

2023

**Haworth College of Business
Strategic Plan**

*Measures and Results
2023-2027*

Mission Statement

To empower learners to build knowledge and develop skills to make a difference.

Vision Statement

To be the unparalleled leader in transformational business education, applied research, and community partnerships.

Core Values

In our strategic plan, we follow the University's values: Learner-Focused, Discovery-Driven, Community-Engaged, Equity-Centered, and Sustainability-Guided.

Strategic Plan

The strategic plan's goals and strategies are consistent with the college's mission and vision. The college's five goals are as follows:

Goal 1: Deliver Distinctive Learning Experiences that Foster Success: We will provide high quality educational opportunities and accessible student services, while fostering outstanding relationships among our students, faculty, and staff.

Goal 2: Drive Innovative Learning and Societal Impact: We will continue to engage our students in innovative and experiential learning and service.

Goal 3: Facilitate Discovery and Create New Knowledge: We will support, conduct, and deliver research that expands the field of knowledge in the discipline and generates value and insight for business practitioners.

Goal 4: Advance Diversity, Equity, Inclusion, and Belonging: We will recruit and retain diverse students, staff, and faculty populations and provide inclusive teaching, learning, and service opportunities.

Goal 5: Implement Economically Sustainable Practices and Policies: We will implement effective practices and processes to use our resources judiciously and reduce our environmental footprint.

Strategic Goals, Objectives, Key Results, and Measures

Goal 1: Deliver Distinctive Learning Experiences that Foster Success:

	Objectives	Measures	Sources	Key Results/Actions
1.1	Offer distinctive programs	# of distinct business majors beyond traditional functional areas	<i>Department chairs</i>	12 – Advertising and Promotion, Business Analytics, Business Law, Computer Information Systems, Cybersecurity, Digital Marketing, Food and Consumer Packaging, Supply Chain Management, Human Resource Management, Leadership and Business Strategy, Personal Financial Planning, and Sales and Business Marketing. (Note: Entrepreneurship has been eliminated).
1.2	Ensure that all students acquire fundamental capabilities for success, including communication and analytical skills	Results of Assurance of Learning (AOL) reports Related activities and outcomes	<i>Chairs of UPC and GPC; Associate Deans</i> <i>Chairs, Deans and Center Directors (Communication Center, Zhang Career Center, Sanford Center)</i>	<p>AOL reports indicate that the vast majority of the learning outcomes have been consistently achieved for both undergraduate and graduate programs.</p> <p>All majors include class content that emphasize student competencies of communication/analytical skills and provide the means to measure their proficiencies in these areas – many have specific AOL objectives that are monitored.</p> <p>The <u>Zhang Career Center</u> (including the SPuRs program), works to help students develop fundamental skills and gain experience that will contribute toward their short- and long-term success both in the classroom and in their jobs. Resume workshops, mock interviews, internships and externships are examples of these activities.</p> <p>Over the past four years, the <u>Communication Center</u> has mentored roughly 1,800 different students through approximately 4,520 half-hour appointments. Additionally, consultants have offered nine different student workshops, served as invited speakers for numerous student organizations, guest lecturers on various topics in seven different HCoB classes, mentors for Starting Gate and provided support for HCoB case and pitch competitions.</p>

1.3	Prepare students for success in post-graduate life	SPuRS Graduates and breakdown of Bronze, Silver, Gold	Director of SPuRS	<table><tr><td></td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>SPuRS Graduates</td><td>-</td><td>416</td><td>679</td><td>831</td></tr></table> <p>Percent of Total – 78% Bronze; 15% Silver; 7% Gold.</p>						2019	2020	2021	2022	SPuRS Graduates	-	416	679	831					
			2019	2020	2021	2022																	
		SPuRS Graduates	-	416	679	831																	
		Placement (Actively Engaged Rates)	Director of Career Center HCOB	<table><tr><td></td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Actively Engaged</td><td>95%</td><td>92%</td><td>94%</td><td>95%</td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table>						2019	2020	2021	2022	Actively Engaged	95%	92%	94%	95%					
			2019	2020	2021	2022																	
		Actively Engaged	95%	92%	94%	95%																	
		# of Career Fair attendees and externships	Director of Career Center HCOB	<table><tr><td></td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Student Attendees - Career Fair</td><td>2007</td><td>-</td><td>1336</td><td>1500</td></tr><tr><td># of Externships (students)</td><td>142</td><td>-</td><td>205</td><td>219</td></tr></table>						2019	2020	2021	2022	Student Attendees - Career Fair	2007	-	1336	1500	# of Externships (students)	142	-	205	219
			2019	2020	2021	2022																	
		Student Attendees - Career Fair	2007	-	1336	1500																	
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Career Center student engagements/connections	Director of Career Center HCOB	<table><tr><td></td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Student Interactions/Connections</td><td>24,731</td><td>18,252</td><td>12,000+</td><td>13,000+</td></tr></table>						2019	2020	2021	2022	Student Interactions/Connections	24,731	18,252	12,000+	13,000+							
	2019	2020	2021	2022																			
Student Interactions/Connections	24,731	18,252	12,000+	13,000+																			

1.4	Prepare all learners for the globalized world	Number of HCOB students who study abroad	Director and Assistant Dir of Global Business Center HCOB	<table><tr><td>Study Abroad Participants</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023 (as of June 2023)</td></tr><tr><td># of students\</td><td>112</td><td>143</td><td>18</td><td>2</td><td>56</td><td>100</td></tr></table>	Study Abroad Participants	2018	2019	2020	2021	2022	2023 (as of June 2023)	# of students\	112	143	18	2	56	100				
		Study Abroad Participants	2018	2019	2020	2021	2022	2023 (as of June 2023)														
		# of students\	112	143	18	2	56	100														
		# of global HCOB SA opportunities for students	Director of Global Business Center HCOB	There are currently six short-term faculty-led study abroad, opportunities (India, Dominican Republic, Portugal, Ireland, Germany and Thailand) – two additional programs are in development. (Japan and Poland). We also have eleven official partner universities that offer our students semester- long options in seven countries.																		
		International scholars at HCOB	Director of Global Business Center HCOB	We regularly host (with limited financial support from GBC) international scholars at HCOB. Last year we had 2 visiting scholars from Poland.																		
		# of international students in HCOB	Director of Global Business Center HCOB	<table><tr><td>International HCOB Students at WMU</td><td>Fall 2018</td><td>Fall 2019</td><td>Fall 2020</td><td>Fall 2021</td><td>Fall 2022</td></tr><tr><td># UG</td><td>294</td><td>256</td><td>195</td><td>171</td><td>191</td></tr><tr><td>#GR</td><td>57</td><td>41</td><td>50</td><td>50</td><td>46</td></tr></table>	International HCOB Students at WMU	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	# UG	294	256	195	171	191	#GR	57	41	50	50	46
		International HCOB Students at WMU	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022															
# UG	294	256	195	171	191																	
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Scholarship dollars from HCOB for SA	Director of Global Business Center HCOB	<table><tr><td>HCOB Funded Scholarships for Study Abroad</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023 (as of June)</td></tr><tr><td>\$</td><td>\$112,000</td><td>\$143,000</td><td>\$36,000</td><td>\$4000</td><td>\$63,000</td><td>\$103,000</td></tr></table>	HCOB Funded Scholarships for Study Abroad	2018	2019	2020	2021	2022	2023 (as of June)	\$	\$112,000	\$143,000	\$36,000	\$4000	\$63,000	\$103,000						
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\$	\$112,000	\$143,000	\$36,000	\$4000	\$63,000	\$103,000																
# of International agreements	Associate Deans	<p>2 MBA International University Partners (Christ, and Ragigiri) Global Innovation MBA (CSKM), UG International Partners (GUFE, Hong Kong Baptist, Sunway and Saudi Arabia)</p> <p>Agreements signed in 2023:</p> <ol style="list-style-type: none">Memorandum on Student/Faculty Exchange Between Startup Land at National Chung Cheng University, Taiwan and the Center for Entrepreneurship and Innovation at Western Michigan University, USAMemorandum of Agreement for Academic Cooperation Between Western Michigan University, USA and National Central University, TaiwanMemorandum of Agreement for Academic Cooperation Between Western Michigan University, USA and Chang Gung University, TaiwanAgreement Between Western Michigan University, USA and National Chung Cheng University, Taiwan for a Dual Degree BBA ProgramAgreement between WMU, USA and CSKM, Taiwan for a Business Analytics Graduate Certificate in AsiaAgreement Between Western Michigan University, USA and Zhejiang University of Science and Technology, China for a 1+1+1 Dual Degree Graduate Program in BusinessAgreement Between Western Michigan University, Taiwan and National Chung Cheng University, Taiwan for a 1+1 Dual Degree Graduate Program in Business (in progress)																				

		# of opportunities/events that promote global understanding	<i>Director of Global Business Center HCOB</i>	Study Abroad Fairs Professional Development Workshops Global Lecture Series Global Business Student Association Visiting Scholars
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Goal 2: Drive Innovative Learning and Societal Impact

	Objectives	Measures	Sources	Key Results/Actions
2.1	Support and expand innovative, high-quality curricula	# of regionally and/or nationally recognized programs New programs and certificates	<i>Dean and Chairs</i> <i>Dean, Associate Deans and Chairs</i>	5 - Digital Marketing, Food & Consumer Packaged Goods Marketing, Leadership and Business Strategy, Sales and Business Marketing, Supply Chain Management, New Degree Program: MS in Finance New Graduate Certificate Programs: Business Analytics, Food Marketing, Finance and Finance Technology

2.2 Prioritize experiential learning opportunities	Number of externships	Director of Career Center	<table><tr><td></td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td># of Externships (students)</td><td>142</td><td>-</td><td>205</td><td>219</td></tr></table>								2019	2020	2021	2022	# of Externships (students)	142	-	205	219			
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	Facilities and technology that foster experiential learning	Dean and Chairs	Hyflex Classrooms (3) - update furniture and technology (Renovation to be complete in Fall 2023) Conference Rooms (3) – update furniture and technology (Renovation to be complete Fall 2023) Tiered Classrooms Renovation (8) – update furniture and technology (Ongoing project – first classroom completed in Fall 2023) WMU Haworth Communication Center Kaiser Sales Negotiation and Leadership Lab (2018) Sanford Center for Financial Planning and Wellness (2018) Greenleaf Trust Trading Room (2014)																			
	# of study abroad students	Director of Global Business Center HCOB	<table><tr><td>Study Abroad Participants</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023 (as of June 2023)</td></tr><tr><td># of students\</td><td>112</td><td>143</td><td>18</td><td>2</td><td>56</td><td>100</td></tr></table>							Study Abroad Participants	2018	2019	2020	2021	2022	2023 (as of June 2023)	# of students\	112	143	18	2	56
Study Abroad Participants	2018	2019	2020	2021	2022	2023 (as of June 2023)																
# of students\	112	143	18	2	56	100																
Student Competitions	Chairs and Faculty	State Farm Sales and Marketing Competition (2 nd place 2022) William Paterson National Sales Challenge (2 nd place 2021) University of Toledo International Sales Competition (1 st place 2021) National Grocers Association University Case Competition (2 nd place 2022) National Digital Marketing Case Competition (1 st place 2019) Arizona State University Sales Competition (1 st place 2022) Wayne State Supply Chain Challenge (1 st place 2021) United Dairy Industry (1 st place 2022) APIC (American Production and Inventory Control Society) Case Competition Association for Corporate Growth Cup Competition (1 st place 2022) CFA (Certified Financial Analysts) Research Challenge American Advertising Federation’s National Student Advertising Competition RMA Credit Analysis Competition CSBS Case Competition National Collegiate Sales Competition																				
Other Programs and Events	Chairs, Center Directors	<u>Starting Gate</u> - Starting Gate is a student business accelerator that gives students rich and valuable resources to develop their startup companies. Located downtown Kalamazoo and operated by the <i>Haworth College of Business Center for Entrepreneurship</i> in partnership with the Western Michigan University Office of Community Outreach, the accelerator is open to all WMU students through a competitive application process in which students must demonstrate a promising idea for a product or service, which can be launched within a short period of time. Starting Gate provides a fast-track to business launch <u>Bronconess</u> – Students in the <i>Leadership and Business Strategy</i> (LBS) program work with wineries (in Chile and U.S.) to develop promotional strategies for a wine brand created to honor the spirit of Western Michigan University Broncos. 100% of profits are contributed to scholarships, with over \$50,000 raised to date. The Bronconess program espouses that the best way to learn business is by doing business, that business is about profit and purpose, and that with courage and enthusiasm, anything is possible.																				

2.3	Societal Impact Through Expanded Community Outreach	<p>Number of advisory councils</p> <p>Interactions with Local Organizations and Community</p> <p>Conferences and events with outside stakeholders</p>	<p><i>Dean and Chairs</i></p> <p><i>Department Chairs and Director of the Career Center</i></p> <p><i>Chairs, Dean's Office, Center directors</i></p>	<p>(9) – HCOB Advisory Council, Zhang Career Center, Sanford Center, Supply Management, Food Marketing, Advertising Industry, Finance and Commercial Law, BIS, and Accounting.</p> <p><u>Sustainability Center</u>: Community Projects – Kalamazoo Loaves and Fishes, Habitat for Humanity, Family and Children’s Services) – approximately 4000 hours in 2021-22.</p> <p><u>Sanford Center</u>: Financial Reality Fair, Dollars and Sense Summer Camps, Youth Solutions, Financial Coaching)</p> <p><u>Leadership in Business Strategy</u>: Bronconess, Women in Business, Alliance with Kalamazoo College.</p> <p><u>Entrepreneurship Center</u>: Career Chanpion educator’s workshop, Mentoring for High School Students.</p> <table><tr><td>Food Marketing Conference</td><td><u>2018</u></td><td><u>2019</u></td><td><u>2020</u></td><td><u>2021</u></td><td><u>2022</u></td><td><u>2023</u></td></tr><tr><td>Attendees</td><td>552</td><td>628</td><td>-</td><td>1002 (all virtual)</td><td>648</td><td>650 (in-person) 400 (virtual)</td></tr></table> <p>Western Michigan ICHITA/IT Forum – ICHITA explores service innovation and technology advancement designed for HIT/HIM specialists, clinical practitioners, healthcare consumers, researchers and students. IT explores technology's role in improving communication and information sharing in business and information technology's impact on multiple industries.</p> <table><tr><td>ICHITA/IT Conference</td><td><u>2018</u></td><td><u>2019</u></td><td><u>2020</u></td><td><u>2021</u></td><td><u>2022</u></td></tr><tr><td>Attendees</td><td>217</td><td>230</td><td>-</td><td>-</td><td>281</td></tr><tr><td>Speakers</td><td>17</td><td>14</td><td>-</td><td>-</td><td>30</td></tr></table> <table><tr><td>Event</td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td></tr><tr><td>Entrepreneurship Forum</td><td>8 events 10 speakers</td><td>6 events 6 speakers</td><td>8 virtual events 10 speakers</td><td>8 virtual events 9 speakers</td><td>8 events 9 speakers</td></tr><tr><td>Mercantile Bank Breakfast Series</td><td>8 events 8 speakers</td><td>5 events 5 speakers</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>HCOB Alumni Awards Ceremony</td><td>1 event 12 awards</td><td>1 event 11 awards</td><td>No event held</td><td>1 event 12 awards</td><td>1 event 11 awards</td></tr><tr><td>Professor of the Day</td><td>2 events 12 speakers</td><td>1 event 6 speakers</td><td>1 event</td><td>No event held</td><td>1 event 9 speakers</td></tr></table>	Food Marketing Conference	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	Attendees	552	628	-	1002 (all virtual)	648	650 (in-person) 400 (virtual)	ICHITA/IT Conference	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	Attendees	217	230	-	-	281	Speakers	17	14	-	-	30	Event	2018-19	2019-20	2020-21	2021-22	2022-23	Entrepreneurship Forum	8 events 10 speakers	6 events 6 speakers	8 virtual events 10 speakers	8 virtual events 9 speakers	8 events 9 speakers	Mercantile Bank Breakfast Series	8 events 8 speakers	5 events 5 speakers	N/A	N/A	N/A	HCOB Alumni Awards Ceremony	1 event 12 awards	1 event 11 awards	No event held	1 event 12 awards	1 event 11 awards	Professor of the Day	2 events 12 speakers	1 event 6 speakers	1 event	No event held	1 event 9 speakers
Food Marketing Conference	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>																																																												
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Mercantile Bank Breakfast Series	8 events 8 speakers	5 events 5 speakers	N/A	N/A	N/A																																																													
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2.4	Develop and promote sustainability initiatives across the college.	# and type of sustainable initiatives established/	<i>Director of Sustainability Center</i>	<p><u>Center for Sustainable Business Practices</u>: Mission is to prepare our graduates to be responsible citizens and business leaders by helping to achieve a sustainable world beyond self.</p> <ul style="list-style-type: none">Speakers on Sustainability (Between 2021 - 2022 there were 5 speakers with a total attendance of about 800 people)Sustainability Focused Projects in Honors sections of BUS 4500 – Business Ethics and Sustainability.Freedom of Spirit Fund – a \$55,000 grant awarded to design a Next Level Leaders ProgramStudy Abroad to India focusing on “Sustainability in the Developing WorldCommunity Service 2022-2022 - approximately 4000 hours																																																														

Goal 3: Facilitate Discovery and Create New Knowledge:

	Objectives	Measures	Sources	Key Results/Actions																		
3.1	Support and advance traditional research and scholarship	\$ of Grants/Contracts	<i>WMU OVPR</i>	<table><tr><td></td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Number of Grants/Contracts</td><td>4</td><td>6</td><td>3</td><td>3</td><td>-</td></tr><tr><td>Total</td><td>\$390,444</td><td>\$398,282</td><td>\$353,253</td><td>\$434,080</td><td>-</td></tr></table> <p>Note:</p> <ul style="list-style-type: none">○ Satish Deshpande and Stephen Newell were awarded the 2017-18 Excellence in Discovery Award for the “Largest New Single Year Award”○ Satish Deshpande and Stephen Newell were awarded the 2021 Excellence in Discovery Award for “Largest College Award.”		2018	2019	2020	2021	2022	Number of Grants/Contracts	4	6	3	3	-	Total	\$390,444	\$398,282	\$353,253	\$434,080	-
			2018	2019	2020	2021	2022															
		Number of Grants/Contracts	4	6	3	3	-															
		Total	\$390,444	\$398,282	\$353,253	\$434,080	-															
		Other research funding, and course load reductions/	<i>Dean and Associate Deans, and Chairs</i>	PDA’s (\$1000 annually available to all faculty and staff) Mini-Grants (up to \$750 for research and./or teaching scholarship) Release Time for New Faculty Hires (2/2 load, plus summer stipend for 2 years)																		
		Gather data and create annual reports	<i>Chairs and Associate Deans</i>	PARS and VITAs are collected each year from the majority of faculty (this is somewhat regulated by the union contract)																		
		Events/Groups promoting research	<i>Research/Chair of the Faculty Enhancement Committee</i>	Faculty Enhancement Committee organizes, manages and promotes faculty research, teaching and technology seminars including the “Brown Bag Research Lunches”																		
Monitor Faculty Ratios	<i>Associate Dean and Chairs</i>	Monitor annually. Results in report.																				
# of articles published refereed and approved journals/	<i>Chairs</i>	Monitor annually. Results in report.																				
3.2	Support and advance value-added discovery through professional practice and service	Service activities	<i>Chairs</i>	<p>Examples of activities engaged in by faculty to achieve/maintain professional (PA, IP, SP) status:</p> <ul style="list-style-type: none">○ Development and delivery of professional and education programs○ Consulting○ Leadership Position in business professional organizations○ Professional development/training○ Participation in conferences, training sessions, professional internships <p>Note: Many of these activities are supported by PDA grants</p>																		

Goal 4: Advance Diversity, Equity, Inclusion, and Belonging:

	Objectives	Measures	Sources	Key Results/Actions					
4.1	Attract and retain high quality students	ACT and SAT Scores High School GPA	<i>Associate Dean</i>		Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
				ACT	22.2	22.1	22.5	20.0	23.0
				SAT	1087	1089	1099	1031	1075
				HS GPA	3.30	3.4	3.42	3.43	3.47
		Second Year Retention Rates for declared HCOB majors	<i>Associate Dean</i>	Cohort	Fall 2018	Fall 2019	Fall 2020	Fall 2021	
				2 nd Year Retention Rate to HCOB	73.8%	71.5%	70.5%	69.8%	
				2 nd Year Retention Rate to WMU	79.1%	77.8%	76.6%	77%	

		# Honors Students	<i>Executive Assistant - Lee Honors College</i>	<table><tr><td></td><td>Fall 2018</td><td>Fall 2019</td><td>Fall 2020</td><td>Fall 2021</td><td>Fall 2022</td></tr><tr><td>HCOB Honors Students</td><td>302</td><td>301</td><td>377</td><td>377</td><td>409</td></tr></table>		Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	HCOB Honors Students	302	301	377	377	409												
	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022																							
HCOB Honors Students	302	301	377	377	409																							
		HCOB Recruitment Events: DECA, FBLA, BPA Events, HS Visits, Admission Events, and Other Events/	<i>Recruiting Manager HCOB Advising Office</i>	<table><tr><td></td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td></tr><tr><td>Admission Events o Open Houses o Medallion</td><td>16</td><td>7</td><td>-</td><td>19</td><td>21</td></tr><tr><td>Outreach o College Fairs, DECA, FBLA, BPA,,Classroom Visits, Group Tours</td><td>16</td><td>7</td><td>-</td><td>19</td><td>21</td></tr><tr><td>Virtual Tours</td><td></td><td>3</td><td>17</td><td>4</td><td>3</td></tr></table>		2018-19	2019-20	2020-21	2021-22	2022-23	Admission Events o Open Houses o Medallion	16	7	-	19	21	Outreach o College Fairs, DECA, FBLA, BPA,,Classroom Visits, Group Tours	16	7	-	19	21	Virtual Tours		3	17	4	3
	2018-19	2019-20	2020-21	2021-22	2022-23																							
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Virtual Tours		3	17	4	3																							
		# of potential student tour participants (personal and group)	<i>Recruiting Manager HCOB Advising Office</i>	<table><tr><td>Group Tours</td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td></tr><tr><td># group tour participants</td><td>562</td><td>596</td><td>465</td><td>773</td><td>266</td></tr><tr><td># enrolled</td><td>202</td><td>193</td><td>200</td><td>263</td><td>N/A</td></tr><tr><td>% yield</td><td>36%</td><td>32%</td><td>43%</td><td>34%</td><td>N/A</td></tr></table>	Group Tours	2018-19	2019-20	2020-21	2021-22	2022-23	# group tour participants	562	596	465	773	266	# enrolled	202	193	200	263	N/A	% yield	36%	32%	43%	34%	N/A
Group Tours	2018-19	2019-20	2020-21	2021-22	2022-23																							
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# enrolled	202	193	200	263	N/A																							
% yield	36%	32%	43%	34%	N/A																							
				<table><tr><td>Personal Tours</td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td></tr><tr><td># tours</td><td>48</td><td>33</td><td>22</td><td>21</td></tr><tr><td># enrolled</td><td>31</td><td>20</td><td>18</td><td>17</td></tr><tr><td>% yield</td><td>65%</td><td>61%</td><td>82%</td><td>81%</td></tr></table>	Personal Tours	2018-19	2019-20	2020-21	2021-22	# tours	48	33	22	21	# enrolled	31	20	18	17	% yield	65%	61%	82%	81%				
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		Merit Scholarships	<i>Recruiting Manager HCOB Advising Office</i>	<table><tr><td>Merit Based Scholarships</td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td></tr><tr><td>\$ amount</td><td>\$650,000</td><td>\$666,500</td><td>\$1,242,000</td><td>\$708,500</td><td>\$837,250</td></tr><tr><td># of Scholarships</td><td>384</td><td>370</td><td>399</td><td>174</td><td>296</td></tr></table>	Merit Based Scholarships	2018-19	2019-20	2020-21	2021-22	2022-23	\$ amount	\$650,000	\$666,500	\$1,242,000	\$708,500	\$837,250	# of Scholarships	384	370	399	174	296						
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# of Scholarships	384	370	399	174	296																							
		Improve advising process	<i>Director of Advising and Admissions HCOB</i>	<u>Advising and Admissions Office</u> – Committed to providing students with information on university, college, major, and minor program requirements as well as current policies and procedures that affect them. The office is constantly working to improve efficiency and effectiveness.																								

4.2	Increase the recruitment, retention, and inclusion of diverse populations	Yearly compilation of student demographics	Associate Deans	<table><tr><td>First Year/Beginner Enrolled Students</td><td>Fall 2018</td><td>Fall 2019</td><td>Fall 2020</td><td>Fall 2021</td><td>Fall 2022</td></tr><tr><td>UG Females</td><td>31%</td><td>37%</td><td>33%</td><td>39%</td><td>37%</td></tr><tr><td>UG Minorities</td><td>25%</td><td>22%</td><td>21%</td><td>19%</td><td>20%</td></tr><tr><td>UG International</td><td>2%</td><td>4%</td><td>2%</td><td>1%</td><td>2%</td></tr><tr><td>GR Females</td><td>43%</td><td>39%</td><td>39%</td><td>46%</td><td>43%</td></tr><tr><td>GR Minorities*</td><td>16%</td><td>15%</td><td>18%</td><td>17%</td><td>25%</td></tr><tr><td>GR International</td><td>25%</td><td>13%</td><td>15%</td><td>27%</td><td>28%</td></tr></table>	First Year/Beginner Enrolled Students	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	UG Females	31%	37%	33%	39%	37%	UG Minorities	25%	22%	21%	19%	20%	UG International	2%	4%	2%	1%	2%	GR Females	43%	39%	39%	46%	43%	GR Minorities*	16%	15%	18%	17%	25%	GR International	25%	13%	15%	27%	28%
		First Year/Beginner Enrolled Students	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022																																							
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		Retention Rates	Associate Deans	<p>* Minorities as a percent of total domestic graduate students (not including international students)</p> <table><tr><td>Cohort</td><td>Fall 2018</td><td>Fall 2019</td><td>Fall 2020</td><td>Fall 2021</td></tr><tr><td>2nd Year Retention Rate to HCOB</td><td>73.8%</td><td>71.5%</td><td>70.5%</td><td>69.8%</td></tr><tr><td>2nd Year Retention Rate to WMU</td><td>79.1%</td><td>77.8%</td><td>76.6%</td><td>77%</td></tr></table>	Cohort	Fall 2018	Fall 2019	Fall 2020	Fall 2021	2 nd Year Retention Rate to HCOB	73.8%	71.5%	70.5%	69.8%	2 nd Year Retention Rate to WMU	79.1%	77.8%	76.6%	77%																											
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Events that have diverse audiences and/or speakers	Director of Career Center and Chairs and Director of Alumni Relations and Marketing	<table><tr><td>Event</td><td>2018-19</td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td></tr><tr><td>Entrepreneurs hip Forum</td><td>8 events, 10 speakers (5 W males, 2 W females, 1 AA female, 1 Latino male, 1 Latina female)</td><td>6 events, 6 speakers (4 W males, 1 W female, 1 AA female)</td><td>8 virtual events, 10 speakers (4 W males, 3 W females, 1 AA male, 2 male POC)</td><td>8 virtual events, 9 speakers (2 W females, 1 AA female, 5 W males, 1 AA male)</td><td>8 events, 9 speakers (2 AA males, 1 AA female, 2 W females, 4 W males)</td></tr><tr><td>Mercantile Bank Breakfast Series</td><td>8 events, 8 speakers (8 unknown)</td><td>5 events, 5 speakers (4 W male, 1 W female)</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>HCOB Alumni Awards Ceremony</td><td>1 event, 12 awards (8 W males, 1 AA female, 2 W females, 1 unknown male)</td><td>1 event, 11 awards (7 W males, 3 W females, 1 AA female)</td><td>No event held</td><td>1 event, 12 awards (9 W males, 1 AA male, 2 AA female)</td><td>1 event, 11 awards (3 W male, 2 AA male, 1 AA female, 4 W females, 1 unknown female)</td></tr><tr><td>Professor of the Day</td><td>2 events, 12 speakers (11 W males, 1 W female)</td><td>1 event, 6 speakers (6 unknown)</td><td>1 event, no information</td><td>No event held</td><td>1 event, 9 speakers (8 W males, 1 W female)</td></tr></table>	Event	2018-19	2019-20	2020-21	2021-22	2022-23	Entrepreneurs hip Forum	8 events, 10 speakers (5 W males, 2 W females, 1 AA female, 1 Latino male, 1 Latina female)	6 events, 6 speakers (4 W males, 1 W female, 1 AA female)	8 virtual events, 10 speakers (4 W males, 3 W females, 1 AA male, 2 male POC)	8 virtual events, 9 speakers (2 W females, 1 AA female, 5 W males, 1 AA male)	8 events, 9 speakers (2 AA males, 1 AA female, 2 W females, 4 W males)	Mercantile Bank Breakfast Series	8 events, 8 speakers (8 unknown)	5 events, 5 speakers (4 W male, 1 W female)	N/A	N/A	N/A	HCOB Alumni Awards Ceremony	1 event, 12 awards (8 W males, 1 AA female, 2 W females, 1 unknown male)	1 event, 11 awards (7 W males, 3 W females, 1 AA female)	No event held	1 event, 12 awards (9 W males, 1 AA male, 2 AA female)	1 event, 11 awards (3 W male, 2 AA male, 1 AA female, 4 W females, 1 unknown female)	Professor of the Day	2 events, 12 speakers (11 W males, 1 W female)	1 event, 6 speakers (6 unknown)	1 event, no information	No event held	1 event, 9 speakers (8 W males, 1 W female)														
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POC = person of color; ethnicity unknown																																														

4.3	Hire, Support and Retain Personnel	Funding for faculty and Staff professional development and/or research	HCOB Business Director	<table><tr><td><u>PDA Awards</u></td><td><u>2019</u></td><td><u>2020</u></td><td><u>2021</u></td><td><u>2022</u></td><td><u>2023</u></td></tr><tr><td>Faculty</td><td>76</td><td>0</td><td>0</td><td>85</td><td>90</td></tr><tr><td>Staff</td><td>30</td><td>0</td><td>0</td><td>53</td><td>29</td></tr><tr><td>Total</td><td>\$106,000</td><td>\$0</td><td>\$0</td><td>\$138,000</td><td>\$119,000</td></tr></table>	<u>PDA Awards</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	Faculty	76	0	0	85	90	Staff	30	0	0	53	29	Total	\$106,000	\$0	\$0	\$138,000	\$119,000
		<u>PDA Awards</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>																					
		Faculty	76	0	0	85	90																					
		Staff	30	0	0	53	29																					
Total	\$106,000	\$0	\$0	\$138,000	\$119,000																							
New faculty and staff hires	Dean's office, departments, and centers	Between fall 2018 and fall 2023, the Haworth College of Business hired 20 new tenure-track faculty members; 12 of these faculty members are traditionally ranked and eight are faculty specialists. We also hired 11 full-time instructors during this period. Finally, we hired 18 new staff members. Note: all of these are replacements and not additional faculty and staff.																										
Awards given for faculty and staff/	Dean and Dean's Executive Assistant	We have annually (before Covid) given awards to both faculty and staff. These included recognition for research, teaching and service. We are planning to resume the awards in Spring of 2024.																										

Goal 5: Implement Economically Sustainable Practices and Policies:

	Objectives	Measures	Sources	Key Results/Actions																					
5.1	Generate and leverage multiple revenue streams to support the fiscal vitality of HCoB	Donor \$ dollars	Dean, Associate Dean and HCOB Development Officer	<table><tr><td colspan="6">Fiscal Year</td><td></td></tr><tr><td>Donations to HCOB</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>\$Millions</td><td>\$3.4</td><td>\$1.9</td><td>\$10.5</td><td>\$2.4</td><td>\$4.9</td><td>\$3.1</td></tr></table>	Fiscal Year							Donations to HCOB	2018	2019	2020	2021	2022	2023	\$Millions	\$3.4	\$1.9	\$10.5	\$2.4	\$4.9	\$3.1
		Fiscal Year																							
		Donations to HCOB	2018	2019	2020	2021	2022	2023																	
		\$Millions	\$3.4	\$1.9	\$10.5	\$2.4	\$4.9	\$3.1																	
		Grants/Contracts	WMU OVPR	<table><tr><td></td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Number of Grants/Contracts</td><td>4</td><td>6</td><td>3</td><td>3</td><td>-</td></tr><tr><td>Total</td><td>\$390,444</td><td>\$398,282</td><td>\$353,253</td><td>\$434,080</td><td>-</td></tr></table>		2018	2019	2020	2021	2022	Number of Grants/Contracts	4	6	3	3	-	Total	\$390,444	\$398,282	\$353,253	\$434,080	-			
	2018	2019	2020	2021	2022																				
Number of Grants/Contracts	4	6	3	3	-																				
Total	\$390,444	\$398,282	\$353,253	\$434,080	-																				
Revenue Generating Activities	Dean, Associate Deans, Chairs, Faculty	<u>Revenue Generating Activities:</u> <ul style="list-style-type: none">○ Food Marketing Conference○ ICHITA Conference○ Six Sigma Certification Training○ Summer camps○ Acquire Classes○ Zhang Career Center events○ Taiwan MBA Program○ GUFU Program																							
			Other Consulting/Training Projects (Gallagher Kaiser, Mike’s Lemonade)																						

5.2	Develop and promote sustainable operations across the college.	# and type of sustainable initiatives established	<i>Director of Sustainability Center, Dean's office</i>	<p>Possible Future Actions:</p> <ul style="list-style-type: none"> ○ Create a standing committee of faculty and staff to determine future sustainability practices ○ Assess current practices at HCOB and their environmental impact ○ Develop a plan to reduce energy consumption (e.g. motion sensors, automatic light switches, reduce paper use, travel/transportation) ○ Increase the use of OERs ○ Increase the number of “zero waste events” held at the college ○ Explore the feasibility of EV charging stations ○ Increase the use of digital means of communication
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5.3	Enhance sustainability through effective communication and visibility	Publish student and faculty achievements to stakeholders and disseminate the information through digital media and other outlets.	<i>Director of Alumni Relations and Marketing</i>	<p>The Office of Alumni Relations and Marketing in the Haworth College of Business presents overall messaging and drives brand identity through marketing efforts in a variety of media channels. These channels include:</p> <ul style="list-style-type: none"> ○ Website ○ Social Media (LinkedIn, Facebook, etc) ○ Video ○ E- mail ○ Print Publications ○ Haworth Magazine ○ Blogs <p>Some specific results from marketing efforts:</p> <p><u>College Website:</u> 2,891 average monthly views on the college’s home page (average taken across 10 months since August 2022). 4,002 views to date on The 30, 2023 website. 201 views to date on Business magazine, 2022.</p> <p><u>Monthly e-newsletter:</u> Sent 12 times per year to 25,360 alumni of the college, highlighting outstanding student, alumni and faculty achievements.</p> <p><u>Social Media</u> Creation, maintenance and promotion of five social media platforms (Facebook, Instagram, LinkedIn, Twitter and TikTok), each realizing growth between impressions, views and reach, such as: 71% increase in page reach for Q1, 2023 (compared to Q1, 2022) on Facebook. 44% increase in page reach for Q1, 2023 (compared to Q1, 2022) on Instagram. 73,936 impressions for Q1, 2023 on LinkedIn (~5.6% increase compared to Q1, 2022). 5,937 average monthly impressions on Twitter. 5,037 views across eight videos on TikTok.</p> <p><u>Video:</u> A new 17-video series featuring current students and experience-based learning at the college serving recruitment and outreach goals at the college. The series has been distributed among email campaigns, web pages, social media advertising and posts and YouTube. On YouTube, the series has over 147,351 impressions. On Facebook and Instagram, an advertising campaign using the series has over 57,534 ThruPlays (the number of times a video was played to completion, or for at least 15 seconds).</p> <p>The college maintains direct and regular contact with the following external partners through promotional and news media as well as special events like the <i>Entrepreneurship Forum</i>, <i>Mercantile Bank Breakfast Series</i> and other events:</p> <ul style="list-style-type: none"> ○ Advisory boards and councils ○ Employers ○ Alumni ○ Industry and Community Leaders
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