

**Haworth College of Business  
Strategic Plan  
2011-2016**

# Mission

The Haworth College of Business provides student-centered business education through teaching, research and service activities that deliver exceptional intellectual and economic value to regional and international communities.

# Creed

Partners for Business Knowledge and Leadership.

# Vision

To be recognized as the leader in business education, applied research, and community partnerships in the greater Michigan region.

# Core Values

*Respect for People:* Our interactions with others reflect civility, collegiality, and tolerance of diverse perspectives. We strive to promote an inclusive, ethical and trusting learning environment.

*Respect for Knowledge:* Our intellectual curiosity drives us to create and disseminate theoretical, practical and intuitive understanding. We strive to foster a learning environment where inquiry, ethics and critical thinking are valued and encouraged.

*Respect for Wisdom:* We strive to create a learning environment that maximizes our capacity to make effective and ethical decisions in multiple contexts.

# Sustainable Competitive Advantages

Unswerving commitment to and delivery of:

- student-centered academic and co-curricular programs and services;
- top-ranked academic niche programs across the curriculum; and
- cutting-edge cross-disciplinary curricula infused with ethics, global business knowledge, and sustainable business practices.

Unparalleled industry partnerships providing opportunities and support for students, faculty and the college.

# Critical Benchmarks

Placement rate at 3 months post-graduation:

64% → 90%  
2010 2016

Undergraduate enrollment (1.5% growth per year):

3,798 → 4,092  
F 2010 F 2016

Graduate enrollment (15% growth over 5 years):

454 → 522  
F 2011 F 2016

Second-year retention rate (1% increase per year):

63.7% → 66.9%  
F 2010 F 2016

Freshmen academic profile:

Average ACT: 21.7 → 22.7  
Average HS GPA: 3.18 → 3.30  
FY10 FY16

Enrollment diversity:

Females: 37.7% → 45.0%  
Minorities: 15.7% → 20.0%  
International: 5.8% → 10.0%  
F 2010 F2016

Top-ranked academic programs:

Four → Six  
2010 2016

Study abroad participation:

2% → 5%  
2010 2016

Academically qualified faculty:

60% → 75%  
2010 2016

Annual giving (25% increase per year):

1.65M → 5.04M  
F 2010 F 2016

Business impact/connectivity:

Increase student & faculty consulting  
Increase funded research  
Increase # of business & industry contacts

# Strategic Goals, Objectives, Tactics, and Measures

**Goal 1:** To cultivate a student-centered environment supportive of learning and achievement in academic programs and co-curricular activities.

	Objectives	Tactics	Measures
1.1 Advising	Reengineer and improve advising process.	Develop more efficient and effective procedures for advising students at all levels.  Automate advising processes as much as possible.	Satisfaction of students with advising process
1.2 Career Center	Improve effectiveness of career center, including development and placement services.	Review and evaluate all procedures of the career center, including development and placement services and revise as needed.  Promote awareness of internship and placement opportunities.  Develop additional opportunities for internships, employment, and graduate education preparation.  Implement effective tracking process for placement data.  Consider requiring professional development seminars/modules for all HCoB students.  Develop expertise for graduate student placement.	Satisfaction ratings of students with the career center  % of internship participation of students  % of placement of students  # of opportunities to develop students' professional skills  # going to graduate school  # and types of co's recruiting
1.3 Pre-business students	Improve engagement of pre-business students with HCoB.	Evaluate all pre-business courses and engagement activities.  Develop and implement co-curricular activities to engage pre-business students (e.g. student assns, learning communities, citizenship/leadership program).	# of pre-business majors  Conversion of pre-business majors to business majors  Level of participation in co-curricular activities

		Offer first-year seminar sections.	# first year seminar sections
1.4 All HCoB students	Offer increased flexibility and efficiency in scheduling and delivery options of classes.	Expand new times and delivery options for courses (e.g., online, hybrid, accelerated classes, weekend classes).	Enrollment in alternatively scheduled classes  Satisfaction of students with scheduling and class offerings
	Increase opportunities for interactions between faculty, students, and staff.	Encourage faculty involvement in student associations and student competitions.  Increase faculty, staff and student mixers.	# of opportunities for interactions between faculty, students, and staff  Student satisfaction scores
	Meet students' technology needs.	Evaluate students' ability to access computer lab and revise lab hours and services as needed.	Satisfaction of students related to use of computer lab  Satisfaction of students with technological support

**Goal 2:** To enhance the rigor of the academic programs and increase the number of top-ranked academic niche programs.

	<b>Objectives</b>	<b>Tactics</b>	<b>Measures</b>
2.1 Curricula	Ensure that all curricula deliver current and cutting-edge knowledge to undergraduate and graduate students.	Implement a task force to evaluate the undergraduate curriculum, focusing on BUS courses and pre-business touchpoints for the purpose of identifying gaps and making revisions as necessary.  Regularly review syllabi, course materials, and grade distributions for all academic programs.  Evaluate students' technology competence and make revisions to curriculum as necessary;	Students' satisfaction with program rigor  Faculty satisfaction with program rigor  National program rankings  NSSE scores

		<p>consider adding DLO regarding technology competence.</p> <p>Build finance trading lab in HCoB.</p>	
2.2 AOL	Increase alignment of college AOL standards, assessment results, and curriculum at both the undergraduate and graduate levels.	<p>Review alignment of college AOL standards, assessment results, and curriculum, and diagnose and narrow gaps.</p> <p>Continue assessment procedures to determine student AOL outcomes; consistently report, discuss, and appropriately respond to outcomes (i.e., have a vibrant feedback loop).</p> <p>Engage more faculty in the AOL process.</p>	<p>Learning outcome assessment results</p> <p># of faculty actively participating in AOL</p> <p>Documented feedback loop</p>
2.3 Niche Programs	Develop and leverage cutting edge niche programs.	<p>Maintain the quality of current niche programs (i.e., personal financial planning, TIM, e-business design, ISM, Food Marketing, and Sales and Business Marketing).</p> <p>Develop and implement new niche programs as appropriate (e.g., HIIM, e-marketing, entrepreneurship).</p> <p>Raise awareness and promote the niche programs within the WMU, to industry, and to potential students.</p> <p>Strengthen partnerships with business and industry to improve the niche programs and to create internship opportunities and job placements.</p> <p>Actively pursue national rankings for niche programs.</p>	<p>Student enrollment</p> <p>Job placement statistics for each program</p> <p>Pass rate for certificate exams</p> <p>National program rankings</p> <p>External funding for programs</p>
2.4 Graduate Programs	Develop interdisciplinary MBA programs.	<p>Pursue MBA programs for aviation, engineering, and the medical school.</p> <p>Add MBA directors for Grand Rapids, Battle Creek and Kalamazoo campuses to build programs.</p>	
2.5	Attract and retain high quality students.	Develop admission requirements for selected programs.	# of programs with selective admission requirement

Student Quality		<p>Explore innovative admission requirements (e.g. foreign languages, essays) that would elevate the quality of HCOB students.</p> <p>Recruit Honors College students.</p> <p>Add undergraduate research assistantships.</p> <p>Provide scholarships to incoming meritorious students.</p> <p>Target high-performing students in high schools and community colleges.</p> <p>Ensure that transfer students from community colleges meet the same admission standards to the professional program as do all other students.</p> <p>Add MBA directors to Grand Rapids, Kalamazoo, and Battle Creek campuses to recruit and provide services to students.</p>	<p>Test scores and GPA of admitted students</p> <p>GPA of graduating students</p> <p>Graduation rate of students</p> <p># of merit scholars/medallion</p> <p>#Honors College students</p> <p>Retention rates</p>
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**Goal 3:** To infuse both the undergraduate and graduate curricula with ethics, global business knowledge, and sustainability business practices.

	Objectives	Tactics	Measures
3.1 Global	Expand global and intercultural awareness, knowledge, and experiences.	<p>Promote study abroad programs.</p> <p>Develop high quality undergraduate and graduate study abroad programs.</p> <p>Provide scholarships for students to study abroad.</p> <p>Require foreign language competency.</p>	<p>% of students who participate in study abroad programs</p> <p>Enrollment of international students</p> <p>Satisfaction of students with study abroad programs</p>

		<p>Encourage increased global and intercultural content in all courses.</p> <p>Partner with international business schools to recruit international students to HCOB.</p> <p>Sponsor at least one lecture per semester for all HCOB students focused on global awareness.</p>	<p>Direct measures of global learning</p> <p>% courses with global and intercultural content</p>
3.2 Ethics	Increase awareness of ethical issues in business and develop ethical decision making abilities.	<p>Embed content related to ethics throughout the curriculum; utilize cases and/or simulations that develop ethical decision making abilities in BUS courses.</p> <p>Implement ethical leadership institute.</p> <p>Sponsor at least one lecture per semester for all HCOB students focused on business ethics.</p>	Student assessment on ethical issues
3.3 Sustainability	Increase awareness of sustainable business practices.	<p>Embed content related to sustainable business practices throughout the curriculum.</p> <p>Sponsor at least one lecture per semester for all HCOB students focused on sustainable business practices.</p> <p>Leverage Center for Sustainable Business Practices to create opportunities for students.</p>	Student assessment on sustainable business practices.

**Goal 4:** To create an environment that encourages and nourishes faculty research and development.

	<b>Objectives</b>	<b>Tactics</b>	<b>Measures</b>
4.1 AQ Faculty	Increase quality and quantity of research.	<p>Exceed AQ standard by department and college—aim for 75% AQ.</p> <p>Provide professional development grants to qualified faculty.</p>	<p>AQ percentage</p> <p>Research projects completed</p>



		<p>Implement research mini-grant program.</p> <p>Encourage internal and external faculty and staff grant applications.</p> <p>Implement summer research grant program.</p> <p>Provide research support through graduate and undergraduate research assistants, statistics consultant, and technical support as needed.</p>	<p>Number of peer-reviewed publications</p> <p>Number and dollar amounts of grants received</p>
	Increase international engagement of faculty.	<p>Increase exposure of faculty to global experiences and attitudes.</p> <p>Encourage research and scholarship that includes international content or partners.</p>	<p>Number of participants in international activities</p> <p>Number of publications with international content or partnerships</p>
	Promote research collaboration between faculty.	<p>Encourage collaboration among faculty.</p> <p>Promote interdisciplinary research projects through competitive research grant program.</p>	<p>Number of publications and presentations</p> <p>New grants awarded from this initiative</p>
	Implement orientation and mentoring programs for new faculty.	<p>Develop and implement orientation programs for new faculty.</p> <p>Implement mentoring program for all new faculty members.</p>	<p>Satisfaction of the participants in the programs</p> <p>Retention of faculty members</p> <p>% new faculty members who earn tenure</p>
4.2 PQ Faculty	Increase professional development experiences.	<p>Ensure that any faculty member who is not AQ is PQ.</p> <p>Provide professional development grants to qualified faculty.</p>	PQ percentage

**Goal 5:** To strengthen HCoB relationships with communities and businesses.

	Objectives	Tactics	Measures
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5.1	Increase alumni and community engagement.	<p>Start, maintain, and/or strengthen industry and alumni-related advisory councils for all academic programs and the college.</p> <p>Host alumni gatherings in major cities.</p> <p>Host MBA alumni gatherings in conjunction with MBA graduation events.</p> <p>Make connections with business and alumni to create internships/externships/job opportunities.</p> <p>Invite business professionals and alumni to participate in HCoB activities, e.g., professor of the day.</p> <p>Implement annual HCoB Alumni Recognition program.</p>	<p>Number of guest lecturers conducted per year</p> <p>Participation rates of alums and executives on the dept/college advisory councils</p> <p>Number of alumni gatherings held per year</p> <p>Alumni/community financial support</p>
5.2	Increase outreach activities (seminars, consulting).	<p>Encourage faculty consulting.</p> <p>Increase the number of courses utilizing student learning projects connected with local/regional businesses.</p> <p>Host workshops, conferences and community events (e.g., Keystone, DSS, IT Forum).</p>	<p>Number of consulting projects</p> <p>Number of student learning projects</p> <p>Number of events</p>
5.3	Leverage SBTDC and centers of excellence.	<p>Encourage faculty to work with SBTDC and centers.</p> <p>Encourage faculty to attend special events held by SBTDC and centers.</p> <p>Develop strategic plans for each HCoB center—Global Business Center, Center for Entrepreneurship &amp; Innovation, CHITA, and Center for Sustainable Business Practice—that address meeting industry and community needs.</p> <p>Provide business expertise to start-up and small companies; provide assistance to entrepreneurs and innovators.</p>	<p>Number of faculty consulting and student-projects sponsored by SBTDC and centers.</p> <p>Number of events held by SBTDC and centers.</p>

5.4	Increase visibility and public recognition.	<p>Develop and implement strategic communications plan that would address raising awareness, PR, marketing needs of HCoB.</p> <p>Publish student/faculty achievements in popular media (including HCoB Websites).</p> <p>Encourage college community to attend conferences and competitions.</p> <p>Distribute newsletters and magazines to stakeholders; consider using electronic media to distribute information.</p> <p>HCoB involvement in community organizations such as rotary, economic club, etc.</p> <p>Increase speaking engagements of HCoB administrators, faculty, and staff.</p>	<p>Number of positive media references (TV, radio, print)</p> <p>Number of press releases</p> <p>Number of college/dept magazines/ newsletters published per year</p> <p>College ranking/reputation</p> <p>Perception of excellence</p>
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**Goal 6:** To advance a diverse, inclusive, and healthy community.

	Objectives	Tactics	Measures
6.1 Diversity	Recruit and retain faculty, staff and students from under-represented groups.	<p>Develop HCoB outreach and support programs to under-represented groups.</p> <p>Participate in established outreach programs (e.g., Upward Bound, King/Chavez).</p> <p>Develop and implement mentoring groups.</p>	% of students, faculty, and staff from under-represented groups (e.g., females, African Americans, Hispanics, and Native Americans)
	Increase percentage of international students in HCoB.	<p>Participate with OISS in recruitment efforts.</p> <p>Target AACSB schools abroad for easy transfer at both undergraduate and graduate level.</p>	% of international students
	Practice and encourage respect, understanding, and collaboration among diverse groups.	Implement HCoB diversity committee to address issues related to diversity and inclusivity from faculty, staff, and student perspectives.	Cultural climate assessment

		<p>Implement an annual student competition for students identifying diversity initiatives in HCoB.</p> <p>Hold students, faculty, and staff accountable for demonstrating HCOB core values.</p> <p>Encourage participation in diversity and inclusion efforts.</p>	
6.2 Faculty and Staff Development	Increase retention and satisfaction of faculty and staff members.	<p>Develop and provide orientation programs for new faculty and staff (see 4.1 for faculty development).</p> <p>Provide resources for staff to attend professional development activities.</p> <p>Provide financial and nonfinancial incentives for faculty and staff to offer enhancement workshops.</p> <p>Invite external scholars and speakers to provide research and training workshops.</p>	<p>Satisfaction of the participants in the programs</p> <p># of faculty and staff participating in professional development events</p> <p># of faculty and staff offering workshops</p> <p># of external speakers</p>
6.3 Recognition	Reward and/or recognize faculty and staff achievements.	<p>Implement annual HCoB faculty and staff awards.</p> <p>Maintain Golden W staff appreciation week.</p> <p>Increase # named/ended professorships.</p>	<p>Number and types of awards given each year</p> <p># of named/ended professorships</p>
6.4 Communications	Develop and improve avenues for transparent and honest communication throughout the college.	<p>Continue “brown bag” lunches and other informal open forums with Department Chairs and Deans.</p> <p>Maintain monthly HCoB newsletter.</p> <p>Regular email messages from dean to keep everyone informed.</p> <p>Implement innovative approaches to keeping students informed of academic and HCoB issues.</p> <p>Implement once a month informal social gatherings for faculty and staff.</p> <p>Host at least three larger social events for faculty and staff (early fall, holidays, mid-spring).</p>	<p>Perception of effectiveness and openness of communication</p>

6.5 Committees	Streamline committees and meetings.	Reduce number of HCoB committees and meetings.  Define scope of HCoB committees.  Use all-college meetings for purposeful discussion and to transact college business.	Satisfaction of faculty and staff with committee activities.
6.6 Students	Promote and reinforce professional behavior of students.	Incorporate instruction regarding professional behavior into the curriculum.  Increase mentoring of students on professional behavior.  Establish and promote behavioral expectations for students.	Satisfaction of employers and recruiters with student professionalism
6.7 Welcoming and Professional Behavior	Improve procedures to promote civil, efficient and effective services (e.g., career center, advising, computer lab).	Consolidate responsibility and authority for the administration of support services in one position, e.g., an Associate Dean.  Measure and track the civility and effectiveness of each support activity.	Customer satisfaction survey
	Exhibit and promote welcoming professional behavior across the college.	Encourage welcoming behaviors.  Increase opportunities for faculty, staff and student interaction, particularly at the beginning of academic semesters.  Provide faculty with a meaningful involvement and purpose at college activities to include graduation and after graduation events.  Provide meaningful incentives for faculty to become advisors/mentors of student organizations.	Track the number of faculty voluntarily attending and participating in college sponsored events and/or advising/mentoring student groups and organizations  Customer satisfaction survey

**Goal 7:** To implement economically sustainable practices and policies aligning resources with college priorities.

	<b>Objectives</b>	<b>Tactics</b>	<b>Measures</b>
7.1 Revenues	Leverage multiple revenue streams to support the fiscal vitality of HCoB.	Reduce dependence on state funding by increasing private donations.  Maintain differential tuition rate with higher education cost increases.	% annual giving

<p>7.2 Resource management</p>	<p>Improve resource management.</p>	<p>Utilize resource capacity model to make faculty hiring decisions.</p> <p>Streamline course offerings.</p> <p>Implement electronic processes to streamline paperwork processes.</p> <p>Consistently review academic programs, support services, and administrative activities for the express purpose of identifying ways to achieve greater efficiency and effectiveness.</p>	<p>% of classes with &lt; 10/20 enrolled graduate/undergraduate students</p> <p>Lack of over- or under- faculty capacity in academic departments</p>
<p>7.3 Environmental sustainability</p>	<p>Pursue innovative and cost-effective strategies for reducing HCoB's environmental footprint.</p>	<p>Promote recycling by utilizing more recycling containers throughout building.</p> <p>Promote energy savings by turning off electronic equipment at night.</p> <p>Utilize motion-activated lighting throughout building wherever feasible.</p> <p>Reduce use of non-recyclable products throughout building (in those areas we can control).</p>	
<p>7.4 Accreditation</p>	<p>Maintain AACSB accreditation for college and accountancy department.</p>	<p>Consistently monitor AACSB accreditation standards and revise HCoB standards/processes as necessary to be current with AACSB practices.</p> <p>Continuously improve AOL processes.</p> <p>Implement and monitor strategic plan, making sure strategic plan reflects the HCoB mission.</p> <p>Retain and recruit AQ faculty to keep AQ percentage at about 75% in each department.</p>	<p>Maintenance of accreditation is affirmed every five years</p>

