

# **Madonna University**

## **School of Business**

Three-Year Strategic Plan

2024/25 to 2027/28

December 2024

## **Madonna University School of Business Strategic Plan 2024-2025 Overview**

The Strategic Plan of the School of Business seeks to increase growth, quality, and community engagement by building on current strengths, mitigating weaknesses and threats while exploring several key opportunities. We will accomplish this by developing innovative solutions to the challenges confronting the university.

The Strategic Planning Committee (full and half-time School of Business Faculty Members) decided that the plan should be focused on four strategic directions with an emphasis on execution. The four strategic directions are: quality and continuous improvement; innovation in teaching and learning; growth and expansion; and community engagement.

All four of these strategic directions integrate well with the five strategic objectives of the Madonna University *Leading the Way with 2020 Vision* Strategic Plan, which was developed in 2013 (see Appendix X). The *Leading the Way with 2020 Vision* Strategic Plan's five strategic objectives are as follows: Distinction & Identity, Academic Excellence, Student Focus, Globalization, and Financial Health & Resources.

In 2022, former University President, Dr. Michael Grandillo, announced his plans to retire. After the University's Board of Trustees approved a national search for the University's 8<sup>th</sup> President, Dr. Christopher Dougherty was appointed as the 8<sup>th</sup> President of Madonna University. Dr. Dougherty assumed office on July 1, 2023.

Dr. Dougherty announced that the University will engage in strategic planning in the near future. The School of Business' Strategic Planning Committee realizes that Dr. Dougherty plans to begin a new University-wide Strategic Planning Process. However, we recognized the need to address several urgent challenges. The School of Business faces declining enrollment, increased competition from new market entrants, and limited brand recognition. The School of Business can address these challenges to a considerable extent by seizing on the opportunity to increase the quality of our programs, innovate teaching and learning, grow and expand, and engage more with external stakeholders through community outreach. The Committee will continue to review and revise this Strategic Plan as the University engages in strategic planning and finalizes a new strategic plan.

We operate in an economically and industrially robust environment (Livonia, MI), where many businesses and public and not-for-profit organizations have needs that we are uniquely positioned to help to address. We have an obligation and opportunity to prepare workforce-ready graduates to meet the challenges of the 21<sup>st</sup> Century global workplace. To realize the promise of these opportunities we are committed to enhancing our degree programs at both the undergraduate and graduate levels to ensure their relevance and efficacy. We have worked toward meeting this goal in the past and we will continue to do so into the future.

In addition, we plan to develop new program offerings to attract new and different student segments nationally and internationally. We will engage in low-cost marketing efforts to introduce new and existing programs using online and offline mediums and techniques. The Committee understands that the incorporation of real-world business projects into our curricula to better prepare students is an essential key and strategy for us to engage more with businesses and not-for-profit organizations in Southeast Michigan. This important goal will be achieved through many of our courses and in the future through the Center for Business Development & Community Vitality. Lastly, continuing our global accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) will serve as both internal and external acknowledgment of our quality and further enhances the identity and brand recognition of the School of Business.

## **Mission Statement**

The mission of the School of Business at Madonna University is to promote academic excellence in undergraduate and graduate education. As a community of scholars, faculty and students study the foundational principles of business. We prepare students to become knowledgeable, ethical, professional, and articulate global workers and citizens. The academic programs offered through the School of Business challenge students, add a solid body of knowledge, understanding, and experience in various aspects of business, and are taught in view of the global business environment.

## **Vision Statement**

The Madonna University School of Business aspires to be a leading provider of business education in the Southeast Michigan area and beyond, internationally recognized for preparing students to create, manage, serve and lead organizations with humanism, ethics and integrity.

## **Core Values**

- Continuous Improvement
- Innovation
- Stakeholder Involvement
- Ethics
- Christian Humanism

## **Six Basic Learning Goals for all School of Business Programs**

- Interdisciplinary Knowledge of Business
- Ethics and CSR
- Innovation and Technology
- Quantitative and Qualitative Reasoning in Decision-Making
- Global Awareness
- Effective Written & Oral Communication

## SWOT Analysis

### Strengths

- 88% of our full-time faculty hold terminal degrees
- Original provider of Business Education in the Livonia, MI area (40 years)
- Career ready academic programming (both undergraduate and graduate)
- Restructured undergraduate curriculum and graduate curriculum in 2020-2021 AY to better meet needs of students and employers
- Required Internships at UG Level
- International programs and partnerships in China, Dubai, and Haiti
- Main Campus in an easily accessible location with 20 minutes of metropolitan city.
- Student service centers well trained and accessible
- Multiple learning formats - Campus courses, online, hybrid (shortened semesters would help)
- Integrative Capstone Learning Experiences at undergraduate and graduate level
- Designed & Developed New program: Operations & Global Supply Chain Management, including a Concentration, a Minor & a Certificate of Completion, based on criteria of best Supply Chain Programs in US universities (Gartner 2020)
- Experienced, highly qualified & dedicated faculty & staff
- Student- centered faculty & staff
- Collaborative & collegial work environment
- Motivating, supportive & transformative leadership
- Connections with the Business community
- Use of Technology (digital assignments)
- Variety of Business majors and concentrations
- Current industry trends related to majors and concentrations
- Variety of delivery methods: unground, hybrid, online
- Variety of athletic offerings and opportunities
- Opportunity to live on campus and experience a total campus environment
- Alumni
- Full support system for students and faculty
- Real-world experienced adjuncts, relevant and current information for students

### Weaknesses

- No 100% online degree offerings (domestically)
- Lack of brand recognition in the Business Community
- Limited number of full-time staff to address multiple stakeholders' needs or concerns
- Limited funding for research support and faculty professional development
- Public transportation is unavailable in the surrounding area. This is inconvenient for students who live in the dormitory.

## **Opportunities**

- New program development (i.e. Finance, Manufacturing Management, SCM, Online/Hybrid) continue to be a positive trend for the School of Business
- Increased opportunities to partner with Business Community (Business Advisory Board, Chamber of Commerce)
- Increase partnerships with High Schools (through dual enrollment, early college, Collegiate DECA and Business Professionals of America)
- Participate in various "UniversityCenter" partnerships with 2-year institutions
- Develop integrated marketing communications (IMC) plan and strategic enrollment plan for School of Business
- Online Programs
- Executive Leadership Program
- Accelerated MBA program
- The creation of a cooperative educational work experience where students would alternate semesters of study with full time employment.

## **Threats**

- Feeder community colleges partnering with public universities (i.e. Schoolcraft & U of Toledo and Wayne State University)
- Decrease in Southeast Michigan population (less HS graduates in local region)
- Increased competition in the Livonia Michigan area
- Rising costs and prices of higher education
- 95% tuition-driven institution; strategic decision-making often predicated by enrollment

To mitigate the current weaknesses and threats, and leverage strengths while exploring new opportunities, the Strategic Planning Committee has undertaken the following measures.

- A. Identified (4) strategic directions
- B. Identified short and long-term goals inclusive of actions plans
- C. Developed a Strategic Human Resource Plan

#### **A. Strategic Directions**

Thus far, the Strategic Planning Committee has identified four strategic directions. They are as follows:

- **Quality and Continuous Improvement**
  - **Innovation in Teaching and Learning**
  - **Growth and Expansion**
  - **Outreach and Community Engagement**
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- In view of the **Quality and Continuous Improvement** Initiative, faculty continue to monitor and assess the enrollment of programs to provide students with the opportunities they are seeking. With that in mind, the concentration in Healthcare Management has been eliminated, and new concentrations in Global Supply Chain Management, Finance and Business Analytics were introduced (2020). These additions have been met with positive feedback from students, some (Global Supply Chain Management) more than others, but all have students pursuing studies in these areas. In addition, the graduate curriculum continues to evolve. For example, a stand-alone graduate certificate in Global Supply Chain Management was approved in 2020, while plans for an accelerated online MBA were tabled.

In addition, the development and implementation of the School of Business Assurance of Learning (AOL) process and its pursuit of retaining ACBSP accreditation are key objectives that continue to enable us to realize our Quality and Continuous Improvement Initiative.

- The School of Business' faculty members continue to analyze ways to increase **Innovation in Teaching and Learning**. Multiple course offerings are scheduled in Hybrid and Online formats at both the undergraduate and graduate level. Members of the School of Business faculty participate in the University Online Faculty Advisory Board to ensure faculty are informed and educated regarding new technology used in teaching and effective pedagogy for teaching across curriculums (University-wide). Faculty recently participated in Blackboard training sessions as the University moved from traditional Blackboard to Blackboard Ultra. Additionally, faculty participate in university professional development regarding innovation in teaching and learning relating to topics such as the use of AI in the classroom, etc.
- The Strategic Planning Committee continues to identify and discuss goals for **Growth**

**and Expansion** in several ways. The resurgence of the automotive and manufacturing sectors in Southeast Michigan has provided the catalyst for Finance and Supply Chain Management concentrations at the undergraduate and graduate levels. In view of the long-term, the Committee continues to investigate the feasibility of offering and updating degrees, and additional international academic partnerships in emerging market destinations (i.e. China, HUEE, etc.).

- Lastly, the **Outreach and Community Engagement** Initiative is active with community outreach through participation in Livonia Westland Chamber of Commerce events, development and implementation tools used to gather student and stakeholder feedback such as the Business Advisory Board and student surveys. These initiatives increase the Strategic Planning Committee's awareness of opportunities to engage students, faculty, and staff with the local professional and civic community.



**B. Short and Long-term goals inclusive of Actions Plans**

<b>Key Strategic Objectives</b>	<b>Goals</b>	<b>Timetable</b>	<b>Measurement</b>	<b>Accountability</b>	<b>Performance</b>
<b>Quality &amp; Continuous Improvement:</b> Ensure the learning objectives and learning outcomes are met across all new and existing programs and majors.	1. Review and update of implemented Assurance of Learning (AOL) plan and system.	2024-2027	As outlined in the AOL Plan	Dean, Chairs, Faculty	Continuous
	2. Maintaining ACBSP accreditation.	2024-2027	Quality Report	Dean, Chairs, Faculty	Continuous
	3. Increase the quality of incoming graduate students without adversely affecting enrollment objectives, by and through evaluating admission requirements.	2024-2027	Higher average GPA of incoming graduate students and ETS – MBA exam results	Dean, Chairs, Dean of the Graduate School, Admissions	Continuous
	4. Increase response rate to end of term evaluations of teaching effectiveness (SEFI).	2024-2027	60% for all students enrolled each semester	Dean, Chairs, Faculty	Continuous
	5. Continue to utilize mid-term course evaluation process.	2024-2027	100% completion for all campus- based courses	Dean, Chairs, Faculty	Continuous
	6. Increase the response rate of Alumni Surveys	2024-2027	35% response rate	Dean, Chairs, Alumni Office	Continuous
	7. Exit Interviews for Business Majors	2024-2027	All Business Majors	Dean, Chairs, Faculty	Continuous

<b>Innovation in Teaching and Learning:</b> Enhance the learning experience of both undergraduate and graduate students by and through increased uses of technology and innovation in teaching and learning.	1. Increase use of Blackboard for all campus-based courses.	2024-2027	90% of courses	Dean, Chairs, Faculty	Continuous
	2. Integrate use of AI into courses.	2024-2027	20% of campus-based classes	Dean, Chairs, Faculty	Continuous
	3. At least one faculty member will participate in the University Online Faculty Advisory Board	2024-2027	One or more full-time faculty members engaged in committee	Dean, Chairs Faculty	Continuous
<b>Growth &amp; Expansion:</b> Increase international and domestic enrollments at both the undergraduate and graduate level by introducing a variety of high quality and highly-sought after programs.	1. Development of new graduate program format: Online MBA	2024-2027	Fall 2026	Dean, Dean of Grad School, Admissions	Planning
	2. Install a Collegiate DECA Chapter	2024-2027	Fall 2026	Dean, Chairs, Admissions	Planning

	3. Actively engage with and contribute to dual enrollment and early college programs offered by the university	2024-2027	Start Fall 2023/34 and continue	Provost, Dean, Chairs	Continuous
	4. Implement a "Why I Chose Madonna" marketing campaign consisting of short video clips of current undergraduate and graduate students	2024-2027	4-5 different undergrad and graduate students' videos posted on School of Business webpage each AY	Dean, Chairs, Program Directors, Dean of Grad School, Admissions  BCA Staff, Students, and Faculty	Planning  Continuous
	5. Provide tours of the School of Business for prospective students/student groups in partnership with local high schools.	2024-2027	Minimum of 4 tours per semester. Unlimited individual tours.	Dean, Chairs, Program Directors, Faculty, Admissions	Planning

<p><b>Outreach &amp; Community Engagement:</b> Provide meaningful opportunities for students and faculty to engage with the professional and civic communities in Southeast Michigan.</p>	1. Maintain School of Business – Business Advisory Board.	2024-2027	8 local business and executive level members	Dean	Continuous
	2. Maintain system for collecting student and stakeholder feedback (i.e., mid-term course evaluations, meet with other departments across the university, etc.).	2024-2027	Midterm course evaluations, course reports, attendance at university meetings	Dean, Chairs, Program Directors, Faculty	Continuous
	3. Offer Business Student Conference annually	2024-2027	1 per year	Dean, Chairs, Faculty, Career Development	Continuous
	4. Offer professional development event for students and alumni	2024-2027	1-2 per year	Dean, Chairs, faculty, and Career Development	Continuous
	5. Expand Mentoring Program between students and local managers and executives	2024-2027	All undergraduate programs	Dean, Chairs, Career Development	Continuous

## B. Actions Plans

### **Current year action plans: (2024-2025)**

- Ensure student learning outcomes are achieved by reviewing and revising the Assurance of Learning (AOL) System.
- Ensure relevance and quality of the curriculum through external benchmarking.
- Complete and submit 3-year quality report for ACBSP accreditation.
- Meet with BAB to identify opportunities to enhance strategic plan and long-term goals.
- Leverage BAB to identify projects and prospects.
- Implement a "Why I Chose Madonna U" Video Campaign
- Expand the Manager/Executive Mentoring Program

### **Long-term action plans (2025-2027)**

- Maintain ACBSP Accreditation.
- Hire 2-3 full-time faculty.
- Align strategic planning process with university's ongoing initiatives
- Promote faculty accomplishments and research contributions as thought-leaders in programs' areas.
- Develop Career-Specific Certificate/Badge Programs
- Develop low-cost marketing campaigns-supported by event driven media in conjunction with the University Marketing Department and Graduate School.

<b>Current year action plans: (2024-2025)</b>	<b>Key Measures</b>
<ul style="list-style-type: none"> <li>Ensure student learning outcomes are achieved by reviewing and revising the Assurance of Learning (AOL) System.</li> </ul>	Work to ensure at least 70% of students perform marginally acceptable or better on learning objective specific formative assessments.
<ul style="list-style-type: none"> <li>Complete and submit quality report to ACBSP as scheduled.</li> </ul>	Granted accreditation in 2017.
<ul style="list-style-type: none"> <li>Meet with BAB to identify opportunities to enhance strategic plan and long-term goals.</li> </ul>	Identify at least (2-3) additional long-term strategic goals and corresponding action plans to include in the strategic plan.
<ul style="list-style-type: none"> <li>Leverage BAB to identify projects and prospects.</li> </ul>	Identify (1-2) new professional development opportunities for students to implement in AY 2025-2026.
<b>Long-term action plans (2025-2027)</b>	
<ul style="list-style-type: none"> <li>Maintain ACBSP Accreditation.</li> </ul>	Successfully complete and submit Quality Assessment Reports as required.
<ul style="list-style-type: none"> <li>Ensure relevance and quality of the curriculum through external benchmarking.</li> </ul>	Maintain and increase student, alumni, and employer satisfaction rates relative to institutions in peer group (i.e. NSSE scores).
<ul style="list-style-type: none"> <li>Ensure all full-time faculty and half-time faculty members engage in scholastic opportunities.</li> </ul>	Full-time and half-time faculty members' scholarly activities increases by 20% as evidenced in the University's Annual Scholarship & Research Booklet by 2027.
<ul style="list-style-type: none"> <li>Review programs and revise and develop new programs as needed</li> </ul>	Complete review of all programs on an annual basis. Develop and propose new programs as supported by the faculty.
<ul style="list-style-type: none"> <li>Promote faculty accomplishments and research contributions as thought-leaders in programs' areas.</li> </ul>	3-4 faculty members' press interviews, and/or quotes in reputable social and traditional media venues as related to business subject matter by 2027 (annually).
<ul style="list-style-type: none"> <li>Develop low-cost marketing campaigns – supported by event driven media in conjunction with the University Marketing Department and the Graduate School.</li> </ul>	Increase conversion rate of graduate student prospects to admits by 25% by 2027.

### **C. Strategic Human Resource Planning**

For the School of Business to maintain and increase the quality of instruction, innovation in teaching and learning, and pursue opportunities for growth and expansion, additional adjunct and full-time faculty are needed. Currently, 35% of the School of Business' adjunct faculty members are Academically-Qualified (AQ). We plan to increase the number of AQ adjunct faculty members by 50% through the 2026-2027 Academic Year. Lastly, 88% of full-time faculty members are AQ (including the Dean).

**The 2024-2027 Madonna University School of Business Strategic Plan was developed by, with and through the collaborative contributions, insights and vision of the School of Business', Dean, Faculty, Staff, Business Advisory Board (BAB) and feedback collected from students and stakeholders.**



