



# EASTERN MICHIGAN UNIVERSITY

## College of Business

### Vision Statement

We aspire to be recognized as Southeastern Michigan's leader in applied business education, developing outstanding and ethical business professionals with global awareness.

### Mission Statement

We support the economic development of Southeastern Michigan and beyond by preparing graduates to perform effectively and ethically in both local communities and global business environments. As an academic contributor, we develop outstanding business professionals through a rigorous, applied educational experience. Our student, faculty, and staff activities beyond the classroom benefit the local and global communities.

### Core Values / Ethos Statement

College of Business students, faculty, and staff comprise a professional, interdependent community committed to perfecting responsible, ethical business professionals to serve business and the wider world. Through a positive learning experience mirroring the business world's best aspects, the community respects the group's common mission and the individuals comprising it. Community members foster the COB ethos through behavior growing from eight interrelated values:

- **Integrity:** Integrity is practicing in all areas of life what we profess to believe. It is commitment to professional standards in the whole person.
- **Honesty:** Honesty requires respect for the truth; it means being truthful, sincere, and straightforward.
- **Trustworthiness:** Growing out of integrity and honesty, trustworthiness is the confidence others have that we mean what we say; we can be counted on.
- **Respect:** Respect is deference or esteem for what we value. We recognize others' worth as ends, not means. Respect is key to our other values.
- **Learning:** We value learning as an end in itself and as a practical tool for success in lifelong professional growth. We gain up-to-date, practical and theoretical knowledge through effective, often participative learning and research.
- **Work Ethic:** We practice self-reliance and responsibility to our business profession and community. We are industrious and often self-supporting.
- **Diversity, Equity, and Inclusion:** We value our diverse community.
- **Sustainability:** We value the protection of our natural environment, human and ecological health.

## 2013-2018 Strategic Plan

Prior iterations of the COB strategic plans did not precisely overlay the accreditation cycle. The strategic plan presented with the most recent Maintenance of Accreditation Report in 2015 was for the years 2013 to 2018. Going forward, the intent is to align the College's strategic plans with its accreditation cycle. A full summary of the goals, tasks, and outcomes associated with the plan appears as Appendix \_\_. The following highlights some of the achievements related to the goals articulated in the 2013-2018 strategic plan:

- Recruit & Retain Quality Faculty: Solid research productivity (37 journal articles) and 93% retention for 13 faculty and 2 administrators hired since 2015.
- Ensure Quality Students: Average SAT scores rose from 979 to 1079.
- Comprehensive Professional Development Program: Alumni Business Conference, Executive Mentoring Program, and Futures Now! professional-development workshops launched and sustained.
- Redevelop Comprehensive Entrepreneurship Program: Curriculum refined for better fit for non-business students; SESI Entrepreneurship Conference, Skandalaris Business Plan Competition, Eastern Pitch Competition, and Center for Entrepreneurship Speaker Series annually attract large student and community participation.
- Redesign & Develop New Programs and Curriculum: New MS Taxation and MS Finance, Graduate Certificate in Integrated Marketing Communications, BBA & Undergraduate Certificate in Data Science & Analytics, updated MS Information Systems, innovative new courses in Business Data Modeling & Visualization and Blockchain Technology.
- Establish Data-Collection & Data-Analysis Best Practices: Data analyst engaged in 2018, facilitating more systematic and complete management of accreditation, rankings, and placement surveys, assurance-of-learning and enrollment reports, scholarship analysis, and the Sedona data base.
- Facilitate Service Learning Projects: 145 for-credit internships and 274 consulting projects identified.

## Eagles Ascending: Strategic Plan 2020-2025

### Process

The Faculty Advisory Council (FAC) initiated a strategic-planning process in collaboration with the Strategic Planning Committee in early 2018, issuing an environmental scan in April and sharing it with the faculty and with the new dean upon his arrival in summer of that year. In early Fall 2018, conversations with the COB Executive Advisory Board and the Dean's Board of Student Advisors generated additions to the SWOT analysis and prospective strategic priorities from their stakeholder perspectives. An expanded Strategic Planning Committee of faculty and staff members worked actively throughout Fall 2019, reviewing input from faculty, students, external advisors, the dean, and the evolving activities and positions of the University's Strategic Planning Committee. They submitted a draft strategic plan to the dean in December 2018 that was shared with faculty and staff in an all-COB meeting and electronically in January

2019, with further input invited. Through Winter 2019, FAC conducted open forums to gather faculty responses to the draft. After reviewing input from those sessions, FAC submitted formal input on the strategic-plan draft to the dean on April 13, 2019, that included further specific initiatives focused on building distinctiveness, increasing enrollment and revenue, increasing quality and reputation, and enhancing outcomes relevant to learning and student needs. The FAC input document encouraged the dean “to examine these initiatives as he refines the Strategic Planning Committee’s work in to a final plan for the COB.” The dean and associate dean reviewed that input and incorporated it, together with additional measurement details and proposed timelines for the action items, into the next draft of the plan. That draft was sent back to the Strategic Planning Committee and shared with all COB faculty and staff members and with the chair of the AACSB International peer-review-team chair in advance of a November 2019 pre-visit. Additional recommendations emerged from the team chair’s meeting with the committee, including more fully developed content around a goal of undergraduate recruitment, more specifically quantified goals, and more specific tactical action items related to the goals with discrete times projected for their implementation. The committee reconvened, with the dean and associate dean, to address these recommendations. The strategic-plan draft presented below thus reflects an effort to integrate input from FAC, other stakeholders, and the chair of the peer-review team with the draft elements developed previously by the Strategic Planning Committee.

### **Goal #1: Student Recruitment**

The five-year period of this strategic plan begins at a point of time at which demographic trends in Michigan and throughout the Midwest are projected to bring a continuing decline in undergraduate enrollments (freshman and transfer) and many institutions around the nation are shelving their on-ground MBA programs. A vital strategic priority is to stabilize enrollments by penetrating currently targeted markets more effectively and expanding into new geographic and niche segments.

***Stabilize enrollment at undergraduate and graduate levels in first two years and increase 2% per year thereafter.***

***1.1. Members of COB faculty, staff, and/or administration participate in at least five recruitment-focused visits to regional high schools and/or community colleges each semester.***

**Responsibility:** Coordination: Dean’s Office in consultation with Enrollment Management and Office of Community College Relations; Engagement: COB faculty, staff, administration.

**Measure:** Process: Number of visits to relevant institutions each semester; Outcome: Number of enrolled new freshman and transfer students.

**Timeline:** 2020-2025

***1.2 Identify academic barriers to student enrollment and success and develop and implement strategies to counteract them. (Note: This item applies to Goals 1 and 2.)***

**Responsibility:** Student Success/Persistence Team, other faculty and administrative entities relevant to chosen strategies.

**Measure:** Increased admissions, retention, and graduation rates; decreased achievement gaps.

**Timeline:** Identification 2020; Implementation 2021-2025

**1.3 Increase the number of scholarship applicants, recipients, and award amounts by 2% annually. (Note: This item applies to Goals 1 and 2.)**

**Responsibility:** Dean's Office, Associate Dean, Scholarship committees, Data Analyst, Writing Center, Advisors, with input from Financial Aid.

**Measure:** Numbers of award opportunities, qualified applicants, and recipients; total and average amounts awarded.

**Timeline:** 2020-2025

**1.4 Revisit undergraduate COB admission process for possible automation.**

**Responsibility:** COBACC with input from Advising/Records.

**Measure:** Completed analysis and assessment of automation alternatives, with selection and implementation as appropriate.

**Timeline:** Analysis and recommendation 2020-2021; implementation 2021-2022

**1.5 Strengthen partnerships with foreign institutions and increase international-student enrollment by 2% annually.**

**Responsibility:** Dean, associate dean, director of Graduate Programs, with support from the Global Engagement Council and the senior international officer.

**Measure:** Number of prospective and actual international partners engaged; number and level of partnership agreements; number of international students.

**Timeline:** 2020-2025

**1.6 Tap the dominant educational growth sector and regional tuition-assistance opportunities by developing and launching online MBA and undergraduate degree-completion programs.**

**Responsibility:** Department Curriculum committees, COBACC, CIMBAC, FAC

**Measure:** Development and launch of online MBA and baccalaureate degree-completion programs; program launch and enrollments.

**Timeline:** Online MBA launch 2020-2021; Online undergraduate degree-completion program design and approval 2021-2022, launch 2022-2023

**1.7 Achieve and promote STEM designation where appropriate to attract more international students.**

**Responsibility:** Program Coordinators/Directors and Department Heads working with Dean's and Provost's Offices.

**Measure:** Number of STEM designated programs number of F-1 students afforded Optional Practical Training (OPT) opportunities upon graduation.  
**Timeline:** Exploration of options 2021-2022; application(s) and approval(s) 2022-2023

## **Goal #2: Student Engagement & Success**

In addition to the mastery of the state-of-the art, discipline-specific tools and techniques, students of business need introduction to and practice in “soft skills” and job-search tactics, demonstrating and marketing their capabilities, pathways to professional certification, and networking with professionals. A strategic priority is to bring scalable structure to curricular and co-curricular activities that will prepare COB students to compete effectively in the marketplace with the graduates of top-ranked business schools.

### **2.1 Design and implement a comprehensive educational experience to build the personal professional and ethical capabilities necessary for career success, reaching 80% of students entering as freshmen by 2021 and 80% of all entering undergraduate business majors by 2023.**

#### **2.1.1 Develop and implement a systematic, progressive, and integrated professional-development program for undergraduate business majors, consistent with the learning goals established by the Professionalism & Ethics Committee.**

**Responsibility:** Professionalism & Ethics Committee, other faculty and administrative entities relevant to the program.

**Measure:** Number of students served by and completing the program; student satisfaction with the program; number of badges/certifications/other defined outcomes awarded; number of events and activities in alignment with goals, employment and compensation outcomes.

**Timeline:** Development 2020-2021; Implementation 2021-2025

#### **2.1.2 Design and deliver BBA orientations.**

**Responsibility:** Academic departments with input from Undergraduate Advising and Career Services.

**Measure:** Number of attendees and student satisfaction with orientation events.

**Timeline:** Freshman Orientation design 2020-2021, implementation 2021-2025; Transfer Orientation design 2021-2022, implementation 2022-2025

#### **2.1.3 Increase the number of students served by the Executive Mentoring Program by 3% per year.**

**Responsibility:** Dean’s Office.

**Measure:** Number and ratio of mentors and applicants.  
**Timeline:** 2020-2025 (year-on-year growth)

## **2.2 Enhance career placement for graduating COB students, matching or exceeding average placement rates and starting salaries reported by peer and competitor institutions.**

### **2.2.1 Create recruiting initiatives for graduate and international students.**

**Responsibility:** Career Services with Graduate Programs Office, MBA Student Association, and International Business Committee.

**Measure:** Recruitment and placement statistics for graduate and international students.

**Timeline:** Design 2020-2021; Implementation 2021-2025

### **2.2.2 Centralize collection and communication of job opportunities that are currently 'word of mouth' (i.e., sent directly to faculty, student orgs, staff members, etc.) to Career Services for greater public distribution.**

**Responsibility:** Career Services in concert with departments/faculty.

**Measure:** Monthly reporting of job postings

**Timeline:** 2020-2025

### **2.2.3 Increase participation of graduating students in placement survey by 2% annually.**

**Responsibility:** Data analyst with support from Career Services, Advising, and Graduate Programs offices.

**Measure:** Percentages of graduating students in each program completing the survey.

**Timeline:** 2020-2025

### **2.2.4 Increase the number of organizations and positions accessible to students through recruitment activities (job fairs, interviews, etc.) by 3% annually.**

**Responsibility:** Career Services, Dean's, and Department offices and external advisory boards.

**Measure:** Number of organizations and positions recruiting Eastern business students.

**Timeline:** 2020-2025

### **2.2.5 Increase student access to and placement in high-quality internships and coops by 2% annually.**

**Responsibility:** Dean's Office, Career Services, external advisory boards.

**Measure:** Number of internships and coops; level of philanthropic funding for unpaid internships; number of job placements emanating from internships and coops.

**Timeline:** 2020-2025

### **Goal #3: High Performing Academic Programs**

Success in the face of challenging demographic, political, and academic trends going forward will require a focus on quality, differentiation, and alternative delivery mechanisms targeting new segments that will expand the market for COB offerings while continuing to serve the still-important population of traditional and transfer students with excellence. Furthermore, the diversity that exists both among our students and in the Southeastern business community suggests some opportunities for better meeting the needs of both populations.

#### **3.1: Maintain a high-quality curriculum and increase effectiveness of student learning.**

##### **3.1.1 Review the curriculum for each academic program (undergraduate and graduate) once during the five-year period and update as appropriate.**

**Responsibility:** COBACC, CIMBAC, Graduate Programs Office, Department/Area Curriculum Committees, and data analyst.

**Measure:** Reports of completed reviews of the BBA core and MBA specializations, assessments (with two closing-the-loop iterations in the five-year planning cycle) of all business academic programs, documentation of curricular modifications, number of programs that receive curriculum approval from professional-association partners for professional certification.

**Timeline:** 2020-2025 (each program to be reviewed once in 2020-2025 cycle; assessment ongoing annually)

##### **3.1.2 Establish or revitalize department, center, and/or program advisory boards with business and industry connections to support programs.**

**Responsibility:** Dean, Department Heads, Program & Center Directors.

**Measure:** Number and membership profiles of active advisory boards.

**Timeline:** 2020-2022

##### **3.1.3 Leverage and build existing and historical strengths in innovation/ entrepreneurship and ethics/social responsibility to create distinctive COB foci.**

**Responsibility:** Management and Marketing Departments; Centers for Entrepreneurship, Digital Engagement, and Special Needs Planning & Policy; Professionalism & Ethics Committee.

**Measure:** Documentation of courses highlighting relevant themes across undergraduate and graduate curricula; number of focused events, speakers, and attendees; level of funding in support of relevant scholarship and number of relevant publications; seed money for new ventures.

**Timeline:** 2020-2025

**3.1.4 Develop and implement a process to determine market demand, faculty sufficiency, business-community needs, and institutional resources for new program proposals.**

**Responsibility:** COBACC, CIMBAC, program area committees, and each discipline's curriculum committee.

**Measure:** Process template created; completed feasibility reports for new program options.

**Timeline:** Template creation 2020-2021; Completed feasibility reports 2021-2025

**3.2 Increase diversity and inclusion in the College of Business.**

**3.2.1 Identify and use external affinity programs to aid in the recruitment of faculty and staff members who have substantive experience with and commitment to inclusiveness and serving diverse student populations.**

**Responsibility:** Dean's office and search committees.

**Measures:** Number of position postings with affinity organizations (e.g., The PhD Project and Historically Black Colleges and Universities), new-employee documentation of membership in and/or experience working with diverse population groups.

**Timeline:** 2020-2025

**3.2.2 Establish new and fortify existing programs that increase the participation, success, and professional preparation of students from diverse, under-represented, and/or under-served population groups.**

**Responsibility:** Dean's, department, and program offices with support from faculty, student leaders, and external advisors.

**Measures:** Number of students served by programs, student organizations, and affinity support groups for students from diverse population groups.

**Timeline:** Identify relevant groups and capture baseline data 2020-2021; monitor progress 2021-2025

**3.2.3 Increase representation of diverse groups among speakers, business and alumni award nominees, coaches and mentors, and advisory boards by 10% over the five-year period.**

**Responsibility:** Dean's office, COB faculty, and COB staff

**Measures:** Number of participants in COB-related events and organizations reflecting gender, ethnic, and other forms of diversity and inclusion.

**Timeline:** 2020-2025



**3.2.4 Increase employment opportunities, internships, and consulting projects in female- and minority-owned and managed businesses and organizations serving multicultural markets by 2% per year.**

**Responsibility:** Career Services Office, Dean, Center and Program Directors/ Coordinators.

**Measure:** Numbers of students securing employment with and completing internships and consulting projects for relevant organizations.

**Timeline:** Design process for capturing data 2020-2021; Monitor progress 2021-2025

**3.2.5 Sustain a culture of civility and inclusiveness in the COB rooted in the Ethos commitment that “we recognize others’ worth as ends, not means” and the recognition that “respect is key to our other values.”**

**Responsibility:** All members of COB faculty, staff, and administration, with purposeful focus, communications, and conversations fostered by the dean, department heads, FAC, and the Professionalism & Ethics Committee.

**Measure:** Climate survey results; number of incivility complaints.

**Timeline:** 2020-2025

**Goal #4: Faculty & Staff Development**

COB’s ability to achieve all other goals depends on the sterling capability and steadfast commitment of those on the front lines of our service delivery as an educational institution – faculty and staff. Maintaining currency of knowledge and skills, awareness of evolving best practices, and professional networks that support our mission requires a continuous investment in faculty and staff development. A strategic priority is the acquisition of resources needed to facilitate the ongoing development of both faculty and staff members.

**4.1 Foster outstanding teaching and build COB reputation for teaching excellence.**

**4.1.1 Support faculty in remaining current relative to pedagogical, course-related, and technological advances in the classroom and online.**

**Responsibility:** FAC (input from faculty about needs), Dean’s Office (disseminate information about University-provided training opportunities, provide funding for needed external training), Department Heads, Department Curriculum and Instructional Effectiveness Committees.

**Measure:** Internal and external training opportunities made available to faculty, number of faculty members and lecturers participating in internal and external pedagogical training opportunities, number of pedagogical and technological upgrades reported on Annual Activity Report.

**Timeline:** 2020-2025

**4.1.2 Ensure classrooms are equipped with appropriate equipment and resources.**

**Responsibility:** FAC (input from faculty about needs), Deans Office and IT (funding and implementation).

**Measure:** Inventory of hardware, software, data feeds; expenditures on new equipment/resources and upgrades.

**Timeline:** 2020-2025

**4.1.3 Provide funded awards to recognize excellence in teaching.**

**Responsibility:** FAC and/or Dean's Board of Student Advisors (selection), Dean's Office (funding).

**Measure:** Type and number of funded teaching awards.

**Timeline:** 2020-2025

**4.1.4 Highlight teaching innovations and achievements in external communications.**

**Responsibility:** Dean, department heads, COB website coordinator, EMU Media Relations.

**Measure:** Number of relevant communications on website, social media, press releases.

**Timeline:** 2020-2025

**4.2 Emphasize Quality Research.**

**4.2.1 Sustain and add to 2019-2020 increases in support for faculty academic research, including faculty travel for presenting quality research at academic conferences.**

**Responsibility:** COB Research Committee (promote research excellence), Dean's and Department Offices (funding).

**Measure:** Level of funding for academic research support.

**Timeline:** 2020-2025

**4.2.2 Provide incentive awards to faculty for research in strategically targeted areas (multicultural/international, ethics/social responsibility & justice, environmental sustainability).**

**Responsibility:** COB Research, International Business, and Professionalism & Ethics Committees (input, selection), Dean's Office (funding).

**Measure:** Number of relevant incentive awards and level of funding.

**Timeline:** 2021-2025

**4.2.3 Provide funded awards to recognize excellence in research.**

**Responsibility:** FAC and/or COB Research Committee (selection), Dean's Office (funding).

**Measure:** Type and number of funded research awards and level of funding.

Timeline: 2020-2025

### **4.3 Encourage Dedicated Service.**

#### **4.3.1 Provide funded awards to recognize excellence in service.**

Responsibility: FAC (selection), Dean's Office (funding).

Measure: Type and number of funded service awards each.

Timeline: 2020-2025

#### **4.3.2 Support staff in maintaining enrollment-management and administrative-service skills.**

Responsibility: Associate dean, department heads, program directors, director of Academic Services.

Measure: COB staff attendance at relevant training opportunities; level of funding provided.

Timeline: 2020-2025

#### **4.3.3 Provide funding for staff development for graduate academic advisor.**

Responsibility: Dean's Office.

Measure: Annual relevant conference attended.

Timeline: 2020-2025

## **#5: Service & Community Engagement**

The mission-based commitment that "student, faculty, and staff activities beyond the classroom benefit the local and global communities" requires active external engagement and service. A strategic priority is the enhancement of corporate and community engagement that brings to life the "applied educational experience" envisioned in our mission at the same time that it contributes to the economic development and wellbeing of our community.

### **5.1 Enhance co-curricular engagement and partnership with Southeastern Michigan business community by 2% annually.**

Responsibility: Center directors (Digital Engagement, Entrepreneurship, Sales, Small Business Development), professional and student advisory boards.

Measure: Number of participants in Center-sponsored clinics, competitions, conferences, seminars, and workshops; number of professionals attending student-organization events as speakers, panelists, judges, or in other roles; feedback from the business community.

Timeline: Establish baseline 2020-2021; monitor progress 2021-2025

### **5.2 Increase the number of service-learning experiences by 2% annually through engagement of regional businesses in project-based courses.**

**Responsibility:** Department heads, directors of centers/programs, and faculty supporting project-based courses.

**Measure:** Number of clients served, number of students participating, client satisfaction.

**Timeline:** 2020-2025

## #6: COB Reputation

As the five-year cycle of this strategic plan begins, the COB has seen a recent surge in external recognition for the quality of its programs through new and elevated rankings and affiliations. A continuation of that trend will potentially enhance outcomes for existing students, the recruitment of outstanding students and faculty and staff members in the future, and the increases in philanthropic giving needed to support present and future strategic initiatives. To that end, this plan envisions a commitment of efforts and resources to support accreditation maintenance and internal and external communications.

### 6.1 Maintain AACSB International accreditation.

#### *6.1.1 Support AACSB training and networking activities for key staff involved in accreditation-related processes.*

**Responsibility:** Dean, associate dean.

**Measure:** Number of faculty and staff members attending AACSB conferences, seminars, and webinars; lessons learned from each session added to the internal COB webpage.

**Timeline:** 2020-2025

#### *6.1.2 Engage in alliances and interactions with sister institutions to develop best practices.*

**Responsibility:** Dean, associate dean.

**Measure:** Hosted visits by AACSB mentors, peer-review-team members, aspirant and peer institutions; visits by COB administrators, faculty, and/or staff to peer/aspirant institutions.

**Timeline:** 2020-2025

### 6.2 Enhance community knowledge and perception of the COB.

#### *6.2.1. Strengthen internal communications within COB.*

**Responsibility:** Dean, COB website coordinator, IT staff, data analyst.

**Measure:** Announcements, minutes, reports posted on COB Canvas "Faculty Commons"; accreditation guidelines, internal and external training opportunities, COB events, enrollment and placement statistics posted on internal website; COB updates disseminated by Dean's Office to faculty and staff.

Timeline: 2020-2025

**6.2.2 Strengthen external communications with increased visibility of the COB homepage, enhanced presence in social media, and media outreach through public relations.**

**Responsibility:** Dean, COB website/social-media coordinator, EMU Media Relations.

**Measure:** Number of COB/faculty/student/alumni achievements and events highlighted in COB website and social media; number of COB stories on EMU Today and EMU TV; number of COB-relevant press releases; numbers of hits to website and social media; number of published stories in external media.

**Timeline:** 2020-2025

**6.2.3 Improve community awareness and perceptions through public COB events.**

**Responsibility:** Dean's Office, center and program directors, Dean's Board of Student Advisors, department heads, external advisory boards.

**Measure:** Number of open houses, conferences, workshops, speaker series, events for and with regional businesses.

**Timeline:** 2020-2025

**6.3. Enhance the physical structure.**

**6.3.1 Improve the functionality and aesthetic appeal of the facility.**

**Responsibility:** Dean's Office, Physical Plant.

**Measure:** Number of spaces receiving refreshed paint/design; expenditures on facility enhancement.

**Timeline:** 2020-2025

**6.3.2 Improve facility accessibility.**

**Responsibility:** Physical Plant.

**Measure:** Upgrade to the existing building elevator and consideration to allowing public use of service elevator.

**Timeline:** 2020-2021

**6.3.3 Enhance existing study, break-out, and lounge areas to encourage student collaboration.**

**Responsibility:** Dean's Office (Associate Dean, IT).

**Measure:** Number of spaces and hours of availability.

**Timeline:** Assess and plan 2021-2022, implement enhancements 2022-2025