



STRATEGIC PLAN

MIKE ILITCH SCHOOL OF BUSINESS

2019-2022

Approved by Mike Ilitch School of Business Academic Assembly 9/20/19

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Message from the Dean



Dear Friends,

It has been another stellar year of accomplishments at the Mike Ilitch School of Business (MISB) – capping a half-decade of transformative achievements unrivaled in the school’s 73-year history.

- Fueled by the largest single gift ever to a U.S. public university, the School moved to its new location in the District of Detroit and assumed the name of its principal donor.
- The School set all-time records in fund raising; raising more than \$64 million during the Pivotal Moments Campaign including \$500,000 for the Fred Hessler Student Success Center and \$500,000 to establish the Belinsky Entrepreneurship Learning Laboratory.
- Enrollment in both undergraduate and graduate programs soared 43% during the last five years.
- We launched the Executive Master of Science in Automotive Supply Chain Management, the Master of Science in Data Science and Business Analytics, a Sport and Entertainment Management and Human Resource Management concentration in the MBA, Undergraduate and Graduate Certificates in Entrepreneurship and Innovation, and the Detroit Police Department Leadership Academy Certificate.
- Our rankings and reputation are rising. We have the 6th fastest growing part-time MBA in the world, 5th in the U.S. and 1st in the Midwest. Our US News and World Report rankings have climbed from 187 to 159 for the part time MBA program and from 216 to 199 for the undergraduate program.
- Our global supply chain program and the annual General Motors/Wayne State University Mike Ilitch School of Business Supply Chain Case Competition have achieved international recognition with participation from 24 schools from all over the world. Additionally, both our undergraduate and graduate global supply chain programs are ranked in the top 25 of Gartner rankings.
- We have accelerated community engagement with non-profit programs, including Grow Young Detroit Talent, Life-Leaders, Accounting Aid Society, Cornerstone Schools,

Inforum, Greening of Detroit, Mosaic, Ronald MacDonald House, Women in Blue, Habitat for Humanity and many other organizations.

- The Kresge Foundation granted permission for students in our student-managed investment fund to manage \$2 million of foundation capital.
- Our substantive study abroad programs now include China, Brazil, Eastern Europe, Italy, Netherlands, Germany, and Canada. Our student participation has grown from 10 to 348.
- We have successfully launched student support programs to enhance our diversity, equity and inclusiveness, including PWC-MREP, Corporate Mentoring, graduate student organizations such as Women in Business and Wayne Black Business Student Association.
- We have achieved more than a 50% increase in published, scholarly research by our faculty over the past five years

I am excited for the years ahead and delighted that the MISB's 2019-2022 strategic plan is an outcome of engagement from all our key stakeholders.

Together we will move forward and collectively accomplish the strategic goals we have established. We will continue to invest in our dedicated faculty and staff which will result in impactful research and student learning outcomes. We will continue to work diligently to ensure that our students are career-ready and able to compete in the constantly changing, global marketplace. And jointly, we will create a work culture focused on student success and engagement.

We cannot reach our goals without financial support. We will continue to work on obtaining funding sources to support strategic initiatives such as scholarships and study abroad. All these goals will enhance our reputation and make the Mike Ilitch School of Business one in which you can be proud.

A handwritten signature in black ink that reads "Robert Forsythe". The signature is written in a cursive, flowing style.

Robert Forsythe,
Dean, Mike Ilitch School of Business

EXECUTIVE SUMMARY

The following is the 2019-2022 Strategic Plan for the Mike Ilitch School of Business (MISB). It is a revision of the 2013-2018 plan and continues to build on existing success factors, the many accomplishments and the new building in its new District of Detroit location. In order to align MISB's strategic planning cycle with Wayne State University's cycle, this plan is for three years. In 2022, MISB will commence a new strategic planning process according to the new Wayne State University's strategic vision. This plan is the outcome of a strategic process with key stakeholders who reviewed and revised existing 2013-2018 strategic goals.

Strategic Plan

Charting the Course—2019-2022

Strategic Planning Participants:

Dean, Robert Forsythe

Dean's Leadership Team

Associate Dean, Toni Somers
Associate Dean, Bertie Greer
Budget Officer, Brandon Wulf

MISB Dean's Executive Team

Dean, Robert Forsythe

Associate Dean, Toni Somers
Associate Dean, Bertie Greer
Department Chairs:

John Taylor
Christine Jackson
Matt Roling
Sudip Datta

Assistant Dean Graduate Programs, Kiantee Rupert-Jones
Assistant Dean Undergraduate Programs, Linda Zaddach
Budget Officer, Brandon Wulf

MISB Strategic Planning Committee (Faculty)

ACC	Bill Volz
FIN	Sudip Datta Arik
ISM	Ragowsky Jeff
MKT	Stoltman Tim
GSC	Butler
MGT	Amanuel Tekleab

Board of Visitors Executive Committee

Susan Telang
Katie McBride
Tim Heffron
Meagan Hardcastle
Christopher Mattingly
Steve Strome
Dave Leone
Bruce Shapiro

MISB Faculty Assembly

MISB Staff Council

MISB Student Ambassadors

INTRODUCTION

The following strategic plan builds on the many accomplishments achieved by faculty and staff in the Mike Ilitch School of Business (MISB) during 2013-2018. Under the MISB's 2013-2018 strategic plan, noteworthy achievements were made toward the school's strategic emphasis on *Student Success, Engagement with Business Community* and increasing faculty publications in *Basic and Applied Research*.

In order to monitor the success of the school's stated goals, metrics were determined. The key metrics to monitor student success are job placement, enrollment numbers, student retention percentages, active learning opportunities, and graduation rates. Metrics to monitor business engagement success are the number of executive education programs offered and the associated net revenue generated, and the number of feasible, collaborative alignment opportunities developed with local businesses. The metrics for determining basic and applied research success are the quantity of quality published faculty research. (See Appendix for 2013-2018 strategic plan dashboard updates and progress).

During the 2013-2018 time period, the MISB achieved approximately 90% of its stated strategic goals (see Appendix for dashboard). However, the school still desires to improve on its strategic emphasis for 2019-2022. Key areas of focus for 2019-2022 will be engagement with the business community and student success. Building mutually beneficial collaborations will permit the MISB to be more entrepreneurial and revenue driven. Additionally, we will be able to build relationships that will enhance the quality of our instruction, faculty research and student opportunities.

The following strategic goals are based on a review of the current 2013-2018 strategic plan and an assessment of the MISB's internal and external environment from the perspective of key stakeholders. Leadership, faculty, students, staff and the board of visitors were each asked for feedback about MISB's SWOT (see Appendix for Figures 2-7). Additionally, the MISB's leadership and strategic planning committee reviewed each current strategic goal, objective, strategy and performance targets to determine their feasibility and continued value. This engagement process led to the revision of the MISB's aspiration and vision statement, the addition of a new strategic goal, revised strategies and performance targets, and a set

of new action plans. The new strategic plan will further guide, strengthen, and advance MISB for the next three years, while simultaneously assisting in maintaining AACSB accreditation and thereby charting its course to 2022.

STRATEGIC PLAN REVIEW PROCESS

Because the MISB's strategic planning cycle was misaligned with that of the University, the School was in the undesirable position of having to create a new 5-year strategic plan in 2019 and then again in 2022 in order to articulate and align with the University's new strategic vision. Consequently, Dean Forsythe and his leadership team discussed three strategic planning options:

- 1) Keep the current strategic planning cycle and develop a new five-year plan for 2019- 2024
- 2) Adopt a strategic planning cycle that is on the same cycle as the University 2019-2021
- 3) Adopt a strategic planning cycle that lags one year behind the University's. 2019-2022

The consensus was to go with option 3. Consequently, the planning process reviews the current 2013-2018 strategic plan and charts a course for three years rather than starting anew and conducting a full strategic planning process. The review process occurred in six phases (see Figure 1). In order to update the current MISB Strategic plan, we conducted a review of all the strategic goals and objectives identified in the 2013-2018 plan and revised/updated them as needed according to stakeholder feedback and a comprehensive SWOT analysis. This process led to eliminating and revising some strategies, developing an additional goal, and creating new action plans.

Phase 1

- Associate Dean Greer reviewed the current strategic plan. After reviewing, she sent out a request for information and updates to all parties who were identified as being responsible for strategic goals and/or objectives in the current 2013-2018 plan. (9/2018)
- A request was made to the faculty senate to start the process to form the MISB strategic planning committee (9/2018). Following senate rules, a committee was formed. (2/2019)
- Dean Forsythe and his leadership team met to discuss the current mission and vision statements and determine if the current mission is still suitable for the strategic direction of the School. After much discussion, it was agreed that the current mission is still relevant and capable of directing the School until 2022.
- Dean Forsythe and his leadership team met and agreed on the process for the strategic plan review.

Phase 2

All key stakeholders were engaged to determine the situational analysis for the MISB (see Appendix for details). The key stakeholders were divided into groups and input was sought from all levels.

- Engagement with Dean Forsythe's executive team by strategic focus group (February 2019)
- Engagement with MISB Strategic Planning Committee by strategic focus group (April 2019)
- Engagement with MISB BOV executive committee by survey (June 2019)
- Engagement with MISB Student Ambassadors by survey (June 2019)
- Engagement with MISB Staff Council Members by survey (June 2019)

Phase 3

All information received from the strategic focus groups and surveys were content analyzed to determine a summary analysis and an overall situational analysis for MISB. This information provided the basis for the revisions and creation of new MISB strategic goals. A draft plan was developed and shared with the Dean's executive team and the MISB Strategic Planning Committee to obtain feedback. This resulted in a revised plan (July 2019).

Phase 4

Revise Draft MISB 2019-2022 Strategic Plan (August 2019)

Phase 5

Share and discuss the draft plan with faculty at faculty retreat
Receive feedback and make changes (August 2019)

Phase 6

Vote and Approve MISB 2019-2022 Strategic Plan: Charting the Course 2022 (September 2019)

Strategic Planning Timeline

Fall/2018

Elected 2018-2019 Faculty Strategic Planning Committee

Reviewed and received updates from responsible parties identified in Strategic Plan

Winter 2019

January--Developed Process for Strategic Plan review and update

February--Met with Dean's leadership team to review MISB mission, vision, and aspiration statements, and to agree on the Strategic Plan review process

February-- Met with Dean's executive leadership team

March—Met with MISB strategic planning committee

April-June—Solicited SWOT information from all key stakeholders

July—Prepared draft of Strategic Plan and circulated

August—Reviewed feedback and drafted new version

September—Vote on new Strategic Plan at Academic Assembly

September—Vote approved by Academic Assembly 9/20/2019

Mike Ilitch School of Business

Mission

Our mission is to prepare our students for challenging and rewarding careers, advance the boundaries of scholarly and practitioner knowledge, and enhance the economic vitality of the city of Detroit, the state of Michigan and beyond through our programs, research, and community engagement.

Innovate, Impact & Inspire

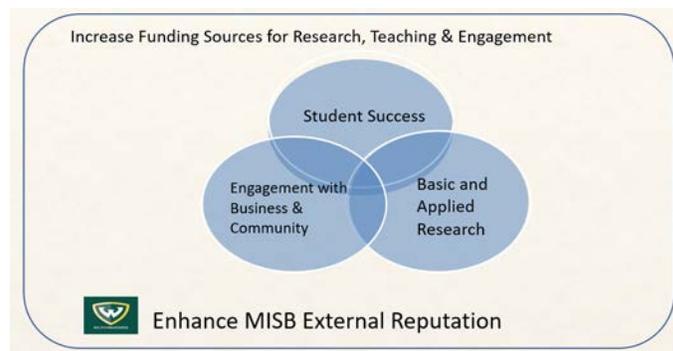
Aspiration and Vision

The Mike Ilitch School of Business (MISB) aspires to establish itself as one of the top business schools in the nation as reflected in the published national rankings (e.g., Business Week, U.S. News and World Report, etc.) indicating favorable student evaluations and recruiter perceptions of the undergraduate and graduate programs, and the scholarly achievements of the faculty. MISB strives to enhance its positive reputation for contributions to knowledge development, the role it plays in the dynamic growth of the region and for becoming a school of choice.

Strategic Emphasis

The MISB strives to incorporate and exploit interactions that occur between Student Success, Engagement with the Business & Community, and Basic and Applied Research. The integration and synergies created through these interactions are further improved by increased funding for research, teaching, and engagement initiatives as well as an increase in program rankings.

Strategic Emphasis



Situational Analysis

To determine the current state of the MISB's operating environment, we conducted strategic focus groups and surveys to gain feedback and insight on MISB's SWOT from key stakeholders. We sought input from leadership, BOV, faculty, students, and staff. (See Figures 3-7).

Summary

Strengths. A summary of the feedback received during the strategic process indicates that MISB has many strengths. The main strengths consistently identified by our stakeholder groups were our MISB faculty and staff, our district of Detroit location, and our emphasis on diversity in our student body and initiatives. A key strength is the MISB faculty and staff, who are the heart and soul of the School and crucial to its operations. Their work ethic and commitment to research and student success drive the mission and goals of the MISB. Additionally, stakeholders agreed that the new MISB building and its new location is a strength that will add significant value to its strategic direction. The MISB is in an award-winning building located right next to Little Caesar's Arena in an energetic, thriving, and growing section of downtown Detroit. This places the MISB in a unique strategic position to take advantage of the many businesses (profit and non-profit), industries (sports and entertainment, healthcare, automotive) and community initiatives. The MISB location gives it a competitive advantage and will permit it to contribute to the success of the Detroit region and its myriad industries. This desirable location will also make it more convenient for the MISB faculty and staff to work directly with local businesses and provide them with high-quality talent prepared with the requisite knowledge, skills, and abilities to support regional growth. Moreover, the new location will increase partnerships for the MISB faculty to generate more high quality, basic, and applied research to assist with regional business sustainability and overall success. MISB aims to be community-oriented and to have its employees take pride in working with their Detroit neighbors.

Stakeholders of MISB also agree that another major strength is the diverse student body and the focus on diversity. Consequently, the addition of innovative student support programs (e.g., corporate mentor and multi-cultural professional readiness education program (MPREP) will only augment this strength.

MISB also has a strength in engagement. The increase in student engagement, and the growing partnerships and relationships with local businesses, such as the creation of newly formed and energetic department advisory boards in Global Supply Chain, Accounting, Marketing and Information systems, and the continued growth and supportive involvement the MISB board of visitors, are all strengths that will give MISB an unparalleled competitive advantage.

Weaknesses. Even though MISB has many strengths, we are aware that we have weaknesses and must seek to improve. Some major weaknesses identified by stakeholders are the lack of financial support for enrollment growth and the resulting increase in part-time faculty. Stakeholders are aware that this has a direct effect on accreditation, the quality of instruction, and the burden on faculty and staff. There is also a lack of student support programs such as tutors, career advisors, and multiple course options. Key stakeholders also highlighted concerns about marketing and communications reach. The concern is that external entities don't know about all the great things being done in the MISB. A common sentiment was "Nobody knows how good we are." Another key area of concern is the organizational culture of MISB. Currently, stakeholders believe that more effective communication from leadership could increase the transparency and trust critical to a work climate open to change. Finally, and importantly, stakeholders believe that MISB is working under the umbrella of a university financial model giving the highest priority to bolstering externally funded scientific research and neither rewarding the impressive enrollment growth the School has enjoyed nor indicating support for the future growth we believe will come. This factor is seen as a huge challenge and a hindrance to attaining current and future goals.

Opportunities. The MISB is well positioned to take advantage of its external operating environment. There are many opportunities identified by stakeholders as areas upon which to capitalize. In addition to the growing local businesses and the many new connections and relationships that can be built, MISB can also capitalize on opportunities to work with other WSU academic units to collaborate on innovative initiatives, such as new research centers and creative course offerings. There is an abundance of untapped opportunities to increase the number, quality, and reach of internships and other projects for student learning. Stakeholders also see the timing as opportune to develop relevant executive education or other creative courses and programs to support the growth of industries such as healthcare, sports and entertainment, and mobility, as well as to support and sustain more mature industries such as automotive and finance.

Threats. MISB stakeholders recognize that there are many external threats that jeopardize MISB's operational agenda and its future success. One vital threat is the growing number of competitors that want to take advantage of the resurgence of Detroit. Universities such as University of Michigan, Michigan State, Lawrence Tech, and Davenport have all secured buildings to expand their educational offerings in midtown and downtown locations. Another major threat to MISB is the ongoing uncertainty of state funding and support. This variable has a direct effect on the MISB budget and available operating funds. Additional threats identified are the national trends of increasing tuition and overall cost, the change in college student demographics, and concerns about the overall value of a college degree.

How does MISB differentiate itself?

Key stakeholders believe that MISB differentiates itself on the basis of its location (District Detroit), surrounding industries (Automotive, Healthcare, Sports, and Entertainment), its growing student diversity and the unique rich culture and history of Detroit.

2019-2022 Strategic Plan

The following strategic goals are based on a review of the current strategic plan and an assessment of the MISB SWOT analysis from the perspective of key stakeholders. Additionally, the MISB leadership and strategic planning committee reviewed each current goal to determine their feasibility and continued value to MISB. The results of the process provided the information to create the strategic goals proposed. The strategic goals identified in this plan will guide, direct, and advance the MISB for the next three years. These goals build on current successes and the many achievements of MISB during the 2013-2018 strategic planning years.

When reviewing the current strategic plan and goals, MISB stakeholders were asked to consider the following questions:

- What is working?
- What should we stop doing?
- What needs to improve?
- What lessons have we learned?
- When we look back over the three years 2019-2022, will we be happy with the goals we set?

In addition to the above, stakeholders were asked to consider the following:

- Where do we want to be in 2022?
- Are the revised Strategic Goals the following:
 - Reasonable
 - Capable of being achieved in the 3-year time frame
 - Measurable
 - Appropriately aligned to our Mission, Vision, and Situation
 - Feasible (i.e. Does MISB have the capacity, space, money, people)
- Can we develop strategies to achieve?
- What are the indicators of success?
- What monitoring process will we use?

2019-2022 Strategic Goals

This section includes the strategic emphasis, related goals, objectives, and strategies. Please see the Appendix for action plans.

I. Student Success

Goal 1:

Develop career-ready graduates at the baccalaureate, masters, and doctoral levels who are competitive in the global marketplace, reflecting an educational experience that combines academic excellence, real-world business experiences, and innovative technology. *This goal aligns with the University's strategic initiatives that address student success, teaching excellence, community engagement, and Distinctively Wayne State key priorities.*

Objectives:

- 1A. *Expand the focus of the School's career-readiness to ensure awareness of career options for every major*
- 1B. *Increase student participation in internships, co-op, service learning, study abroad, and other high-impact learning experiences*
- 1C. *Enhance the School's focus on student experiences, competencies, and overall success*

Strategies to achieve Goal 1:

Objective 1A

- 1A.1 Work with local businesses, faculty career coaches, and advisory boards to engage and provide students with opportunities to learn and apply knowledge, skills, and abilities via problem-solving experiences, including internships, Co-ops, case competitions, and service-learning experiences
- 1A.2 Integrate faculty career coaches into the life of academic departments in order to improve student engagement and department involvement with student activities
- 1A.3 Continue to monitor, evaluate, and improve mandatory one-credit hour student success course in order to meet the needs of the school

Objective 1B

- 1B.1 Continue to expand study abroad and other opportunities to enhance students' understanding of cultural differences, the global environment of business, and global diversity
- 1B.2 Provide faculty with professional development opportunities to increase knowledge, skills, and abilities to provide experiential learning opportunities for students at all levels in all majors

- 1B.3 Increase dedicated staff in career planning and placement to assist internships and career advising

Objective 1C

- 1C.1 Continue to work on accreditation competencies such as assurance of learning to establish a mature process that is simplified and systematic and embedded within the school culture
- 1C.2 Continue to develop a culture of continuous improvement by systematically reviewing the goals, objectives, and results of the assurance of learning process and “closing the loop” on assessment issues to continue to improve student learning
- 1C.3 Continue to review, evaluate, and monitor the adequacy and effectiveness of measures used to assess student learning (goals, objectives, and rubrics) of all academic programs
- 1C.4 Work with local businesses to review and revise current undergraduate and graduate curriculum to ensure up to date competencies and skills in software and technology
- 1C.5 Work to provide faculty with resources and professional development opportunities to enhance online and hybrid competencies to ensure student learning and overall success
- IC.6 Conduct an extensive review of the MBA curriculum

Goal 1: Develop career-ready graduates at each academic level who are competitive in the global marketplace

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
1A.1	\$45,000.00; travel meetings, support personnel	Increase internships in all majors by 15% in three years (182), Support faculty career coaches, create/locate case competition opportunities for all majors. Work with local organizations to create student projects based on real work issues. Desired outcome is 5 projects over three years	CPP, FCC, Chairs	5/2022	In progress
1A.2	none	Increase department awareness and value of Faculty Career Coaches to student success resulting in an increase in student engagement. Desired outcome is active student organizations in every major	FCC, Dept. Chairs	Ongoing	In progress
1A.3	\$6000.00	Gather and utilize up to date information about employers' desired student skills and abilities to enable student success in chosen fields	Undergraduate Advising, Department Chairs, advisory boards, CPP	ongoing	In progress
1B.1	\$12,000.00	Create and implement 2 more study abroad opportunities; Offer approved general education course on Diversity in the workplace	Faculty, Director of Study Abroad and International Programs, Development, Department Chair, Associate Dean	5/2022; 1/2020	In progress
1B.2	\$20,000.00	Increased faculty KSAs on active learning and experiential learning opportunities at both undergraduate and graduate level. Currently, 50% of faculty indicate using experiential learning. Goal is to have 70% of faculty participate in training and 70% of faculty use experiential learning	Associate Director of Instructional Design, Department chairs, office of teaching and learning, Faculty	5/2022	In Progress
1B.3	\$60,000.00	On-boarding of Internship coordinator to assist with expected internship, job placement and career advising	Associate Dean, CPP Director, Budget Officer	5/2022	In progress
1C.1	\$5,000.00	Administration, faculty, staff and student commitment to AOL resulting in a culture of assessment. Develop regular and consistent assessment timeline, with assessment in Fall semesters and discussion of improvement in Winter semester.	Associate Dean, Accreditation and Compliance Manager, UEPC & GEPC Chairs, Core Course Coordinators	5/2022	In progress

1C.2	2500.00	Regular scheduled annual meeting at school level to discuss assessment and solutions to AOL assessment outcomes	Associate Dean, Accreditation and Compliance Manager, UEPC & GEPC Chairs, Core Course Coordinators	5/2020	ongoing
1C.3	None	Review of curriculum (5-year cycle) and student learning outcomes (3-year cycle). Develop a process to review MBA curriculum	UEPC, GEPC, core course coordinators Academic Departments	None	Review of curriculum and student learning outcomes currently in progress
1C.4	None	Each academic unit will create a regular process to review and revise curriculum based on input from faculty, advisory boards, CPP and other stakeholders	Department chairs, faculty, UEPC GEPC Assistant Dean of Undergraduate and Graduate	5/2020	In progress
1C.5	20000	Increase the quality of online and hybrid courses at both undergraduate and graduate level. Work with OTL and bring workshops to MISB	Associate Director of Instructional Design, Department Chairs, Office of Teaching and Learning, Faculty, Associate	5/2022	In progress
1C.6	None	Revised MBA curriculum based on key stakeholder needs	GEPC, Asst Dean of Graduate Programs, Core Course Coordinators	5/2022	5/2021

II. Engagement with Business and Community

Goal 2:

Engage with the surrounding business community to enable the MISB to become a partner of choice in a multi-pronged relationship focused on collaborative research, executive education, research and development contracts, and workforce preparation. *This goal aligns with University strategic initiatives that address student success, research, entrepreneurship, community engagement, financial sustainability, and Distinctively Wayne State key priorities.*

Objectives:

- 2A. *Formalize the engagement process*
- 2B. *Engage the business community via executive education and management development programs*

Strategies to achieve goal 2:

Objective 2A

- 2A.1 Conduct needs assessment meetings with business leaders to explore additional opportunities for internships, placement, executive education, consulting, and research as the basis for establishing working collaborations
- 2A.2 Work with the Departments and their advisory boards to increase business engagement in every major, including creating boards where they don't exist
- 2A.3 Develop a process to share the results of engagement meetings and activities with faculty and staff to ensure awareness

Objective 2B

- 2B.1 Work to establish research centers in select industry specific areas (supply chain management, entrepreneurship, and leadership)
- 2B.2 Conduct feasibility studies to identify Business and Community opportunities in which MISB can support and work collaboratively to enhance local business and region objectives
- 2B.3 Work to increase executive education/management development programs

Goal 2: Engage with the business community to become a partner of choice for research, education, contracts, and workforce preparation

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
2A.1	10,000.00	Create routine assessment process in which business leaders regularly engage with and seek out MISB as a partner for student internships, job openings, and other faculty collaborative projects (e.g. panels, business forums, conferences, guest speaker series etc.)	CPP, FCC	5/2022	Begin Fall 2020
2A.2	18,000.00	Create and engage Advisory boards for all 6 majors. Each major will have at least 2 meetings a year to discuss issues relevant to major	Department Chairs	5/2021	In progress
2A.3	none	Hold regular discussions at Department, School and advisory meetings. Faculty and staff who are informed about engagement opportunities and		5/2020	In progress
2B.1	75,000.00	Create at least one research center which leads to business projects, consulting, grants, and/or research	Faculty, Program Directors, Department Chairs	5/2022	In progress
2B.2	10,000.00 (travel, meetings, etc.)	Identify vetted /feasible opportunities that mutually benefit MISB and business and/or community by benchmarking and working directly with organizations	CPP, Associate Dean	5/2022	Begin Fall 2020

III. Basic and Applied Research

Goal 3:

Encourage and enhance basic and applied research activities that result in high-impact scholarly and applied publications, funded research grants and contracts, and enhancement of the academic curriculum. *This goal aligns with University strategic initiatives addressing teaching excellence, research, financial sustainability, and Distinctively Wayne State key priorities.*

Objectives:

- 3A. *Support basic research by strengthening the School's research infrastructure and identifying additional sources of revenue in support of basic research*
- 3B. *Enhance and support applied research*
- 3C. *Provide faculty with resources and support to gain external funding opportunities in order to support research*

Strategies to achieve goal 3:

Objective 3A

- 3A.1 Strengthen the infrastructure and school culture to support, encourage, and reward basic and applied scholarship
- 3A.2 Develop impact measures for research that align with the MISB's research mission
- 3A.3 Work with the Development Office to identify potential gifts in support of research as part of the WSU Comprehensive Campaign; explore other revenue sources

Objective 3B

- 3B.1 Develop a model specifying criteria for the establishment of new MISB research centers and institutes

Objective 3C

- 3C.1 Develop the infrastructure and identify resources to encourage and reward applied research conducted in collaboration with organizational partners
- 3C.2 Establish incentives for faculty to engage in applied research supported by contracts with industry partners that are coordinated through the MISB as well as through Sponsored Research.

Goal 3: Encourage and enhance basic and applied research activities that result in high-impact scholarly publications, funded research and augmenting the academic curriculum

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
3A.1	none	Review and evaluate current MISB research incentives, recognition and performance awards practices, particularly for impactful applied research	Faculty Senate; WPS Committee	5/2022	Begin Winter 2020
3A.2	none	Define and Develop impact metrics based on MISB’s research mission	Research Committee	1/2020	In progress
3A.3	none	Continue to work with development at both school and university level to receive of more gifts and revenue to support current and future research strategic goals. Development goal 16 million plus	Development, Dean	5/2022	In progress
3B.1	none	Discuss and articulate goals, objectives, and key criteria that become the foundation for establishing and creating institutes or research centers and the allocation of funds	Provost office website, Budget Officer, Department Chair,	5/2022	Begin Winter 2020
3C.1	none	Provide awareness through workshops and meetings and develop a list of contacts so that faculty understand the process and how to find funding sources	Corporate Foundation Relations, Dean	5/2022	Begin Winter 2020
3C.2	none	Establish external incentives, procedures, and allocation methods for faculty who engage in applied research with industry partners on behalf of MISB	Budget Officer, Dean, Associate Dean	5/2022	Begin Winter 2020

IV. Increase Funding Sources for Research, Teaching and Engagement

Goal 4:

Identify multiple sources of funding to support the School's ongoing research, teaching, and engagement missions and to ensure our ability to implement high-priority, continuous improvement initiatives. *This goal aligns with University strategic initiatives addressing financial sustainability.*

Objectives:

- 4A. *Continued focus on student retention, increased enrollment in select majors, and the quality of graduate enrollment*
- 4B. *Increase grants and funded research*
- 4C. *Increase revenues from executive education and professional/management development programs*
- 4D. *Aggressively pursue private gifts in support of School programs and strategic initiatives*

Strategies to achieve goal 4:

Objective 4A

- 4A.1 Continue to increase student retention by improving course planning, scheduling, and delivery
- 4A.2 Review and evaluate graduate admission standards

Objective 4B

- 4B.1 Leverage the School's strategic emphasis on engagement with the business community to actively pursue funded research opportunities for collaboration and to grow revenues
- 4B.2 Work closely with Sponsored Research, business foundations and professional organizations to identify grant opportunities that are a good match to faculty strengths and expertise

Objective 4C

- 4C.1 Hire an executive education director who can work with local communities to create courses or programs in professional/management development as a new source of revenue
- 4C.2 As part of the WSU Fundraising Campaign, MISB expects development to raise funds in gifts to the endowment, spendable gifts, and planned gifts by the close of 2022 that support priorities and goals established by Dean Forsythe in order to support the School's strategic initiatives

Goal 4: Identify sources of funding to support the ongoing research, teaching, and engagement missions to ensure high-priority, continuous improvement initiatives

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
4A.1	none	A 20% increase in graduate courses offered in desirable time slots and delivered in desirable modes (hybrid and online)	Department Chairs, Asst. Deans of Graduate and Undergraduate	5/2022	In progress
4A.2	none	Conduct a review of graduate admission standards such as essays, standardized tests, and work experience to determine if the quality of enrollment can be enhanced	Asst. Dean Graduate Programs, GEPC	5/2020	In progress
4B.1	none	20% or higher increase in grants and overall funded research	Associate Dean	5/2022	In progress
4B.2	none	The identification, sharing and, recording of faculty strengths and research expertise (i.e. digital measures)	Associate Dean	5/2020	Begin Winter 2020
4C.1	\$130,000.00	Select and hire executive education director to represent MISB and work in the external environment; Create Executive/Management courses or programs that generate revenue to MISB	Dean	5/2021	In progress
4C.2	none	Increase in raised funds for scholarships, study abroad, and endowed chairs; Goal \$100,000	Development	5/2022	In progress

V. Enhance MISB External Reputation

Goal 5:

Elevate the U.S. News & World Report rankings of the WSU Mike Ilitch School's Part-time MBA program to the top 100 and undergraduate Business programs to the top 150 by 2022. *This Goal Aligns with MISB aspiration and vision, University's core values on Excellence, University's strategic initiatives on teaching excellence, research, communication, and expanding awareness.*

Objectives:

- 5A. *Target communications to key stakeholders, including peer deans who influence rankings*
- 5B. *Attract and retain top quality undergraduate and graduate students by improving the student experience*
- 5C. *Advocate for budget and staffing required to achieve goals and priorities*
- 5D. *Provide opportunities and encourage MISB Faculty to apply for Fulbright Scholarships*

Strategies to achieve goal 5:

Objective 5A

- 5A.1 Research communications processes to determine the most cost-effective manner to increase communications to ranking organizations and their influencers
- 5A.2 Create strategies to increase influence on the ranking organizations' decision makers

Objective 5B

- 5B.1 Align recruitment, programs, and curriculum with the MISB brand: Innovate. Impact. Inspire.
- 5B.2 Pilot with Accounting, Supply Chain, Entrepreneurship & Innovation, Sports & Entertainment Management Programs to determine best practices
- 5B.3 Create and administer a student engagement survey

Objective 5C

- 5C.1 Meet with Dean, Associate Deans, and Budget Officer to determine the BOV role
- 5C.2 Meet with Directors and Department Chairs to determine strategic needs
- 5C.3 Work with Budget Officer and Marketing Communications' director to formulate Resource Campaign Plan
- 5C.4 Meet with WSU Provost to discuss BOV support for MISB
- 5C.5 Meet with WSU CFO to discuss budget challenges and MISB Needs
- 5C.6 Work with WSU Fulbright office to discuss opportunities and process

Goal 5: Elevate the U.S. News & World Report rankings of the WSU Mike Ilitch School's Part-time MBA program

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
5A.1	\$50,000.00	Achieve a list of best practices strategies that will increase our ability to effectively promote & communicate our successes and to reach ranking influencers	BOV influencer committee, faculty	August 2020	Ongoing
5A.2	100,000/over two years	Deliver 4 email campaigns, develop and release Highlight Video, deliver LinkedIn Campaign, Provide Faculty and Staff with better swag and information in order to help spread the word about MISB and its achievements to alumni association, professional associations, academic conferences and other high-profile events	Marketing & communications director, BOV influencer subcommittee, faculty and students	May 2020	Planning phase
5B.1	1,000,000/ over 3 years	Create effective methods to a) enhance the student experience and b) reach quality students based on MISB's ability to innovate, inspire, and provide impact	All	5/2021	In progress
5B.2	none	To develop a list of proven practices that can be used in other academic departments to enhance the student	BOV executive Committee	5/2020	In progress
5B.3	1,000.00	Gather information to assess current student engagement at MISB. Use results too assist and direct strategies to improve service to students and to better meet their needs	Associate Dean, BOV executive committee	1/2020	In progress
5C.1	none	Provide better direction for how the BOV can help MISB meet its strategic goals	BOV Executive committee	Fall 2019	Complete
5C.2	none	Gain more insight into the needs and wants of academic departments based on the Department Chairs' perspectives	BOV Executive	Winter 2019	Complete
5C.3	none	Develop a structured, data-based road map to advocate for MISB	BOV executive Committee, Budget Officer, Marketing & Communications Director	Winter 2020	In progress
5C.4	none	Open lines of communication and relationship building in order to help Provost understand the BOV's support for MISB	BOV executive Committee Chair	Fall 2019	Ongoing
5C.5	none	Gain a better understanding of university financial model to help communicate the BOV's support for MISB	BOV executive Committee	June 2019	Ongoing
5C.6	2000.00	Encourage faculty from MISB to apply for the Fulbright Scholar Program so that at least two become faculty Fulbright Scholars	Dean, Dept Chair Associate Deans	5/2022	In progress

Conclusion

The following plan is a revised version of the 2013-2018 strategic plan. This plan will provide strategic direction for the MISB during 2019-2022. This revised plan is driven by the same mission as the 2013-2018 strategic plan but has updated goals and performance targets. The implementation of the strategic goals identified will require a collaborative effort with all stakeholders and a continuous improvement process. Consequently, all action plans for stated goals will require a semester review by the MISB strategic planning & budget committee in order to monitor and discern progress.

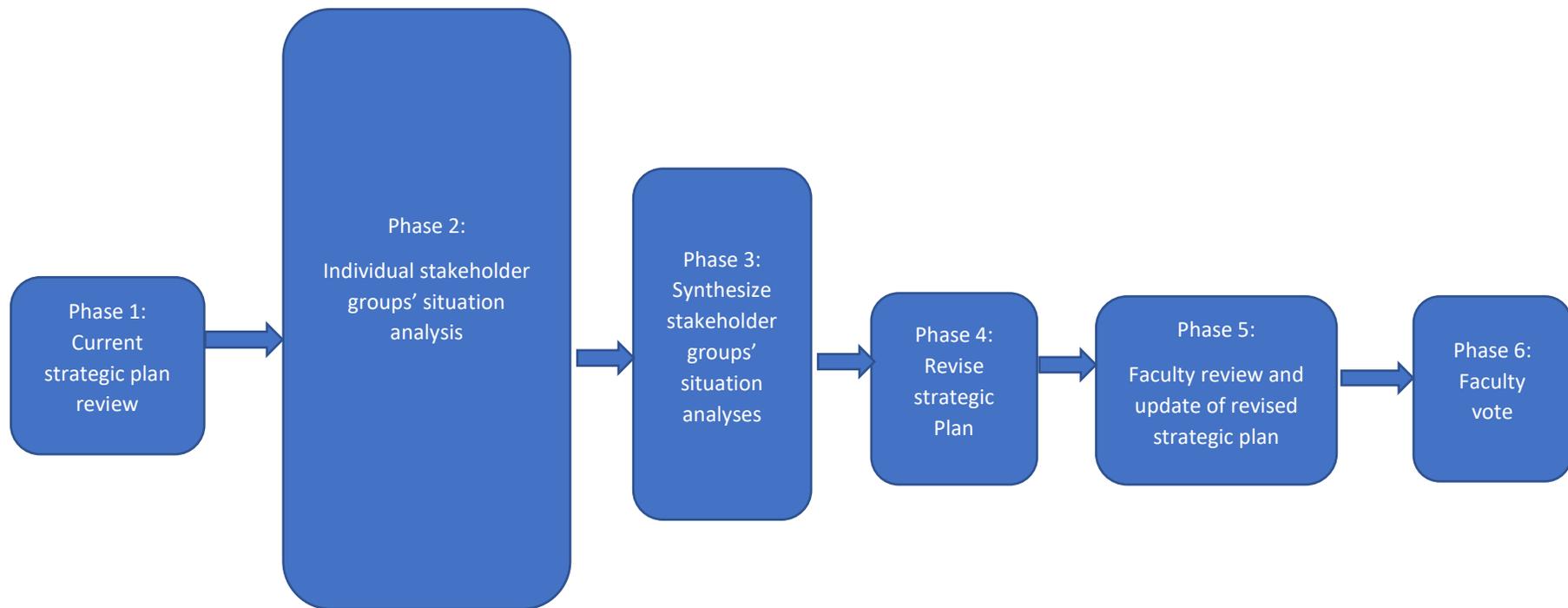
2019-2022 Action Plan

The following action plan will guide, direct and advance MISB until the year 2022 is complete. The action plan is designed to provide accountability and monitoring until the goals are complete. Each action item states the resources needed, desired outcome, responsibility, deadline, and the completion status.

Action Item	Fiscal/Resource Needs	Desired Outcome	Responsible Parties	Deadline	Completion Status
Review Strategic Plan and its Goals and determine progress, completion and success	\$22,000.00 retreats, workshops, guest speakers and resources over 3 years	MISB's stakeholders receive annual up to date communication on the progress of strategic goals to permit early intervention, modification, and awareness	Dean, Dean's Leadership Team, Faculty Strategic Planning Committee	Review expected to be done once per semester until 2022	Ongoing

Appendix

Figure 1: MISB Strategic Plan Review Engagement Process



Stakeholder's SWOT

The strategic plan review process included key stakeholders who all have a vested interest in the success of the MISB. The process began with the Dean and concluded with a survey to business student ambassadors. All the key stakeholders were asked to perform a SWOT analysis.

- Dean Robert Forsythe and the MISB Executive team's (see strategic planning participants on pg. 1) SWOT was conducted in a strategic focus group. The process included a brainstorming exercise, vetting of ideas, creation of SWOT analysis and the review of all current strategic goals. The participants were asked to not judge, be innovative and to put their best case forward.
- The MISB Strategic Planning Committee (see strategic planning participants on pg. 1) is a faculty represented committee based on nomination and election process. Their SWOT was also conducted in a strategic focus group with a process similar to the Executive team.
- The Board of Visitors Executive Committee SWOT analysis was conducted by electronic survey. All members were surveyed. 88% of the members participated.
- The MISB staff SWOT analysis was conducted by an electronic survey. A random sample was sent to 50% of the staff council members –18. 50% of the members participated.
- MISB Student Ambassadors' SWOT analysis was conducted by survey. All 26 student ambassadors were surveyed. 20% of the students' surveyed participated.
- MISB Faculty Assembly
Faculty & Staff participated in the review of the draft strategic plan. Strategic Plan was approved on 9/20/2019.

Figure 2

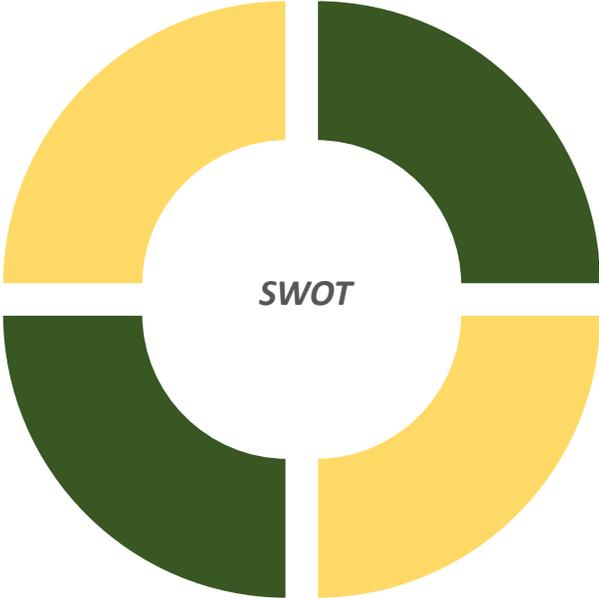
Composite

STRENGTHS

- MISB Faculty
- District Detroit Location
- Student Diversity
- Building
- Advisory Boards
- Engaged BOV

OPPORTUNITIES

- Growing local businesses
- Executive education
- Creative short courses
- Support for current industries



WEAKNESSES

- University funding prioritizes scientific research
- Lack of student support (tutors, career advisors multiple course offerings)
- Lack of effective marketing and communications reach
- Need more effective communication from leadership

THREATS

- Growing number of competitors locating nearby
- National trends of increasing tuition and overall cost of college
- Societal change on the value of a college degree

Figure 3

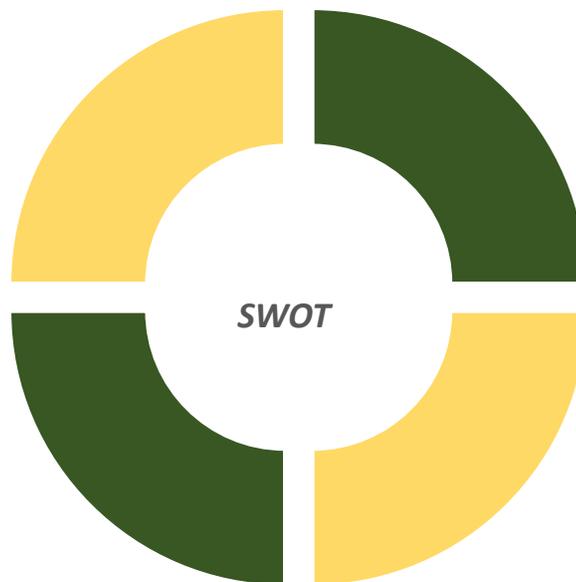
Executive Leadership: Deans and Department Chairs

STRENGTHS

- Building
- Active BOV
- Flexible, delivery modes (hybrid, online, face-to-face)
- Location
- Individualized Advising
- AACSB Accredited
- Research 1
- Productive Faculty
- Value (cost/research 1)
- Working students with experience
- Variety of faculty (research/theoretical)
- Some practice/ applied training

OPPORTUNITIES

- Extensive and varied business community /industry engagement
- Large alumni base
- Executive education (non-credit)
- New for credit programs (Real estate, healthcare)
- Executive MBA
- Interdisciplinary programs (Analytics, Engineering, Mobility, Sustainability, supply chain)



WEAKNESSES

- Many full-time working students that are over committed
- Hard to engage, no time
- Hurts ability to get internships
- Inability to activate our alumni base
- Over reliance on part-time faculty
- Lack of full-time faculty
- Lack of staffing in CPP leads to inability to collect data
- Lack of marketing and promotion funding
- University financial/budget model

THREATS

- State funding
- Budget
- Rising cost of tuition
- Competition in backyard
- Out growing new building
- Enrollment increase
- Student Engagement
- Faculty turnover—better compensation plans
- Increase online education
- Declining population
- Immigration
- Politics (negative)
- Rise in certificates

Figure 4

Faculty: MISB Strategic Planning Committee

STRENGTHS

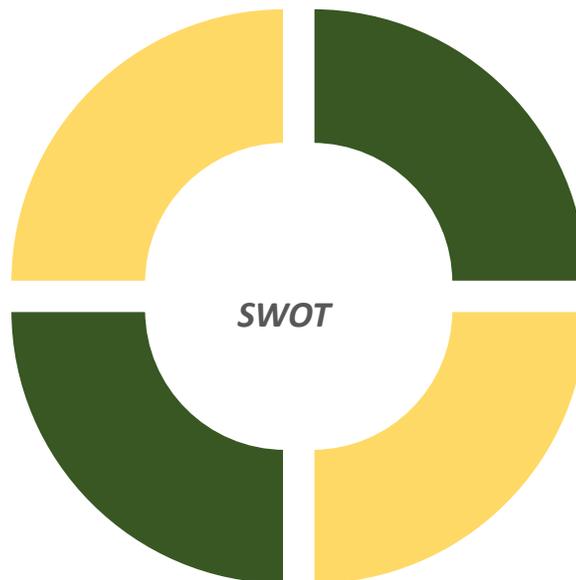
- Efficient Faculty/Staff (does a lot with a little)
- Student Advising
- Location
- Building
- National and International Reputation
- Most Profitable college/unit at WSU
- Active Board of Visitors
- Student Support Programs (corporate Mentoring, MPREP, Advising, Elevator Pitch, 25 under 25 etc.)
- Broad Spectrum of programs
- Study Abroad
- Doctoral Placement (finance...)
- Education Value
- Various delivery platforms (4,11,15 week, online, hybrid)
- Nationally Ranked Supply Chain Program

OPPORTUNITIES

- Executive Education Revenue
- Be more welcoming to the diversity in Detroit
- Take advantage of the Detroit “cool” factor
- Mobility (tech, growth)

WEAKNESSES

- Lack of Money
- Lack of Strategy for Executive Education
- Too many adjuncts
- Lack of promotion and marketing (Nobody knows how good we are)
- No Centers/lack of institutes
- Appearance of Lack of Transparency/Inclusion leads to Lack of trust
- Academic department Structure
- Irrelevant programs



THREATS

- U of M & MSU presence in Detroit
- Rising Cost of tuition
- Declining Demographics
- WSU financial Situation
- Negative Medical School Issues

Figure 5

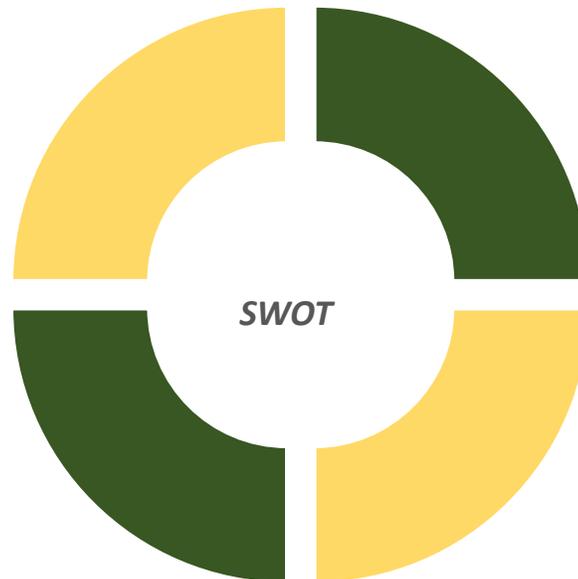
Staff Council

STRENGTHS

- Student Focused Programs
- Building
- Compliance (AACSB accredited programs)
- Outreach (community, wiliness to partner, active advisory boards)
- Positive Staff Work Climate
- Continuous Improvement (updates of majors)

WEAKNESSES

- Lack of opportunities for advancement, recognition & awards
- Student Space
- Lack of operational and strategic communication (left dangling)
- Outdated Technology (printers, copiers etc.)
- School Work climate (divisive, morale...)
- Lack of collaboration among faculty, staff, student services
- Accountability of faculty (not student centered, don't answer student complaints)
- Budget
- Resistant to change
- Too many PTF's
- What are strategic goals around enrollment



OPPORTUNITIES

- Program in Healthcare (demand from students)
- Location
- Need more internships across all majors especially management, marketing and sports Management
- Engagement of more youthful alumni (many local)
- Enhance external relationship with stakeholders
- Take advantage of the increase interest in Detroit, WSU and MISB

THREATS

- Inability to meet student concerns (parking, space, food)
- Budget
- Changing demographics (drop in interest, traditional students, high school students)
- Competition moving in
- Challenges of Urban environment—bad press
- Accreditation

Figure 6

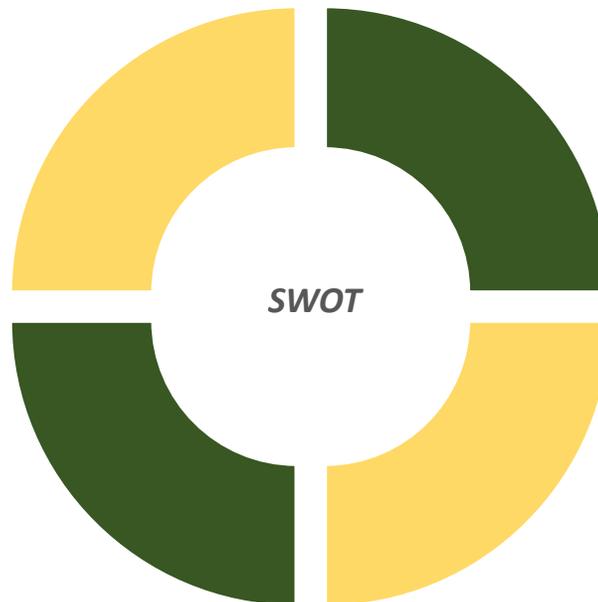
Board of Visitor’s Executive Committee

STRENGTHS

- Building
- Faculty
- Location
- Programs (supply chain...)
- Innovative Engagement programs (elevator Pitch, SMIF, Stock X, Case competition)
- Enrollment
- Outreach (advisory boards, BOV...)
- Diverse dedicated Staff
- Diversity of business Experience
- Collegiality of the group

OPPORTUNITIES

- Local Business Connections
- Improve communications with other WSU academic Units



WEAKNESSES

- Leadership Issues (Mission, authority, Dean’s renewal)
- Lack of clarity and focus
- Defeatist Attitude/culture
- No ability to hold Faculty accountable
- Resistant to change culture
- Lack of data-based decision making (APS)
- Faculty Ratio
- Lack of employment data
- Enrollment Issues
- Mentoring of students
- Marketing and communications (Lack of Promotion to the world)

THREATS

- State Issues
- Lack of competitive analysis (falling behind, others are moving in...)
- Accreditation
- Contentious Environment on Board of Governors
- Economy
- External business perception of MISB (because we don’t engage)

Figure 7

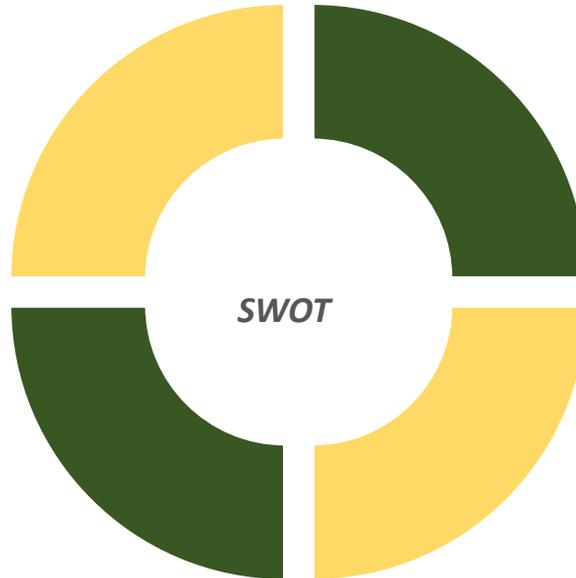
Student Ambassadors

STRENGTHS

- Security
- Building
- Accessible Faculty & Staff
- Dean Accessibility
- Programs
- Students
- Shuttle
- External Stakeholder Relationships

OPPORTUNITIES

- Parking
- Growth in Detroit
- Growth in campus Life
- Minority Based Fellowships
- Minority Business engagement



WEAKNESSES

- Parking
- Lack of student friendly necessities in Building (food, study/sitting areas)
- Cpp not current
- Marketing and communications (lack of information on main campus, "nobody knows about events", Forbes 30 under 30 scholar program)
- Lack of diversity among faculty
- Not enough online seats
- No tutors
-

THREATS

- Lack of connection with out of state employers
- Parking
- Crime

Revised Vision Statement

During the strategic focus group with the faculty represented MISB Strategic Planning Committee, suggestions and revisions were made to the MISB Aspiration and Vision Statement. Below are the current and the proposed statement.

Current Aspiration and Vision

The School aspires to establish itself as one of the top business schools in the nation as reflected in the published national rankings (e.g., Business Week, U.S. News and World Report, etc.), indicating favorable student evaluations and recruiter perceptions of the undergraduate and MBA programs, and the scholarly achievements of the faculty. The School strives to achieve a positive reputation for contributions to knowledge development, for the role it plays in the economic prosperity of the region, and for becoming a school of choice-one which prospective students see as providing a pathway to academic and professional achievement.

(Proposed Aspiration and Vision)

The Mike Ilitch School of Business (MISB) aspires to establish itself as one of the top business schools in the nation as reflected in the published national rankings (e.g., Business Week, U.S. News and World Report, etc.) indicating favorable student evaluations and recruiter perceptions of the undergraduate and graduate programs, and the scholarly achievements of the faculty. MISB strives to enhance its positive reputation for contributions to knowledge development, the role it plays in the dynamic growth of the region, and for becoming a school of choice.

2013-2018 Strategic Plan Dashboard
Updates and Progress

Goal 1: Develop career-ready graduates who are competitive in the global marketplace as a result of an educational experience combining academic excellence, real-world business experiences, and innovative technology.

Note: “No data available” indicates no data could be found and/or there is no record of data being collected

Objectives	Level	2013	2014	2015	2016	2017	2018	Status
Increase student participation in internships/ Co-ops by 10% each year from 2014-2018		46	66	No data Available	GSCM-25% of students	No data Available	GSCM-60% of students MISB--161 students for credit	Ongoing/Still working to develop an effective system to capture student internship data. Many students’ complete internships, but not for credit.
Increase student participation in experiential learning experiences by 10% each year 2014-2018		No data Available	No data Available	No data Available	No data Available	No data Available	27 faculty self-report Active learning & instruction in all the courses they teach	Ongoing The following metric needs to be further developed and defined in order to collect data.
Increase job placements (self-report survey data based on % or # responses)								Ongoing /Top 2018 employers: Quicken, Deloitte, Plante Moran, Ford, DTE, FCA, Meritor and Dow
Changes in survey made	Undergrad	41	46	No Data Available	99	154	59%	Ongoing
	Graduates	12	13	No Data Available	12	33	81%*	Ongoing
Graduation Rates improve by 10% (source: Institutional Research)								
	2yr Retention	71.5%	78.9 %	81.4%	82.1%	80.4%		Ongoing

	3yr Retention	59.9%	66.9%	67.3%	71.3%			
	4 yr. Retention	54.7%	60.2%	63.6%				
	4 yr. Graduation	21.9%	29.3%	No Data Available	No Data Available	No Data Available	No Data Available	Ongoing

	Status	Comments
Expand the focus of the Schools Career-readiness program		
Mandatory academic advising for students with 0-30 School credit hours	Complete	
Conduct all undergrad academic advising by major	Complete	
Build on success of Alumni Week - enhancements for fall 2014 event	Complete	
Provide advanced career planning module for each major field of study	Complete	New “required” Student Success course created
Mandatory Placement Career Tracker Survey in MGT 6890	Complete	
Identify need and solution for "at risk" career readiness intervention	Complete	University system implemented
Employer Evaluation process in place	Complete	
Develop coordinating mechanisms across School and University career-planning services;	Complete	Handshake became the coordinating mechanism Activities numbers indicate 5,244 documents reviewed and 3563 documents reviewed in 2016
Increase Student participation in internships, co-op, service learning, study abroad and other high impact learning experiences		Study abroad participation has grown from 26 to 75 students per year who travel to China, England, Italy, Netherlands, Germany, & Poland. 348 students have participated to date. Alumni association raised 10,000; FCA donates transportation and planning assistance estimated 20,000; other private donors have contributed
Mandatory experiential learning degree requirement (internship, co-op, high impact)	Ongoing	Baseline was never established so it’s difficult to determine progress. However, anecdotal evidence suggest that students are receiving many experiential learning opportunities both in the

		classroom, case competition and other external engagements. This strategy will be modified moving forward
Establish Faculty Mentors/Major Advisors (see responsibilities in 2013-2018 strategic plan)	Complete	
Develop process to monitor student participation in experiential learning requirement	Ongoing	College needs to develop measures and process to collect data
Implement "Degree Works" to track student data	Complete	
Enhance the school's focus on student competencies		
Review and evaluate AACSB requirements and status of School compliance	Ongoing	School is on track to meet AACSB/Peer review team visit 3/2020
Review course content and incorporate more employer-demanded skills (e.g., excel)	Complete	Each academic department has a process to review and update curriculum. Fall 2019 Students are required to take BA 1500 Excel, BA 1000. This is a result of input from Employers. Additionally, each Academic unit and CPP works with external stakeholders to receive employer input that may result in course or curriculum changes
Investigate standardized testing options	Modified Strategy	UEPC & GEPC designed in-house assessment to determine core course content knowledge
Hire one FTE position in CPP to student Assistant and provide student assistant	50%	Student assistant hired/ Need to hire CPP support. Hires have occurred but only to account for turnover.

Goal 2: Engage with the surrounding business community to enable the School of Business Administration to become a partner of choice in a multi-pronged relationship focused on collaborative research, executive education, research and development contracts, and workforce preparation.

	Status	Comments
Formalize Engagement Process		
Conduct "Needs Assessments" meetings with business leaders to explore opportunities for collaborations	Ongoing	CPP regularly meets with employers and gathers feedback. Department chairs constantly work with business leaders through roundtables, advisory boards and other inquiries to engage and explore collaborations
Create a process for sharing results of needs assessment meetings and other engagement efforts	Ongoing	Academic units each have their own method of sharing results. Improvements in this area are needed and will be added to the 2019-2020 strategic plan
Establish unit-level advisory boards	5 of 6 complete	Advisory boards established and operating in ISM, GSCM, ACCT, & MKT. Finance has an active student fund board and are in the early phases of meeting with established department advisory board members. Management is currently working on creating their advisory board.
Engage the business community via executive Ed and management development programs		
Increase enrollment in existing Executive Education opportunities (goal 10% increase)	Complete	To date, MISB has increased enrollment by establishing, enrolling and graduating students in a new Executive MS in Automotive Supply Chain Management. Additionally, MISB continues to work in partnership with AIAG offering executive education in automotive industry supply chain management—over 200 students to date
Formulate proposal/marketing plan/ needs assessment and feasibility to pursue Executive Education programming	Ongoing	Feasibility study for healthcare Executive Education has been completed. A revision of this study and a continual expansion of ideas are needed. Additionally, MS finance and
		Seeking to further refine goal and School needs

Goal 3: Encourage and enhance basic and applied research activities that result in high-impact scholarly and applied publications, funded research grants and contracts, and enhancement of the academic curriculum.

	2013	2014	2015	2016	2017	2018	Status
Increase number of basic scholarly publications by 3% each year	37	38	39	61	76	59	Over 59% increase in 5 years ongoing
Increase number of applied research publications by 15% each year	12	13	13	14	26	27	125% increase in 5 years ongoing
Increase external funding for research	\$24,500.00					331,799.00	Significant increase in Grants

	Status	Comments
Support Basic Research by Strengthening School's Infrastructure and identifying additional sources of revenue in support of basic research		
Strengthen the infrastructure to support, encourage, and reward basic scholarship	Ongoing	Incentive plan to increase Basic scholarship is complete. School is in need of incentives and encouragement to motivate applied scholarship.
Identify resources to support a competitive summer research program and awards	Complete	
Work with Development to identify potential gifts in support of research	Ongoing	Development director--hired
Establish a Model and Criteria for Research Centers Identify funding for innovation and Entrepreneurship program		

Develop a model specifying criteria for establishing research centers	Ongoing	working to refine
Identify source for initial \$15,000 investment, develop a plan to raise \$100,000/ year in support of engagement	complete	BELL: Belinsky Entrepreneurial Learning Laboratory established
Develop proposal and identify seed funding for CUEIED, obtain University approval	Complete	BELL: Belinsky Entrepreneurial Learning Laboratory established
Enhance and support applied research		
Develop infrastructure and identify resources to encourage and reward applied research conducted in collaboration with organization partners	25% complete	Journal list created; Working to establish incentives to encourage faculty to publish applied research
Establish financial incentives for faculty to engage in research supported by contracts with industry partners that are coordinated through the MISB as well as through sponsored research	Ongoing	Journal list created; Working to establish incentives to encourage faculty to publish applied research

Goal 4: Identify multiple sources of funding to support the School’s ongoing research, teaching, and engagement missions and to ensure our ability to implement high-priority, continuous improvement initiatives.

Enrollment:	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Undergraduate	2365	2340	2466	2639	2776
Graduate* (includes graduate certificate)	606	855	1165	1324	1458
MBA	490	743	1063	1214	1318
Specialized Master’s:					
MS Taxation	13	21	20	10	8
MS Accounting	70	63	61	54	30
MS Automotive Supply Chain	n/a	n/a	n/a	n/a	20
MS Finance	n/a	n/a	n/a	n/a	1
MS Data Science and Business Analytics	n/a	n/a	n/a	n/a	21
Doctoral	14	10	11	12	7
Total	2971	3195	3644	3976	4242

	Status	Complete
Grow enrollment at all levels	Complete	Enrollment for MISB has increased by 43% in five years. School will now look to review/revise/modify enrollment variables that it controls in order to balance enrollment growth with resource constraints
Increase grants and funded research	Complete	Research grants are up significantly AIAG funding 203,000
Leverage engagement opportunities to grow revenues from funded research	Ongoing	
Work closely with sponsored research, business and professional organizations to identify grant opportunities that are a good match to faculty strengths and expertise	Ongoing	MISB has significantly increased grant applications and secured grants. However, MISB must work on its relationship with sponsored research in order to increase

		engagement and other faculty related opportunities
Increase revenue from executive education and professional/management development programs	Ongoing	Global Supply Chain 23-week auto industry certificate \$30,000 profit per year. 1-week SCM program --\$30,000 per year. DPD Leadership certificate designed to breakeven resulting in “in-kind” benefits
Aggressively pursue private gifts in support of school programs and strategic initiatives	Ongoing	Record breaking years in fundraising resulting in 267% of goal. In addition to Ilitch \$40M gift--1,773,358 during 2013-2015/ 16,255,962 during 2014-2016