

# **Madonna University**

## **School of Business**

**Three-Year Strategic Plan**

**2020/21 to 2022/23**

**April 2021**

Revised June 29, 2021

**Madonna University School of Business  
Strategic Plan 2020-2023  
Overview**

The Strategic Plan of the School of Business seeks to increase growth, quality, and community engagement by building on current strengths, mitigating weaknesses and threats while exploring several key opportunities. We will accomplish this by developing and innovative solutions to the challenges confronting the School.

The Strategic Planning Committee (full and half-time School of Business Faculty Members) all agreed that the plan should be focused on four strategic directions with an emphasis on execution. The four strategic directions are: quality and continuous improvement; innovation in teaching and learning; growth and expansion; and community engagement.

All four of these strategic directions integrate well with the five strategic objectives of the Madonna University *Leading the Way with 2020 Vision* Strategic Plan, which was developed in 2013. The *Leading the Way with 2020 Vision* Strategic Plan's five strategic objectives are as follows: Distinction & Identity, Academic Excellence, Student Focus, Globalization, and Financial Health & Resources.

In 2014, former University President, Sr. Rose Marie Kujawa, PhD. announced her plans to retire effective, June 30, 2015. Thus, the University's Board of Trustees approved a national search for the University's 7<sup>th</sup> President. After the national search concluded, the Chair of the University Board of Trustees announced that Dr. Michael Grandillo was appointed as the 7<sup>th</sup> President of Madonna University. Dr. Grandillo assumed office on July 1, 2015.

The School of Business' Strategic Planning Committee saw Dr. Grandillo begin a new University-wide Strategic Planning Process. In addition, we recognized the need to address several urgent challenges. The School of Business faces declining enrollment, increased competition from new market entrants, and limited brand recognition. The School of Business continues to address these challenges to a considerable extent by seizing on the opportunity to increase the quality of our programs, innovate teaching and learning, grow and expand, and engage more with external stakeholders through community outreach.

We operate in an economically and industrially robust environment, (Livonia, MI) where many businesses and public and not-for-profit organizations have needs that we are uniquely positioned to help to address. We have an obligation and opportunity to prepare workforce-ready graduates to meet the challenges of the 21<sup>st</sup> Century global workplace. In order to realize the promise of these opportunities we are committed to enhancing our degree programs at both the undergraduate and graduate levels to ensure their relevance and efficacy.

In addition, we plan to develop new program offerings to attract new and different student segments nationally and internationally. We will engage in low-cost marketing efforts to introduce new and existing programs using online and offline mediums and techniques. The Committee understands that the incorporation of real-world business projects into our

curricula to better prepare students is an essential key and strategy for us to engage more with businesses and not-for-profit organizations in Southeast Michigan. This very important goal is achieved through our established Center for Business Development & Community Vitality. Lastly, achieving global accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) serves as both an internal and external acknowledgment of our quality and further enhances the identity and brand recognition of the School of Business.

### **Mission Statement**

The mission of the School of Business at Madonna University is to promote academic excellence in undergraduate and graduate education. As a community of scholars, faculty and students study the foundational principles of business. We prepare students to become knowledgeable, ethical, professional, and articulate global workers and citizens. The academic programs offered through the School of Business challenge students, add a solid body of knowledge, understanding, and experience in various aspects of business, and are taught in view of the global business environment.

### **Vision Statement**

The Madonna University School of Business aspires to be a leading provider of business education in the Southeast Michigan area and beyond, internationally recognized for preparing students to create, manage, serve and lead organizations with humanism, ethics and integrity.

### **Core Values**

- Continuous Improvement
- Innovation
- Stakeholder Involvement
- Ethics
- Christian Humanism

### **Six Basic Learning Goals for all School of Business Programs**

- Interdisciplinary Knowledge of Business
- Ethics and CSR
- Innovation and Technology
- Quantitative and Qualitative Reasoning in Decision-Making
- Global Awareness
- Effective Written & Oral Communication

## SWOT Analysis

### Strengths

- 75% of our full and half-time faculty hold terminal degrees
- Original provider of Business Education in the Livonia, MI area (40 years)
- Career ready academic programming (both undergraduate and graduate)
- Restructured undergraduate curriculum and graduate curriculum in 2014-2015 AY to better meet needs of students and employers (Required Internships at UG Level)
- International programs and partnerships in China, Dubai, and Haiti
- Main Campus in an easily accessible location with 20 minutes of metropolitan city.
- Student service centers well trained and accessible
- Multiple learning formats - Campus courses, online, hybrid (shortened semesters would help)
- Integrative Capstone Learning Experiences at undergraduate and graduate level
- Designed & Developed New program: Operations & Global Supply Chain Management, including a Concentration, a Minor & a Certificate of Completion, based on criteria of best Supply Chain Programs in US universities (Gartner 2020)
- Experienced, highly qualified & dedicated faculty & staff
- Student- centered faculty & staff
- Collaborative & collegial work environment
- Motivating, supportive & transformative leadership
- “Can do” culture
- Connections with the Business community
- Use of Technology (digital assignments)
- Variety of Business majors and concentrations
- Current industry trends related to majors and concentrations
- Variety of delivery methods: unground, hybrid, online
- Variety of athletic offerings and opportunities
- Opportunity to live on campus and experience a total campus environment
- Alumni
- Full support system for students and faculty
- Real-world experienced adjuncts, relevant and current information for students

### Weaknesses

- No 100% online degree offerings (domestically)
- Lack of Brand Recognition in the Business Community
- Limited number of full-time staff to address multiple stakeholders needs or concerns
- Limited funding for research support and faculty professional development
- Public transportation is unavailable in the surrounding area. This is inconvenient for students who live in the dormitory.

## **Opportunities**

- New program development (i.e. Finance, Manufacturing Management, SCM, D.B.A., Online/Hybrid) continue to be a positive trend for the School of Business
- Increased opportunities to partner with Business Community (via Center for Business Development & Community Vitality and Business Advisory Board)
- Increase partnerships with High Schools (through Collegiate DECA and Business Professionals of America)
- Participate in various "University Center" partnerships with 2-year institutions
- Develop integrated marketing communications (IMC) plan and strategic enrollment plan for School of Business
- Online Programs
- Executive Leadership Program
- Accelerated MBA program
- Computer science degree-collaborative/interdisciplinary
- The creation of a cooperative educational work experience where students would alternate semesters of study with full time employment.

## **Threats**

- Feeder community colleges partnering with public universities (i.e. Schoolcraft & U of Toledo and Wayne State University)
- Decrease in Southeast Michigan population (less HS graduates in local region)
- Increased competition in the Livonia Michigan area
- Rising costs and prices of higher education
- 95% tuition-driven institution; strategic decision-making often predicated by enrollment

In order to mitigate the current weaknesses and threats, and leverage strengths while exploring new opportunities the Strategic Planning Committee has undertaken the following measures.

- A. Identified (4) strategic directions
- B. Identified short and long-term goals inclusive of actions plans
- C. Developed a Strategic Human Resource Plan

#### **A. Strategic Directions**

Thus far, the Strategic Planning Committee has identified four strategic directions. They are as follows:

- **Quality and Continuous Improvement**
  - **Innovation in Teaching and Learning**
  - **Growth and Expansion**
  - **Outreach and Community Engagement**
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- In view of the **Quality and Continuous Improvement** Initiative, faculty continue to monitor and assess the restructuring of multiple BS majors (i.e. BS in Healthcare Management, BS in Marketing, BS in Human Resource Management, BS in International Business, and BS in Merchandising Management) into a more comprehensive BSBA degree with multiple concentrations (during the 2014-2015 academic year). These changes were met with positive feedback from students who are now able to graduate with a business degree accompanied by multiple concentrations in specific areas of interest. In addition, the graduate curriculum continues to evolve. For example, a graduate certificate in Global Supply Chain Management was approved by the graduate school committee in 2020 as well as the decision to begin offering an accelerated online MBA in addition to our traditional MBA offering.
- In addition, the development and implementation of the School of Business Assurance of Learning (AOL) process and its pursuit of retaining ACBSP accreditation are key objectives that continues to enable us to realize our Quality and Continuous Improvement Initiative.
- The School of Business' faculty members have delved deeper into analyzing ways to increase **Innovation in Teaching and Learning**. The Undergraduate Curriculum Committee (UCC) continues to explore ways to infuse 3D-Printing technology into the curriculum. (i.e. Cost-based Accounting and Operations/SCM). Multiple course offerings are scheduled in Hybrid and Online formats at both the undergraduate and graduate level. The School of Business faculty members are also working to form a Tech Teaching Team to demonstrate effective pedagogy for team-teaching across curriculums (University-wide).
  - The Strategic Planning Committee continues to identify and discuss goals for **Growth and Expansion** in several ways. The resurgence of the automotive and manufacturing

sectors in Southeast Michigan has provided the catalyst for Finance and Supply Chain Management concentrations at the undergraduate and graduate levels. In view of the long-term, the Committee continues to investigate the feasibility of offering a Doctorate of Business Administration (DBA) degree and additional international academic partnerships in emerging market destinations (i.e. Mumbai, India; Lagos, Nigeria; Singapore; Turkey).

- Lastly, the **Outreach and Community Engagement** Initiative is active with the development and implementation of both a Student & Stakeholder Advisory Council and the School of Business – Business Advisory Board. These groups work to increase the Strategic Planning Committee’s awareness of opportunities to engage students, faculty, and staff with the local professional and civic community. The launch of the Center for Business Development and Community Vitality has also increased student and faculty opportunities to work with local businesses and to interact with organizational leaders via brownbag luncheons and panel discussions.

**B. Short and Long-term goals inclusive of Actions Plans**

Key Strategic Objectives	Goals	Timetable	Measurement	Accountability	Performance
<p><b>Quality &amp; Continuous Improvement:</b> Ensure the learning objectives and learning outcomes are met across all new and existing programs and majors.</p>	1. Adherence to implemented Assurance of Learning (AOL) plan and system.	2020-2023	As outlined in the MU-SoB – AOL Plan	UCAC & GCAC	Continuous
	2. Maintaining ACBSP accreditation.	2020-2022	Quality Report	Dean, Chairs and Faculty	Continuous
	3. Increase the quality of incoming graduate students without adversely affecting enrollment objectives, by and through evaluating admission requirements.	2020-2023	Higher average GPA of incoming graduate students and ETS – MBA exam results	Dean, Chairs, and Dean of the Graduate School	Continuous
	4. Increase response rate to end of term evaluations of teaching effectiveness (SEFI).	2020-2023	60% for all students enrolled each semester	Dean, Chairs and Faculty	Continuous
	5. Utilize mid-term course evaluation process.	2020-2023	100% completion for all campus-based courses	Dean, Chairs and Faculty	Continuous
	6. Increase the response rate of Alumni Surveys	2020-2023	35% response rate	Dean, Chairs, and Alumni Office	Continuous
	7. Exit Interviews for Business Majors	2020-2023	All Business Majors	Dean, Chairs, and Dean of Graduate School	Continuous

<b>Innovation in Teaching and Learning:</b> Enhance the learning experience of both undergraduate and graduate students by and through increased uses of technology and innovation in teaching and learning.	1. Utilization of 3-D Lab in the School of Business.	2020-2023	50% of all MIS courses offered in the SOB will utilize lab	Dean, IT, and UCAC	Continuous
	2. Infuse 3-D Scanning and Printing into the undergraduate curriculum.	2020-2023	2-3 undergraduate courses	UCAC and Faculty	Continuous
	3. Increase number of online and HB course offerings.	2020-2023	60%	Dean and Chairs	Continuous
	4. Integrate I-Clicker technology into 25% of campus-based classes.	2020-2023	25% of campus-based classes	UCAC and Faculty	Planning
	5. Tech Teaching Team to demonstrate effective pedagogy	2020-2023	10-25% of full and half-time faculty engaged in	UCAC, GCAC, and Faculty	Continuous
<b>Growth &amp; Expansion:</b> Increase international and domestic enrollments at both the undergraduate and graduate level by introducing a variety of high quality and highly-sought after programs.	1. Development of new graduate program format: Accelerated MBA	2020–2023	Fall 2021	Dean, GCAC, Dean of Grad School, Enrollment Management	Continuous
	2. Certified Financial Planning Preparation concentration	2020-2023	Fall 2022	UG Admissions, Chair of UG Programs	Planning
	3. Install a Collegiate DECA Chapter	2020-2023	Fall2022		Planning

3. Develop fully online MS Health Services Administration program for domestic students.	2020-2023	Fall 2021 Cohort (MS HSA)	Dean, GCAC	Continuous
4. Develop BSBA-Finance & MSBA- Finance; BSBA-Supply Chain Management & MSBA-Finance concentrations.	2020-2023	Fall 2022 net gains of 9-12 students per program	Dean, GCAC, UCAC, Dean of Grad School, Enrollment Management	Planning
5. Implement a "Why I Chose Madonna" marketing campaign consisting of short video clips of current undergraduate and graduate students	2020-2023	5-7 different undergrad and graduate students' videos posted on School of Business webpage each AY	BCA Staff, Students, and Faculty	Continuous
6. Implement programs; i.e. bootcamps targeted at non-traditional (re-entry) students	2020-2023	2-3 Career-Specific Certificate Programs	Dean, GCAC, UCAC, Faculty	Planning
7. Provide tours of the School of Business for prospective students /student groups in partnership with local high schools.	2020-2023	Minimum of 5 tours per semester. Unlimited individual tours.	Faculty, Chairs, and Undergraduate Admissions	Continuous

<b>Outreach &amp; Community Engagement:</b> Provide meaningful opportunities for students and faculty to engage with the professional and civic communities in Southeast Michigan.	1. Maintain School of Business – Business Advisory Board.	2020-2023	18 local business and executive level members	Dean	Continuous
	2. Maintain a Student and Stakeholder Advisory Council.	2020-2023	10 – 12 students, employees and alumni	Dean	Continuous
	3. Offer CEO/Executive Lecture Series	2020-2023	Monthly lectures from Sep to April	Dean	Continuous
	4. Utilize the Center for Business Development & Community Vitality for student and faculty professional growth.	2020-2023	1-2 projects/year	Dean, UCAC, GCAC	Continuous
	5. Increase number of student service learning and internship opportunities. Create internship course sequence to prepare students for applying to internship opportunities.	2020-2023	All undergraduate programs	Dean, Chairs, faculty, and Career Services	Complete
	6. Develop Mentoring Program between students and local managers and executives	2020-2023	All undergraduate programs	Dean	Planning

Note:

GCAC: Graduate Curriculum & Assessment Committee

UCAC: Undergraduate Curriculum & Assessment Committee

SSAC: Student Stakeholder Advisory Council

IBEC: International Business Education Committee

## **B. Actions Plans**

### **Current year action plans: (2020-2021)**

- Ensure student learning outcomes are achieved by implementing the Assurance of Learning (AOL) System.
- Ensure relevance and quality of the curriculum through external benchmarking.
- Complete and submit 3-year quality report for ACBSP accreditation.
- Meet with SSAC and BAB to identify opportunities to enhance strategic plan and long-term goals.
- Leverage BAB to identify projects and prospects.
- Implement a “Why I Chose Madonna U” Video Campaign
- Develop and Implement Manager/Executive Mentoring Program

### **Long-term action plans (2021-2023)**

- Maintain ACBSP Accreditation.
- Secure seed funding and sustainable investments to operate and grow the Center for Business Development and Community Vitality.
- Ensure all full-time faculty members are AQ through field research opportunities through the Center for Business Development and Community Vitality.
- Develop BSBA-Finance & MSBA-Finance; MSBA-Finance concentration and DBA Program)
- Promote faculty accomplishments and research contributions as thought-leaders in programs’ areas.

- Develop “Madonna University Entrepreneurial Society” for graduate students.
  - Develop Career-Specific Certificate/Badge Programs
  - Develop low-cost marketing campaigns – supported by event driven media in conjunction with the University Marketing Department and the Graduate School.
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<b>Current year action plans: (2020-2021)</b>	<b>Key Measures</b>
<ul style="list-style-type: none"> <li>Ensure student learning outcomes are achieved by implementing the Assurance of Learning (AOL) System.</li> </ul>	Work to ensure at least 70% of students perform marginally acceptable or better on learning objective specific formative assessments.
<ul style="list-style-type: none"> <li>Complete and submit 3-year quality report to ACBSP.</li> </ul>	Granted accreditation in 2017.
<ul style="list-style-type: none"> <li>Meet with SSAC and BAB to identify opportunities to enhance strategic plan and long-term goals.</li> </ul>	Identify at least (2-3) additional long-term strategic goals and corresponding action plans to include in the 2016-2019 strategic plan.
<ul style="list-style-type: none"> <li>Leverage BAB to identify projects and prospects.</li> </ul>	Identify (1-2) new student projects for the Center for Business Development and Community Vitality (annually).
<b>Long-term action plans (2021-2023)</b>	
<ul style="list-style-type: none"> <li>Maintain ACBSP Accreditation.</li> </ul>	Successfully complete and submit Quality Assessment Reports each year, thereafter.
<ul style="list-style-type: none"> <li>Ensure relevance and quality of the curriculum through external benchmarking.</li> </ul>	Maintain and increase student, alumni, and employer satisfaction rates relative to institutions in peer group (i.e. NSSE scores).
<ul style="list-style-type: none"> <li>Secure seed funding and sustainable investments to operate and grow the Center for Business Development and Community Vitality.</li> </ul>	Solicit $\leq$ \$1M in grant monies by 2022 to operate center, facilitate programming, and hire Center's Director and staff.
<ul style="list-style-type: none"> <li>Ensure all full-time faculty and half-time faculty members engage in field research opportunities through the Center for Business Development and Community Vitality.</li> </ul>	Full-time and half-time faculty members' research productivity increases by 20% as evidenced in the University's Annual Scholarship & Research Booklet by 2022.

<ul style="list-style-type: none"> <li>• Develop BSBA-Finance &amp; MSBA-Finance; MSBA-Finance concentration and DBA Program)</li> </ul>	<p>Attract and retain post graduate students (a first cohort of at least 10 DBA students) in 2022.</p>
<ul style="list-style-type: none"> <li>• Promote faculty accomplishments and research contributions as thought-leaders in programs' areas.</li> </ul>	<p>4-6 faculty members' press interviews, and/or quotes in reputable social and traditional media venues as related to business subject matter by 2022 (annually).</p>
<ul style="list-style-type: none"> <li>• Develop "Madonna University Entrepreneurial Society" for graduate students.</li> </ul>	<p>Incubate at least 1 for profit-business started by an undergraduate or graduate student or team of students by 2022.</p>
<ul style="list-style-type: none"> <li>• Develop low-cost marketing campaigns – supported by event driven media in conjunction with the University Marketing Department and the Graduate School.</li> </ul>	<p>Increase conversion rate of graduate student prospects to admits by 25% by 2022.</p>

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### **C. Strategic Human Resource Planning**

In order for the School of Business to maintain and increase the quality of instruction, innovation in teaching and learning, and pursue opportunities for growth and expansion, additional adjunct and full-time faculty are needed. Currently, 35% of the School of Business' adjunct faculty members are Academically-Qualified (AQ). We plan to increase the number of AQ adjunct faculty members by 50% through the 2022-2023 Academic Year. Lastly, 75% of full-time and half-time faculty members are AQ (including the Dean).

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**The 2020-2023 Madonna University School of Business Strategic Plan was developed by, with and through the collaborative contributions, insights and vision of the School of Business', Dean, Faculty, Staff, Business Advisory Board (BAB) and Student and Stakeholder Advisory Council (SSAC).**