

Madonna University

School of Business

Three-Year Strategic Plan

2016/17 to 2018/19

December 2015

Revised September 2016

Madonna University School of Business Strategic Plan 2016-2019 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 and innovative solutions to the challenges confronting the School.

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 2014, former University President, Sr. Rose Marie Kujawa, PhD. announced her plans to retire effective, June 30, 2015. Thus, **the University's** Board of Trustees approved a national search for the **University's** 7th President. After the national search concluded, the Chair of the University Board of Trustees announced that Dr. Michael Grandillo was appointed as the 7th President of Madonna University. Dr. Grandillo assumed office on July 1, 2015.

The School of **Business'** Strategic Planning Committee realizes that Dr. Grandillo may 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.

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 21st Century global workplace. In order to realize the promise of these opportunities we are committed to enhancing our degree programs at the both the undergraduate and graduate levels to ensure their relevance and efficacy.

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 in order 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 very important goal is achieved through our recently established, Center for Business Development & Community Vitality. Lastly, achieving 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

<p>Strengths</p> <ul style="list-style-type: none"> • 75% of our full and half-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 2014-2015 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) • Accessible faculty - Eager to assist students • Integrative Capstone Learning Experiences at undergraduate and graduate level 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No 100% online degree offerings (domestically) • Lack of Brand Recognition in the Business Community • Limited number of full-time staff to address multiple stakeholder needs or concerns • No programmatic accreditation for School of Business programs • Currently do not offer a Finance and Supply Chain Management major/concentration • Limited funding for research support and faculty professional development
<p>Opportunities</p> <ul style="list-style-type: none"> • New program development (i.e. Finance, Manufacturing Management, SCM, D.B.A., Online/Hybrid) • Increased opportunities to partner with Business Community (via Center for Business Development & Community Vitality and Business Advisory Board) • Increase partnerships with High Schools (through Collegiate DECA and Business Professionals of America) • Participate in various "University Center" 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 Program Formats 	<p>Threats</p> <ul style="list-style-type: none"> • 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

In order 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**

- In view of the **Quality and Continuous Improvement** Initiative, faculty have worked aggressively to restructure multiple BS majors (i.e. BS in Healthcare Management, BS in Marketing, BS in Human Resource Management, BS in International Business, and BS in Merchandising Management) into a more comprehensive BSBA degree with multiple concentrations (during the 2014-2015 academic year). These proposed changes were approved by the university-wide Curriculum Evaluation and Program Assessment (CEP&A) Committee in November 2014. The graduate curriculum was also revamped during the 2014-2015 Academic Year.

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

- The School of **Business**' faculty members have delved deeper into analyzing ways to increase **Innovation in Teaching and Learning**. The Undergraduate Curriculum Committee (UCC) is currently exploring ways to infuse 3D-Printing technology into the curriculum. (i.e. Cost-based Accounting and Operations/SCM). More course offerings are being scheduled in Hybrid and Online formats at both the undergraduate and graduate level. The School of Business faculty members are also working to form a Tech Teaching Team to demonstrate effective pedagogy for team-teaching across curriculums (University-wide).
- The Strategic Planning Committee is currently identifying and discussing goals for **Growth and Expansion** in a number of ways. With the recent resurgence of the automotive and manufacturing sectors in Southeast Michigan, the committee is evaluating the feasibility of developing Finance and Supply Chain Management concentrations at the undergraduate and graduate levels. In view of the long-term, the Committee will investigate the feasibility of offering a Doctorate of Business

Administration (DBA) degree and additional international academic partnerships in emerging market destinations (i.e. Mumbai, India; Lagos, Nigeria; Singapore; Turkey).

- Lastly, the **Outreach and Community Engagement** Initiative is partly underway with the development of both the Student & Stakeholder Advisory Council and the School of Business – Business Advisory Board. These groups will work to increase the Strategic Planning **Committee's** awareness of opportunities to engage students, faculty, and staff with the local professional and civic community. The launch of the Center for Business Development and Community Vitality also increases student and faculty opportunity to work with local businesses and to interact with organizational leaders via brownbag luncheons and panel discussions.

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

Key Strategic Objectives	Goals	Timetable	Measurement	Accountability	Performance
<p>Quality & Continuous Improvement: Ensure the learning objectives and learning outcomes are met across all new and existing programs and majors.</p>	1. Developed and implemented an Assurance of Learning (AOL) plan and system.	2014-2015	As outlined in the MU-SoB – AOL Plan	UCAC & GCAC	Complete
	2. Pursuing and earning ACBSP accreditation.	2014-2017	PVQ and Site-Visit	Dean, Chairs and Faculty	Continuous
	3. Increase the quality of incoming graduate students without adversely affecting enrollment objectives, by and through evaluating admission requirements.	2016-2019	Higher average GPA of incoming graduate students and ETS – MBA exam results	Dean, Chairs, and Dean of the Graduate School	Continuous
	4. Increase response rate to end of term evaluations of teaching effectiveness (SEFI).	2016-2019	50% for all students enrolled each semester	Dean, Chairs and Faculty	Continuous
	5. Incorporated mid-term course evaluation process.	2015-2016	100% completion for all campus-based courses	Dean, Chairs and Faculty	Complete
	6. Increase the response rate of Alumni Surveys	2016-2019	30% response rate	Dean, Chairs, and Alumni Office	Continuous
	7. Exit Interviews for Business Majors	2016-2019	All Business Majors	Dean, Chairs, and Dean of Graduate School	Continuous

Innovation in Teaching and Learning: Enhance the learning experience of both undergraduate and graduate students by and through increased uses of technology and innovation in teaching and learning.	1. Develop 3-D Lab in the School of Business.	2016-2017	Installation	Dean, IT, and UCAC	Planning
	2. Infuse 3-D Scanning and Printing into the undergraduate curriculum.	2016-2019	2-3 undergraduate courses	UCAC and Faculty	Planning
	3. Increase number of online and HB course offerings.	2016-2019	50%	Dean and Chairs	Continuous
	4. Integrate I-Clicker technology into 25% of campus-based classes.	2016-2019	25% of campus-based classes	UCAC and Faculty	Planning
	5. Tech Teaching Team to demonstrate effective pedagogy	2016-2018	10-25% of full and half-time faculty engaged in team-teaching each semester	UCAC, GCAC, and Faculty	Continuous
Growth & Expansion: 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 programs (i.e. MSBA-Executive Leadership, DBA Program, Certified Financial Planning Preparation).	2016-2019	Fall 2016 Cohort (MSBA-Executive Leadership)	Dean, GCAC, Dean of Grad School, Enrollment Management	Continuous
	2. Install a Collegiate DECA Chapter.	2016-2017	10 student-members	UG Admissions, Chair of UG Programs	Planning

3. Develop fully online MS Health Services Administration program for domestic students.	2016-2017	Fall 2017 Cohort (MS HSA)	Dean, GCAC	Planning
4. Develop BSBA-Finance & MSBA- Finance; BSBA-Supply Chain Management & MSBA-Finance concentrations.	2017-2019	Fall 2017 net gains of 9-12 students per program	Dean, GCAC, UCAC, Dean of Grad School, Enrollment Management	Planning
5. Implement a "Why I Chose Madonna" marketing campaign consisting of short video clips of current undergraduate and graduate students	2016-2019	5-7 different undergrad and graduate students' videos posted on School of Business webpage each AY	BCA Staff, Students, and Faculty	Planning
6. Implement programs targeted at non-traditional (re-entry) students	2017-2019	2-3 Career-Specific Certificate Programs	Dean, GCAC, UCAC, Faculty	Planning
7. Provide tours of the School of Business for prospective students /student groups in partnership with local high schools.	2016-2019	Minimum of 5 tours per semester. Unlimited individual tours.	Faculty, Chairs, and Undergraduate Admissions	Planning

Outreach & Community Engagement: Provide meaningful opportunities for students and faculty to engage with the professional and civic communities in Southeast Michigan.	1. Develop School of Business – Business Advisory Board.	2014-2015	18 local business and executive level members	Dean	Complete
	2. Develop a Student and Stakeholder Advisory Council.	2014-2015	10 – 12 students, employees and alumni	Dean	Complete
	3. Launch CEO/Executive Lecture Series	2015-2016	Monthly lectures from Sep to April	Dean	Continuous
	4. Develop and launch the Center for Business Development & Community Vitality.	2015-2017	1-2 projects/year	Dean, UCAC, GCAC	Continuous
	5. Increase number of student service learning and internship opportunities.	2016-2019	All undergraduate programs	Dean, Chairs, faculty, and Career Services	Continuous
	6. Develop Mentoring Program between students and local managers and executives	2016-2019	All undergraduate programs	Dean	Planning

Note:

GCAC: Graduate Curriculum & Assessment Committee

UCAC: Undergraduate Curriculum & Assessment Committee

SSAC: Student Stakeholder Advisory Council

IBEC: International Business Education Committee

B. Actions Plans

Current year action plans: (2016-2017)

- Ensure student learning outcomes are achieved by implementing the Assurance of Learning (AOL) System.
- Ensure relevance and quality of the curriculum through external benchmarking.
- Complete and submit PVQ to ACBSP mentor and ACBSP in order to begin our self-study for ACBSP accreditation.
- Meet with SSAC and 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
- Develop and Implement Manager/Executive Mentoring Program

Long-term action plans (2017-2019)

- Achieve ACBSP Accreditation.
 - Secure seed funding and sustainable investments to operate and grow the Center for Business Development and Community Vitality.
 - Ensure all full-time faculty members are AQ through field research opportunities through the Center for Business Development and Community Vitality.
 - Develop BSBA-Finance & MSBA-Finance; BSBA-Supply Chain Management & MSBA-Finance concentrations and DBA Program)
 - Promote faculty accomplishments and research contributions as thought-leaders in **programs’ areas**.
 - Develop “**Madonna University Entrepreneurial Society**” for graduate students.
 - Develop Career-Specific Certificate/Badge Programs
 - Develop low-cost marketing campaigns – supported by event driven media in conjunction with the University Marketing Department and the Graduate School.
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Current year action plans: (2016-2017)	Key Measures
<ul style="list-style-type: none"> Ensure student learning outcomes are achieved by implementing the Assurance of Learning (AOL) System. 	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"> Complete and submit PVQ to ACBSP mentor and to ACBSP. 	Granted permission to begin self-study in 2016.
<ul style="list-style-type: none"> Meet with SSAC and BAB to identify opportunities to enhance strategic plan and long-term goals. 	Identify at least (2-3) additional long-term strategic goals and corresponding action plans to include in the 2016-2019 strategic plan.
<ul style="list-style-type: none"> Leverage BAB to identify projects and prospects. 	Identify (1-2) new student projects for the Center for Business Development and Community Vitality (annually).
Long-term action plans (2017-2019)	
<ul style="list-style-type: none"> Achieve ACBSP Accreditation. 	Successfully complete and submit Quality Assessment Reports each year, thereafter. Achieve/Earn ACBSP Accreditation in or before 2017.
<ul style="list-style-type: none"> Ensure relevance and quality of the curriculum through external benchmarking. 	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"> Secure seed funding and sustainable investments to operate and grow the Center for Business Development and Community Vitality. 	Solicit \leq \$1M in grant monies by 2019 to operate center, facilitate programming, and hire Center's Director and staff.
<ul style="list-style-type: none"> Ensure all full-time faculty and half-time faculty members engage in field research opportunities through the Center for Business Development and Community Vitality. 	Full-time and half-time faculty members' research productivity increases by 20% as evidenced in the University's Annual Scholarship & Research Booklet by 2018.

<ul style="list-style-type: none"> • Develop BSBA-Finance & MSBA-Finance; BSBA-Supply Chain Management & MSBA-Finance concentrations and DBA Program) 	<p>Attract and retain post graduate students (a first cohort of at least 10 DBA students) in 2019.</p>
<ul style="list-style-type: none"> • Promote faculty accomplishments and research contributions as thought-leaders in programs' areas. 	<p>4-6 faculty members' press interviews, and/or quotes in reputable social and traditional media venues as related to business subject matter by 2018 (annually).</p>
<ul style="list-style-type: none"> • Develop "Madonna University Entrepreneurial Society" for graduate students. 	<p>Incubate at least 1 for profit-business started by an undergraduate or graduate student or team of students by 2018.</p>
<ul style="list-style-type: none"> • Develop low-cost marketing campaigns – supported by event driven media in conjunction with the University Marketing Department and the Graduate School. 	<p>Increase conversion rate of graduate student prospects to admits by 25% by 2018.</p>

C. Strategic Human Resource Planning

In order 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, 25% of the School of **Business'** adjunct faculty members are Academically-Qualified (AQ). We plan to increase the number of AQ adjunct faculty members by 15% through the 2018-2019 Academic Year. Lastly, 58% of full-time and half-time faculty members are AQ (including the Dean). With the proposed addition of new AQ full-time faculty members, the AQ percentage will increase substantially.

2016-2017 AY (1) FT Position

- a. Graduate Program Chair
Mr. Nidhal Bouazizi
- b. Associate Professor of Quantitative Systems
Ms. Matilda Isaac-Mustapha (full-time) and **Dr. Jim O'Neill** (half-time)

2017-2018 AY (2) FT Positions

- a. Assistant/Associate Professor Hospitality & Tourism Management
- b. Associate Professor Management/Marketing

2018-2019 AY (2) FT Positions

- a. Assistant/Associate Professor of Supply Chain Management
- b. Assistant/Associate Professor of Finance

The 2016-2019 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 Student and Stakeholder Advisory Council (SSAC).