Alumni Advisory Council (AAC).

Implementation Steps

1. Sign collaboration agreements with AACSB Accredited Universities in Central America, Europe, South-East Asia, and the Middle East within the 2017 calendar year. Ensure continuous exchange of faculty and visiting professors from partner universities.
2. Launch the SEBA Career Development Unit. Launch school-wide career advising services for SEBA students before Fall 2017 that ensure awareness of career options following graduation from the Business Administration Program, and that emphasize the importance of community engagement and participation in high-impact learning activities such as internships, conferences, and workshops.
3. Create a new Executive MBA Program for highly experienced professionals in domestic and international companies, increasing enrollment for distance learning programs within the 2017 calendar year.

4. Conduct a feasibility study and identify a suitable partner for new double Executive MBA program to be done in partnership with a leading university abroad.
5. Increase enrollment in the dual-degree programs to 20 students over the next 3 years.
6. Expand program concentrations to include Social Entrepreneurship, Innovation, Logistics, Public Policy, and Case Methodology.
7. Consider meeting outcomes of Business Advisory and Alumni Advisory Council, and regularly review curriculum to address relevant themes on a semiannual basis (in October and May).
8. Search for donor and grant opportunities to boost the entrepreneurship program initiative.

2. Intellectual Contributions

SEBA aims to maintain and strengthen the quality of research and creative activities with a focus on entrepreneurship, social entrepreneurship and innovation. Our faculty comes from top universities across the globe, from where they bring, and share, research skills with our students and their fellow faculty members.

Goal: Encourage and enhance research activities, research publications and funded research grants, improve faculty portfolios, and increase number of scholarships for academic programs.

This strategic plan focuses on expanding scholarship opportunities for researchers at SEBA. Further scholarly output will enhance the reputation of the School, attract international researchers and expand program offerings. The following objectives are designed to develop additional resources and improve existing ones.

Objectives

1. Increase the number of domestic and international faculty with terminal degrees from approximately 30% of total faculty during the 2016-2017 reporting year (8 of 27) to 50% or more.
2. Expand research infrastructure (including financial and non-financial resources) by establishing new partnerships with at least 5 international research institutes and donors and at least 1 domestic research institutes and donors. Leverage these partnerships to create research opportunities for existing faculty, and to host visiting faculty that can assist in research training and serve as senior research partners with SEBA faculty.
3. Establish Social Entrepreneurship Research Center to provide local and international researchers with the research infrastructure required for quality research outputs. More details on this in Supporting Strategy #4.

Implementation Steps

1. Identify required resources for expanding research infrastructure within the 2017 Spring Semester.
2. Develop a model specifying criteria for the establishment of, and identify funding sources for, the new Social Entrepreneurship Center in SEBA by the end of the 2017 Spring Semester.
3. Engage in brand enhancement and funding solicitation to help launch the Social Entrepreneurship Center in SEBA by December 2017.
4. Improve infrastructure and identify required resources to support, encourage and reward research in collaboration with international organizations, NGOs and research institutes.

5. Establish financial incentives for faculty to engage in research supported by community partners.
6. Develop a system that encourages faculty to expose students to their research, both in the classroom and throughout the research process.

3. Community Engagement and External Relations

SEBA continues to align its academic programs to meet market needs through expanding community ties with businesses, institutions, international organizations and third sector agencies. Through the efforts of the Dean and individual faculty and staff members, alumni, and students, SEBA is currently working on various projects with organizations such as the IFC, the UNCHR, and Local Film Production Companies.

Goal: Engage with the surrounding business and non-business community to enable SEBA to become a partner in executive education, collaborative research and consulting services, and to ensure students graduate with appropriate workforce preparation.

SEBA has made remarkable progress in engaging with the local community; however, this progress does not correspond to the expected level and is not well-coordinated. Therefore, in pursuing new objectives, SEBA is emphasizing its focus on efforts to encourage and support faculty participation in professional activities and events taking place in the business community.

Objectives

1. Maintain BAC and AAC, holding semiannual meetings in May and October.
2. Expand networks and communication with alumni, specifically, increasing participating by alumni in Alumni Advisory Council by 10% every year.
3. Foster partnerships, connections and communication between SEBA and local business community to ensure job and internship placement for students and graduates. Specifically, as noted above, ensure internship placements for all students with at least a 3.5 GPA.
4. Continue hosting events (i.e. conferences, seminars, workshops), with an expanded focus on Social Entrepreneurship, Innovation and other expertise areas.

Implementation Steps

1. Maintain the current Business Advisory Council and Alumni Advisory Council structures, and hold semiannual meetings in October and May.
2. Establish Business Partnership programs, and expand the base by 10% each year.
3. Expand networks and communication with alumni, focusing on the Alumni Advisory Council.
4. Develop academic-employer partnerships via the SEBA Career Development Unit to enhance recruiting activities.
5. Create and maintain a professional resource base for faculty in preparation for the development of the Executive Education Program.
6. Provide faculty with coaching seminars to enhance teaching skills.
7. Host annual events (i.e. conferences, seminars, workshops) in Social Entrepreneurship and Innovation.

4. Brand Focus

SEBA shall focus on areas of specialization necessary to excel in the domestic and global arenas. Thus, the School will pay special attention to expanding expertise in Social Entrepreneurship and Innovation.

Goal: SEBA shall specialize in Social Entrepreneurship and Innovation in order to excel in the domestic and global arena. SEBA aims to provide an extensive resource base for international faculty and students who wish to acquire excellence in Social Entrepreneurship, Innovation and related areas. The primary channel to accomplish this expanded focus is the Social Entrepreneurship Research Center.

Objectives

1. Solicit funds for the Center
2. Identify areas of needed support to encourage subject-matter research, such as increasing faculty participation in international conferences, workshops, seminars and other educational events, and promoting reward system for intellectual contributions.
3. Identify and form up to five partnerships with international organizations, NGOs and research institutions to facilitate subject-matter research and materials. This program has received interest from organizations such as Ahsoka (one of the world's largest entrepreneurial institutes specializing in social entrepreneurship), Tata institute of Social Sciences (TISS), and IIM Calcutta (only AACSB institute in India).
4. Host and hire two or more faculty with subject-matter expertise. This program has received interests from various academics in India and the U.S.
5. Establish and strengthen expertise in Social Entrepreneurship by offering concentrations and graduate level programs, specifically, through the Social Entrepreneurship and Design Thinking (SEDT) Liberal Arts Concentration.

Implementation Steps

1. Strengthen and expand undergraduate and graduate level course offerings to ensure that innovative and relevant topics are covered by the curriculum.
2. Improve faculty expertise in Social Entrepreneurship and Innovation by increasing participation in international conferences, workshops, seminars and other educational events.
3. Establish undergraduate and graduate level double degree programs in Social Entrepreneurship and Innovation by establishing partnerships with internationally recognized universities in this area of expertise.
4. Acquire accreditation for new areas of expertise.
5. Actively promote SEBA to partner universities and the world for the purpose of diversifying student body.

5. Additional Revenue Generation

In response to its limited financial and resource bases, SEBA aims to investigate other sources of revenue to support student scholarships and faculty development.

Goal: In recognition of our limited financial and resource base, SEBA aims to diversify its revenues

and increase its funding base by at least 10% each year. Identifying additional sources of revenue will help SEBA in the event of challenging macroeconomic conditions within the Kyrgyz Republic or world economies. Increasing funds by 10% will facilitate support student scholarships, faculty teaching development, faculty research, and increased faculty compensation.

Objectives

1. Increase enrollment in graduate programs over the next five years to a maximum of 150 students per year by further developing recruitment strategies.
2. Diversify student portfolio by increasing the number of international students within 3 years.

Implementation Steps

1. Increase enrollment in graduate programs over the next five years, up to 150 students per year, by setting enrollment targets and developing recruitment strategies.
2. Diversify student portfolio by increasing number of international students over the next 3 years.
3. Conduct comprehensive market analysis and identify new program opportunities for graduate programs.
4. Encourage alumni group donations for student scholarships.
5. Promote SEBA as a preferred institution for high quality, luxurious Executive Education Programs by building an exceptional faculty portfolio with expertise in high-demand market niches.
6. Foster close relationship with international organizations, NGOs and donor foundations to actively seek unrestricted external funds for faculty development, usage of equipment, databases and other resources.
7. Assign interested students to local social development projects to aid in providing services and assistance as part of course projects or internships.
8. Provide faculty and student with the resources to assist in social projects if needed.

MEASURES OF SUCCESS

- Achieve AACSB accreditation and other high-quality program- or course-specific accreditation marks (AMBA, ACCA, CEEMAN, etc.) and memberships in international networks (EFMD, BoP Global Network, PRME, AAPBS, PIM, etc.)
- Boost faculty and staff productivity, particularly in research. SEBA should average three Scopus-listed publications per year by the 2017-18 academic years.
- Gain and maintain status as the most international and strongest business program in Central Asia, including the strongest portfolio of partner institutions and highest percentage of international students both from within and outside Central Asia
- Strengthen brand, image and reputation
- Track, analyze and enhance student placements and salaries
- Move up in international program rankings (Eduniversal, QS)
- Maintain excellence in selected areas of expertise

CONCLUSION

SEBA's strategic plan, developed through a collaborative planning process, draws a road map for the next five years, with a focus on five strategic pillars. Each strategic pillar highlights a goal and is backed by a set of objectives and steps for implementation, designed to guide SEBA into excellence and success. Implementation of the plan has already begun, and many aspects discussed in this paper are successfully underway.

The American University of Central Asia, School of Entrepreneurship and Business Administration currently sits at a crucial point in its development; one which shall define the future success and path of the school. SEBA must strive to maintain focus on and professional support for its key strategic goals. SEBA aims to be able to provide key stakeholders with value-added contributions through the excellence of its academic programs and research. In doing so, SEBA aims to bring additional value to the American University of Central Asia, and to stand out both in the region and across the globe as an exceptional School.