WAYNE STATE
UNIVERSITY

SCHOOL OF BUSINESS
ADMINISTRATION

ACCREDITED
AACSB INTERNATIONAL
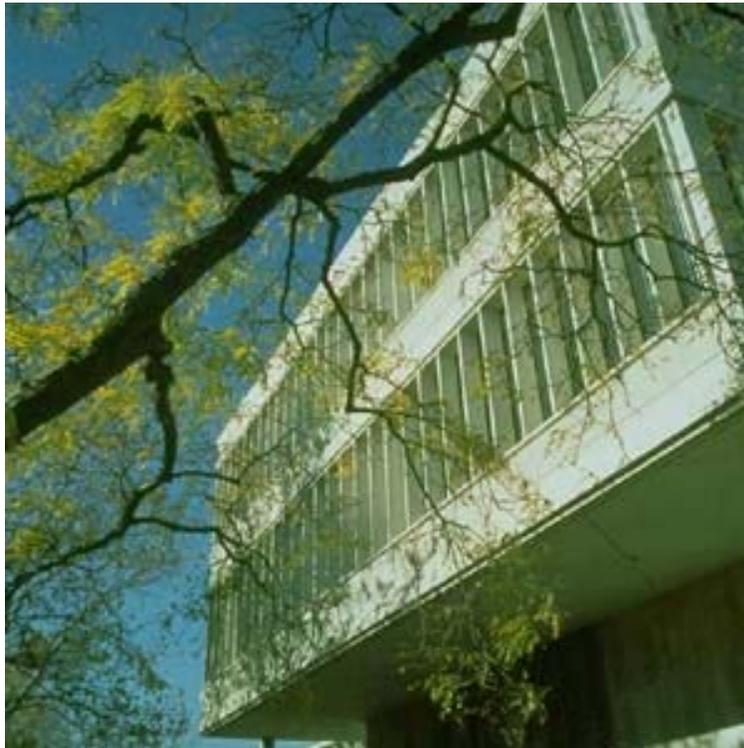
Strategic Plan

School of Business Administration

October 2007

Approved by Academic Assembly: November 14, 2007

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Executive Summary

The Strategic Planning Committee (SPC) of the School of Business Administration (SBA) has reviewed past planning efforts, the University strategic plan, and the current situation, and identified a set of five broad initiatives which will move the School forward. The initiatives reflect an analysis of the competitive environment, current funding situation, the needs of stakeholders, and AACSB International accreditation guidelines. The School will be targeting high potential opportunities and will develop detailed action plans which include milestones, resource requirements, and the expanded use of assessment tools and stakeholder input and involvement. The strategic plan will be reviewed annually and updated as conditions warrant.

Mission

The mission of the School of Business Administration is to achieve excellence in business education, research, and service by adapting to the needs of a dynamic, globally competitive business environment.

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.

Strategic Initiatives

I. Enhance the Reputation and Raise the Visibility of the School

II. Enhance the Quality of Instructional Programs

III. Create Comprehensive Programs and Practices to Attract, Retain and Graduate Students Who Are Highly Qualified Job Applicants

IV. Enhance the Quality of Faculty Scholarship

V. Enhance Human, Physical and Financial Resources

2007 School of Business Administration

Strategic Plan

Introduction

To integrate the efforts of the School of Business Administration with the University's 2006-2011 Strategic Plan, the School initiated a multi-phased strategic planning process. Based on inputs from the 2006 Faculty Strategic Planning Retreat, internal and external stakeholder input, and several subsequent framework documents authored by the members of an ad hoc committee of faculty members in 2007, the preliminary phase of planning was completed by the Dean's Cabinet in September of 2007. The School Strategic Planning Committee was then formed and efforts were focused on refinements to the draft plan, broadening the scope of the discussion both in terms of efforts to obtain input from various constituents and stakeholders, and in terms of the substantive aspects of the strategic plan itself. Faculty and staff were engaged in this effort through a number of focused discussions and regular updates, and members of the Board of Visitors were asked to review the results of these internal discussions and offer their input and perspective.

Through this plan, the School will work to establish itself as one of the top business schools according to published national rankings based on student evaluations, faculty research and teaching, and recruiter perceptions. The School will take specific steps to achieve a position of prominence and to strengthen its relationships with its key stakeholder groups such that:

- Students and alumni view the School as a unique, innovative and effective opportunity that has prepared them to succeed.

- The business community views the School as a partner that meets its needs.

- Faculty and staff members view the School as a place that provides support and recognition for their contributions.

Engaging these stakeholder groups, the School must build on the strong foundation which exists while it also explores new opportunities for growth and simultaneously addresses a number of challenges. Every effort is being made to ensure the School's Strategic Plan is consistent with the overall direction of the University and reflective of the resources available to the School, and the plan also addresses the need to generate additional resources.

Background

The School has identified the following strengths:

Academic Programs and Faculty:
- The School is one of 528 national and international AACSB-accredited business schools.
- Honors Programs have been developed at the University level and within the school.
- The MBA program is one of the nation's largest part-time programs.
- The MBA program includes an award-winning online education initiative.
- The School recently launched its first on-site MBA for U.S. Steel.

- The new Ph.D. Program, launched in the fall of 2007, aligns the School with the research-intensive nature of the University.
- Faculty members have earned doctoral degrees from some of the nation's top universities and they are recognized by leading national organizations for their research and teaching.
- Faculty recruitment is strong, with eleven new tenure track research faculty members recently hired.
- Endowed Chair positions have attracted several scholars of national prominence.

Student experience
- A substantial student residential population now exists on campus, with Living Learning Communities developed for undergraduates.
- The School began admitting freshmen and sophomores as majors for the first time in the fall of 2005.
- The Office of Career Planning and Placement was established in the School in 2006.
- Enrollment is approximately 2500 undergraduate and 1200 graduate students.
- The School has almost 30,000 alumni and has the largest single alumni group employed in southeast Michigan.

Interactions with stakeholders
- The Professional Development Division has successfully offered degree and non-degree programs to local organizations (e.g., Blue Cross/Blue Shield of Michigan, Compuware, etc.).
- The creation of the WSU Research and Technology Park provides an opportunity to participate in the growth of the regional economy and to align the intellectual capital of the School with start-up efforts and entrepreneurial enterprise in general.
- "Leaders on Leadership" program provides visibility in the local community and beyond.
- The e-Commerce Summer Camp links the School with local high school students.
- The Capital Campaign is progressing.

At the same time, the following challenges have moved to the forefront:

Resource demands and constraints
- Cost of specific efforts to raise the visibility of the School.
- Investments in practices and programs to help ensure continuing accreditation.
- Cost to develop and introduce academic programs to better prepare students.
- Enhancements to learning facilities (e.g., classrooms, technology infrastructure, etc.) and student services.
- Freshman admission, Learning Communities and an Honors Program within the School require added resources to oversee and staff.
- The Office of Career Planning and Placement requires further growth and innovation .
- The Ph.D. Program requires an increasing commitment of resources.
- The cost of hiring and retaining quality faculty continues to escalate.
- We are in a period of declining state funding for higher education, increased competition for limited resources within the university, and have limited opportunities to attract federal funding to support academic research.

Increasing competition for students
- Competition (traditional and online) from other educational institutions has grown, both regionally and internationally.
- Aggressive marketing by a number of local and regional competitors.
- Decreases in state funding have produced tuition increases.
- Employers have significantly reduced tuition assistance programs.

Administration
- Department consolidation to form two academic departments, Business and Accounting must be re-assessed in terms of costs and administrative efficiency.
- The recent changes in senior leadership including two interim Deans created uncertainty about strategic intentions and priorities.

Mission

The mission of the School of Business Administration is to achieve excellence in business education, research, and service by adapting to the needs of a dynamic, globally competitive business environment.

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.

Strategic Initiatives

Five broad strategic initiatives have been identified which will direct the School's efforts to develop and efficiently utilize the human, financial, and physical resources needed to meet the mission and achieve the vision for the School, and to address the opportunities and challenges which exist.

I. Enhance the Reputation and Raise the Visibility Of The School

II. Enhance the Quality of Instructional Programs

III. Create Comprehensive Programs and Practices to Attract, Retain and Graduate Students Who Are Highly Qualified Job Applicants

IV. Enhance the Quality of Faculty Scholarship

V. Enhance Human, Physical and Financial Resources

STRATEGIC INITIATIVES

I. Enhance The Reputation And Raise The Visibility Of The School

1. Prioritize efforts that will ensure continuing AACSB Accreditation

    1.1. Assess the viability of separate accreditation for the Accounting Program

2. Ensure participation in surveys used to compile national rankings of academic programs (e.g., Business Week, U.S. News and World Report, etc.)

3. Develop a strategic communications program targeting internal and external audiences

    3.1. Leverage enhancements to the quality of our instructional programs

    3.2. Communicate the scope, quality and relevance of the research and the intellectual capital of the faculty by encouraging and promoting presentations, seminars, and conferences at the regional, national and international level

    3.3. Facilitate outreach and media relations efforts that involve the faculty

    3.4. Communicate the scope and quality of linkages with the business community

    3.5. Develop a sub-branding strategy consistent with the University's branding strategy and convey the brand in a clear, compelling and consistent manner

    3.6. Work in tandem with the central marketing efforts of the university while also developing unique efforts to raise the visibility of the School
        3.6.1. Evaluate the *Leaders on Leadership* initiative and the annual Banquet
        3.6.2. Develop an annual conference to address issues of importance to for-profit and not-for-profit organizations and use these conferences as an impetus to develop additional instructional and research initiatives
        3.6.3. Explore the feasibility and efficacy of targeted sponsorships

4. Support and reward faculty interaction with the business community

    4.1. Strengthen working relationships with Tech Town and other programs that link the university with the business community

    4.2. Seek and develop opportunities for faculty to conduct research and apply their expertise to issues confronting for-profit and not-for-profit organizations

    4.3. Develop centers and institutes, executive education programs, and project courses that can serve as a catalyst for applied research and faculty consulting

    4.4. Encourage faculty participation in professional and community organizations
        4.4.1. Examine the feasibility of establishing a School of Business Administration Speakers Bureau.

II. Enhance the Quality of Instructional Programs

1. Evaluate and revise the undergraduate curriculum to reflect the future needs of business community and attract/retain students

1.1   Review and update the curriculum to enhance the learning experience

    1.1.1 Specify a common body of knowledge ensuring coverage and limiting unplanned redundancy

    1.1.2 Develop appropriate measures to ensure that learning goals are being attained

    1.1.3 Introduce curriculum innovations such as team teaching and case-oriented classes

    1.1.4 Evaluate the interdisciplinary aspects of the capstone experience

1.2   Analyze and address demand for specialized programs, dual-degree programs, and certificate programs

    1.2.1 Continue to develop learning communities

1.3   Enhance the size and quality of the Honors program

    1.3.1 Investigate the feasibility of developing a Business Honors Seminar

    1.3.2 Develop a clear pathway from Honors study to pursuit of a graduate degree

1.4   Increase opportunities for service learning, internships and co-op programs to allow more students to be able to afford the full time experience.

    1.4.1 Formalize an internship program in selected areas of study

2. Evaluate and revise the graduate curriculum to reflect future needs of business community and attract/retain students

2.1   Review and update the MBA curriculum, achieving clear differentiation through content, program elements and student experiences.

    2.1.1 Identify and exploit opportunities to ensure development of a common body of knowledge for all MBA students

    2.1.2 Incorporate applied projects and other activities that will create stronger links between the learning experience and business practice

        2.1.2.1 Ensure coverage of globalization, diversity, ethics and other issues confronting both for-profit and not-for-profit organizations

        2.2.2.2 Ensure coverage of knowledge that can be applied in the context of regional economic development efforts

2.1.3 Bring research efforts into the classroom and look to develop research opportunities for students who have the aptitude and interest

2.1.4 Encourage the development of new courses and academic programs that will explore emerging management issues

2.1.5 Enhance the effective use of technology in academic program delivery

2.1.6 Ensure that students meet or exceed admission requirements

    2.1.6.1 Utilize technology to address deficiencies in foundation knowledge.

2.2 Create a full time, cohort MBA program.

2.2.1 Introduce innovations in curriculum design and pedagogy, such as inclusion of modular course content, specialized classes, and integrative, interdisciplinary courses that use a team teaching approach

2.2.2 Incorporate applied projects that will continue through the curriculum, and provide multiple integrative, interdisciplinary learning experiences

2.2.3 Develop and launch appropriate support for this initiative, including professional staffing for activities related to recruitment of high quality applicants, orientation, professional development and career planning

2.2.4 Determine the feasibility of utilizing the Oakland Center for delivery of the full time MBA program

2.3 Identify opportunities to leverage appropriate features of the full time MBA program and apply them to the existing MBA program

2.3.1 Develop a branding strategy to differentiate the full-time MBA and current MBA program offerings

2.4 Implement the Finance track in the new Ph.D. Program, and next launch both the Marketing and Management discipline tracks.

2.4.1 Develop doctoral seminars which reflect the latest research in focused discipline areas, taught by our most qualified research faculty

2.4.2 Identify opportunities for additional faculty participation in doctoral instruction, including serving on dissertation committees and mentoring activities

3. Exploit opportunities to introduce other graduate programs or enhancements

3.1 Analyze and act on demand for specialized Masters degree programs, dual-degree programs, and certificate programs

3.1.1 Focus on targets of opportunity in content areas already being examined, including internal auditing, entrepreneurship, leadership, supply chain management, and others.

3.1.2   Determine the feasibility of additional on-site and extension center programs

3.1.3   Establish specific revenue targets for all program enhancements of this type, and determine a reasonable ROI and payback period for investments required

3.2   Develop high-value partnerships with international educational institutions

3.2.1   Introduce a study abroad and student exchange program

3.2.2   Introduce a faculty exchange program with top quality international educational institutions

4. Evaluate the instructional effectiveness of current on-line offerings

4.1   Bring on-line offerings to professional standards and to the standards of aspirational schools, and develop school-wide standards for presentation and delivery

4.2   Expand the scope of MBA on-line offerings if warranted

4.3   Ensure that on-line offerings are aligned with in-class equivalents

4.4   Assess the viability and efficacy of using on-line offerings in the undergraduate program

5. Introduce faculty development initiatives to support and reward efforts to improve management education.

5.1   Support and reward faculty for creating and delivering executive education courses

5.2   Support and reward faculty for effective efforts to bring a cross-disciplinary perspective into the classroom setting

5.3   Support and reward faculty for development of discipline-based practice tools

5.4   Support and reward faculty for consulting activity that clearly contributes to improved management education experiences for students

5.5   Support and reward faculty for taking an active role in student recruiting and advising

III. Create comprehensive programs and practices to attract, retain and graduate students who are highly qualified job applicants.

1. **Recruit students demonstrating high academic achievement and/or potential.**

    1.1. Leverage scholarship funds as part of the recruiting effort
    1.2. Expand the use of technology to reach top high school, transfer and international students
    1.3. Extend recruiting efforts to include residential students, and development of learning communities.

2. **Require all students to participate in a comprehensive orientation program.**

3. **Establish and enforce appropriate standards for admission and for continuation.**

    3.1. Ensure that students have demonstrated adequate academic performance before granting full admission and junior standing.
    3.2. Provide remedial and review options for students unable to meet the standards as a means to improve retention and graduation rates.
    3.3. Develop and implement effective systems to identify, monitor and assist at-risk students and under-prepared students. Develop comprehensive programs to increase retention, and improve the quality of the learning experience.

4. **Implement strategies to reduce time-to-degree such as early development of plans of work, early completion of competency and qualifying exams, enforcing prerequisites and taking courses in sequence, and flexibility in course scheduling and instructional delivery.**

5. **Establish and apply rigorous and consistent grading standards throughout each academic program**

    5.1. Monitor and improve academic integrity practices
    5.2. Determine the feasibility of incorporating standardized testing of graduating seniors

6. **Enhance the current career planning and placement service**

    6.1. Determine the efficacy of efforts designed to assist students in the placement process.

7. **Create and maintain state-of-the-art facilities, technological infrastructure, and requisite instructional technology expertise to support the vision and mission of the School with regard to delivery of instructional programs.**

IV. Enhance the Quality of Faculty Scholarship

1. **Consistent with the vision and mission of the School, support, recognize, and reward the following intellectual contributions of faculty:**

   1.1.   Discipline-based research which advances the frontiers of knowledge.

   1.2.   Contributions to practice which directly impact current management practices.

   1.3.   Learning and pedagogical research which improves management education.

2. **Encourage, support, recognize, and reward faculty for those efforts that are consistent with the vision and mission of the School:**

   2.1.   Involvement and leadership roles in nationally and internationally recognized academic organizations and conferences.

   2.2.   Editorships of nationally and internationally recognized journals.

   2.3.   Membership on review boards of nationally and internationally recognized journals.

   2.4.   Ad hoc service reviewing manuscripts submitted for publication in nationally and internationally recognized journals and conferences.

   2.5.   Service as a Conference Chair, Track Chair for nationally and internationally recognized conferences, and as a contributing committee member for national and internationally recognized academic organizations.

   2.6.   Success in obtaining research grants from external-funding sources

3. **Enhance the School's research environment.**

   3.1.   Consistent with the vision and mission of the School, support faculty research efforts.

   3.1.1.   Provide summer research support commensurate with the level of support provided by aspirational schools.

   3.1.2.   Provide resources to hire graduate assistants, to acquire and maintain data bases and technological infrastructure, and funding for travel to nationally and internationally recognized conferences.

   3.1.3.   Provide resources to implement a "visiting scholar" program.

   3.1.4.   Develop and host symposia, speaker series, and conferences to serve as incubators for new research ideas and to attract nationally and internationally recognized scholars to the School

   3.1.5.   Expand the number of endowed chairs and professorships.

   3.1.6.   Establish self-supporting research institutes as opportunities to leverage the intellectual capital of the School are identified

   3.1.7.   Continue to recruit, develop and retain outstanding faculty.

3.2. Review and enhance processes in place to manage and support faculty members over the progression of their careers consistent with the school's vision and mission.

    3.2.1. Establish a workload policy wherein the standard teaching load for tenured and tenure-track faculty will consist of two courses each semester.

    3.2.2. Determine and communicate expectations regarding intellectual contributions, and align expectations to the vision and mission

4. **Continue to provide competitive funding for the Ph.D. program. Simultaneously raise expectations regarding the type of academic institution where we place our graduates.**

4.1. Attract top-quality Ph.D. students.

4.2. Actively mentor Ph.D. students.

4.3. Increase opportunities for student research experiences.

4.4. Effectively prepare students for the hiring process as they approach graduation

4.5. Place our graduates in research-oriented schools.

V. Enhance Human, Physical and Financial Resources

1. Continue to expand fund raising efforts and increase alumni giving

    1.1. Seek funding to improve the learning experience

        1.1.1. Develop a greater level of interaction with alumni and engage alumni in the learning experience

    1.2. Seek funding to support additional faculty chairs/professorships

    1.3. Seek funding to increase the number and level of scholarships

    1.4. Seek funding to improve instructional facilities and technology

    1.5. Identify and secure relevant "in-kind" gifts to the School

2. Assess the feasibility of securing the funding necessary to construct a new building

    2.1. Develop and implement a plan to upgrade instructional and office spaces

3. Prioritize those initiatives that will enhance revenue. Revenue enhancement efforts should not only be self-supporting, but should also be expected to provide support for other initiatives within the School.

    3.1. Leverage opportunities to increase differential tuition revenue through increased graduate program enrollment

    3.2. Identify opportunities to offer additional educational programs that will generate sufficient donor support, sponsorship revenue, and/or tuition revenue

        3.2.1. Investigate professional development and executive education program opportunities presented by innovations in the graduate program, and partnership opportunities with other schools and colleges

    3.3. Forge business and community partnerships that will provide increased financial support for research and academic programs

        3.3.1. Seek out opportunities for grants and contracts that will allow the School to serve as a resource for the region, nation and the world

        3.3.2. Develop centers and institutes that expand connections with the business community and leverage the intellectual capital of the faculty and students

Exhibit 1

Peer Schools

University of Alabama (Birmingham)

University of Colorado (Denver)

University of Missouri (Kansas City)

University of Missouri (St. Louis)

University of New Orleans

University of Illinois (Chicago)

University of Wisconsin (Milwaukee)

Cleveland State University

University of Louisville

Aspiration Schools

University of Cincinnati

Georgia State University

Temple University

State University of New York (Buffalo

Competitor Schools

Oakland University

University of Detroit Mercy

Eastern Michigan University

Western Michigan University

Central Michigan University

University of Toledo

Grand Valley State University

University of Michigan (Dearborn)

Walsh College (non AACSB)

University of Phoenix (non AACSB)

University of Windsor (non AACSB)