



SCOTT L. CARMONA COLLEGE OF BUSINESS

Strategic Plan 2014 – 2020

Extended through 2021

Continuous Improvement

in the context of

**CCB Mission and 2020 AACSB International Business
Accreditation Standards**

Table of Contents

	Page No.
Introduction	3
Who We Are	4
What We Do	4
CCB Vision and Mission	5
Highlights of CCB Portfolio.....	6
Vision Goal 2014 – 2021	8
Strategic Theme Goals	9
Strategies, Tactics and Sample Metrics	10
Appendix 1 – Strategic Planning Process	20
Appendix 2 – Members of SPC 2014 – 2021	22

Introduction

This Strategic Plan outlines the steps in our journey towards being recognized as one of the best Midwestern business schools, providing a high quality, distinctive business education through a highly engaged faculty and staff, building student success through experiential learning, conducting research, and offering business expertise to the region. We know that the transition from “good” to “great” will not be easy or seamless and we are committed to the realization of our mission and vision goal.

The plan articulates the direction that the major CCB stakeholders have charted for the College. While, as with any collective process, we may not all agree on every single point presented, the plan represents our best attempts at building consensus on the College’s strategic direction and priorities.

The foundation of this plan is the mission of SVSU and the CCB which set the stage for our Vision Goal which describes what the CCB will become in the future. Subsequently, the plan outlines five Strategic Themes, which will guide our prioritization of strategies, initiatives and resources going forward. Under each strategic theme is an organizational goal which articulates more specific outcomes we intend to achieve. Next, we present specific strategies and tactics that will be implemented to facilitate the realization of each strategic theme goal and the vision goal. This is followed by the identification of sample metrics that can be used to monitor our progress toward the vision goal.

To provide context to the Strategic Plan we provide a brief overview of the CCB and our differentiators, and a description of the process that generated the plan.

Who We Are

The CCB's undergraduate program was started in 1963 and our MBA program was started in 1977. The College received initial accreditation from AACSB-International in 2003 and our accreditation was reaffirmed in 2013 and 2017. The College currently has approximately 35 full-time faculty and staff and offers programs leading to the Master of Business Administration (M.B.A.), the Bachelor of Business Administration (B.B.A.), the Bachelor of Professional Accountancy (B.P.A.) and the Bachelor of Arts (B.A.) in economics. Students pursuing the B.B.A. program can major in accounting, economics, finance, international business, management, supply chain management, marketing, and general business. The College also offers minors in accounting, finance, economics, management, marketing, and entrepreneurship. In addition, students can choose a major in Management with a concentration in Family Business Management. Additionally, the CCB offers certificate programs in Entrepreneurship and International Business.

The CCB is integrated into the Great Lakes Bay Region to provide a relevant, dynamic, and engaging learning environment for students, faculty and staff, and to participate in, and contribute to, the social and economic development of the region.

What We Do

The CCB provides students with opportunities to develop personally and professionally by offering academic and co-curricular programs that provide a foundation of business knowledge and skills enabling them to competitively explore career opportunities. As a result of the total SVSU experience, students gain a better appreciation of the arts, literature and sciences; have a better sense of history and the workings of the social, political and legal institutions that form their environment; have a more global perspective and are better equipped to be responsible and engaged citizens. Graduates of CCB degree programs will be prepared to contribute to the economic vitality of the community by finding employment in their chosen field of study and will be well prepared to enter a graduate degree program of their choice.

People - students, faculty, staff, administrators, alumni, and community members - are our primary asset and are at the heart of what we do.

- Our students are active within the CCB, SVSU and wider community and seek out and appreciate opportunities to develop relationships with faculty, staff and community stakeholders
- Our faculty are dedicated, accomplished teachers and researchers committed to student learning and the development of the Great Lakes Bay Region

- Our knowledgeable and experienced staff are committed to our mission and work creatively to provide services and support to students, faculty, administrators and the external community
- Our administrators are committed to providing leadership, expertise, resources, and support for all initiatives and to maintaining open and transparent relationships with CCB's stakeholders as the College strives to achieve its mission of providing education, research, and service to the region
- Our alumni are developing their careers and championing the CCB story/message as they engage in their workplaces and communities
- Our community members generously provide us with the resources and support needed to advance our mission

CCB Vision and Mission

Vision:

The Scott L. Carmona College of Business provides students a distinctive business education by integrating academic and experiential learning while challenging students to improve their capacity as professionals, leaders, and entrepreneurs in a dynamic and global environment.

Mission:

The Scott L. Carmona College of Business supports our students, faculty, staff, and the business community by:

- Delivering relevant, interactive, and experiential business education with high academic standards
- Providing students with personal attention and opportunities for mentorship from both faculty and business executives
- Continuously improving faculty intellectual capital through the production of applied and pedagogical research
- Promoting and developing an understanding of the effective management of ethical issues, social responsibility, and diversity
- Serving as a regional resource for supporting economic and business development

The vision and mission of the CCB align well with the guiding principles (i.e., mission, vision, core values and strategic goals) of Saginaw Valley State University (SVSU) which are presented below:

SVSU Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

SVSU Vision

We will be renowned for our innovative teaching, experiential learning and state-of-the-art facilities and be the first choice for those striving for personal and professional success.

We see our mission and goals contributing positively to the realization of SVSU's mission and vision.

SVSU Core Values

We value:

- Passion for academic exploration and achievement
- Supportive environments focused on student success
- Diversity and inclusivity
- High standards for ethical behavior and financial stewardship
- A safe, friendly and respectful campus climate
- Community engagement

SVSU Strategic Goals

1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.
2. Our people, climate and culture transform lives.
3. SVSU is widely known across Michigan as a sought-after institution of higher learning.
4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.
5. Our community engagement activities drive regional and institutional success both locally and worldwide.

The Scott L. Carmona College of Business is fully committed to the Core Values and Strategic Goals of SVSU and will be guided by them as we seek to realize our mission and goals.

Highlighting the CCB Portfolio

The Scott L. Carmona College of Business provides a unique portfolio of attributes that informs and motivates our strategies and tactics.

1. The College offers superior value by providing an AACSB accredited, comprehensive, interactive and experiential education with a strong business core and the flexibility for

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

students to develop expertise in selective niches. Typical experiential learning opportunities provided to business majors include internships, assistantships and co-op positions, participation in various competitions, study abroad, job shadowing with business professionals and field trips.

2. The College develops strong, competitive leadership programs that promote academic and professional excellence for students at all stages of their undergraduate experience. Examples of these programs include Garber Cardinal Business Edge, the Vitito Global Leadership Institute, and the leadership and mentoring provided as part of the Beta Gamma Sigma and Honors programs.
3. The College offers students opportunities to balance their educational, professional and personal life commitments by providing flexible course schedules (day and evening) and various delivery formats (face-to-face, hybrid, and online, and the selective use of customized independent studies).
4. The College is recognized for attending to individual student needs by offering small interactive classes taught by diverse, qualified and experienced faculty in excellent facilities.
5. The College provides flexible, affordable, business-focused study abroad opportunities for its students.
6. The College offers numerous clubs, networking events, distinguished speakers series, and other opportunities for students to engage in co-curricular activities.
7. The College maintains strong relationships and dynamic partnerships with the business community through the Stevens Center for Family Business (SCFB), CCB Advisory Board, Michigan Manufacturing Technology Center - Northeast, regional Chambers of Commerce, the Dow Entrepreneurship Institute, Small Business Development Center (SBDC), and the SVSU Foundation.
8. The College is one of the few business schools that houses an endowed Center for Family Business, the Stevens Center for Family Business (SCFB). The Center provides resources and support for the unique needs of family owned businesses. Combined with the concentration in Family Business Management and endowment supported family business research grants for faculty, the SCFB provides unique opportunities in family business for students, faculty and family businesses.

In the MBA program, we have two additional differentiators:

1. Sensible and streamlined pre-requisites which make it easier for non-business undergraduates to complete an MBA in a timely manner.
2. High levels of personal attention with rolling admissions, advanced course registration, and predictable schedules.

Vision Goal 2014-2021

By 2021 the CCB will be recognized as one of the best Midwestern business schools, providing a high quality, distinctive business education through a highly engaged faculty and staff, building students success through experiential learning, conducting research, and offering business expertise to the region.

To achieve the vision goal, the CCB will focus on five strategic themes – student success, curriculum and programs, business and community engagement, faculty/staff success and visibility and growth.

Strategic Theme Goals

Student Success

We will prepare students with the professional judgement and specialized competencies to manage complexities and respond creatively and resiliently to change, and to realize their goals.

Curriculum and Programs

We will provide relevant, interactive, and experiential business education with high academic standards.

Business and Community Engagement

We will serve as a regional resource for economic development working collaboratively with the business and wider community to identify and fill leadership, competency, and knowledge gaps, and to generate innovative solutions to the challenges faced by our stakeholders.

Faculty/Staff Success (Professional Development and Support)

We will provide the resources needed to attract and retain high quality faculty and staff, support them to excel professionally, and recognize their achievements.

Visibility and Growth

We will leverage our resources to highlight the high-quality business education we offer to students and our impact on the regional community.

The following strategies will be implemented to advance the strategic theme goals.

STRATEGIC MATRIX – STUDENT SUCCESS

	Strategic Objectives	Strategies	Tactics	Sample Metrics
Student Success	<i>We will prepare students with the professional judgement and specialized competencies to manage complexities and respond creatively and resiliently to change and to realize their goals.</i>	Coordinating curriculum, co-curricular and extra-curricular activities to improve students' likelihood of meaningful employment their chosen field and or graduate education	<p>Improve CCB Placement Infrastructure (including by working with Career Services and the Alumni Office to secure a half-time graduate assistant to work with the college on student career development, experiential learning opportunities and placement)</p>	<ul style="list-style-type: none"> - Graduation rates - Retention - Job placements - Career satisfaction - Assurance of learning metrics - Alumni database updated and provided to Alumni Office and Career Services to facilitate better engagement - Improvements to AoL process
			<p>Establish a sub-committee of the CCB Advisory Board to work with the Career Services office to strengthen internship and placement opportunities for students</p> <p>Analyze job placement</p>	
<p>Formalize internship program both credit & noncredit</p> <p>Incorporate a required career preparation element (e.g., resume writing, interviewing skills) into a sophomore-level core business management course</p>				
<p>Enhance our Assurance of Learning process by continuing to close-the-loop for both MBA and undergraduate programs</p>				
			<p>Increase the robustness and engagement activities of Beta Gamma Sigma, DECA, and NABA student groups with GLBR stakeholders</p>	

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

	Improve students' self-awareness of their strengths and how they can use those strengths for personal and career development	Administer Clifton Strengths tool to all CCB freshmen to begin conversation about the role of self-awareness in personal and career development	<ul style="list-style-type: none"> - Students' demonstration of increasing self-awareness in relation to their leadership skills, their emerging personal philosophy of leadership, and their preparation for targeted careers
	Improve freshman orientation into CCB (2017 and beyond)	Host conversation between CCB freshmen, faculty and staff about goals, expectations, and concerns	<ul style="list-style-type: none"> - Increasing student satisfaction with CCB orientation experience

STRATEGIC MATRIX – CURRICULUM & PROGRAMS

	<u>Strategic Objectives</u>	<u>Strategies</u>	<u>Tactics</u>	<u>Sample Metrics</u>
Curriculum & Programs	<i>We will provide relevant, interactive, and experiential business education with high academic standards.</i>	<p>Develop and deliver programs built around a strong business core, which ensure that all CCB graduates have the skills and abilities needed for personal and professional success.</p> <p>Maintain an appropriate range of program choices within the GLBA by developing (and delivering) new offering where there is identified demand and removing or adapting programs as / when they cease to meet market requirements</p>	Expand technology-oriented curriculum programs	<ul style="list-style-type: none"> • Change in CCB share of freshmen and transfer students and upper-level enrollment • Number of students finding jobs in career of choice at graduation and within 6, 12, 24 etc. months of graduation • Number of students completing research activities or publications • Number of students completing co-curricular and extra-curricular activities • Number of students accepted in graduate programs • Number of students passing professional examinations • Student perceptions about various dimensions of program quality • Number of courses offered through alternate delivery • Number of students enrolled in Family Business concentration • Number of students enrolled in Supply Chain major • Number / percent of faculty trained to teach hybrid/online courses • Number / percent of international MBA students completing experience with local business • Number / percent of students at least meeting CCB's AoL goals
			<p>Expand CCB Clubs & co-curricular activities to enhance student experiences & networking (this might involve initiatives with SVSU Resident Student Organizations, professional organizations such as MICPA and APICS – Association of Operations Professionals and other students' groups – e.g., Family Business Club, AMA Student Chapter, Omicron Delta Epsilon Chapter (econ))</p> <p><i>Encouraging collaborative teaching by business leaders and full-time faculty</i></p>	

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

			<p>Provide more flexible delivery of programs including by expand online offerings</p> <p>Integrate new technologies, and teaching approaches including those based on new technologies, into programs where appropriate to increase access and fully engage students in their learning</p> <p>Make program choices (i.e., development, deletions, modifications) based on a systematic analysis of external (e.g., review of requirements for professional and other certification credentials, Interviews with employers and graduates (1 -5 years, 6 or more years)) internal factors.</p> <p><i>Work with Academic Advising and Faculty in other Colleges to get them and their students more aware of the family business concentration</i></p> <p><i>Develop course maps for CCB majors to enhance academic advising within the College</i></p>	<ul style="list-style-type: none"> • Number of new programs created / considered • Developing an inventory of all guest speakers that have been used by all faculty in the College
--	--	--	---	--

STRATEGIC MATRIX - BUSINESS AND COMMUNITY ENGAGEMENT

	<u>Strategic Objectives</u>	<u>Strategies</u>	<u>Tactics</u>	<u>Sample Metrics</u>
Business and Community Engagement	<p><i>We will serve as a regional resource for economic development working collaboratively with the business and wider community to identify and fill leadership, competency, and knowledge gaps, and to generate innovative solutions to the challenges faced by our stakeholders.</i></p>	<p>Develop a database designed to identify and enhance the CCB's business and/or community engagement.</p> <p><i>(Other strategies are expected to follow from that presented here.)</i></p>	<p>Collect and record CCB engagement activities in a dataset that is accessible to the CCB <i>(This will include looking at what data is already available from Community Engagement & Integrated Learning Office and AACSB reporting, and reviewing of Carnegie Community Engagement criteria)</i></p>	<ul style="list-style-type: none"> - Identify the types and numbers of engagement occurring within the CCB - Identify individuals (faculty and staff) engaging with the community and business as resources for engagement - Identify and increase our engagement partners (both number and diversity) - Increase the quality of these engagements
			<p>Analyze the dataset. <i>Probe for strengths, opportunities, and potential resources. (This will include setting benchmarks)</i></p>	
			<p>Share the dataset (and findings) to improve and enhance existing and potential engagement</p>	
		<p>Based upon the outcomes of the database strategy: (1) Match making for student internships</p>	<p><i>Increase communication with area businesses about benefits of internships - Career services to visit area businesses; Create a marketing piece for students and businesses on advantages of internships; Ask Chamber of Commerce to dedicate a Percolator program to explaining and promoting internships.</i></p>	<ul style="list-style-type: none"> - Number of presentations to area businesses regarding benefits of internships and co-ops - Number of student-led projects

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

		<p>(2) Increase direct involvement with business community and alumni including getting more CBM faculty and staff members and students involved in not-for-profit boards</p>	<p><i>Executive-in-residence to identify potentials opportunities for board service; Survey faculty to identify their interests; Subsidize students' membership in community organizations</i></p>	<ul style="list-style-type: none"> - Number of faculty on not-for-profit (NFP) boards - Number of faculty/staff participating in ad-hoc events with NFP and other community organizations - Number of students completing internships prior to graduation (Career Services) - Number of students that secured a job or promotion prior to graduation - Two additional CCB faculty members on the board of local / regional not-for-profit organizations or companies
--	--	--	--	---

STRATEGIC MATRIX – FACULTY/STAFF SUCCESS

	<u>Strategic Objectives</u>	<u>Strategies</u>	<u>Tactics</u>	<u>Sample Metrics</u>
Faculty/Staff Success	<i>We will provide the resources needed to attract and retain high quality faculty and staff, support them to excel professionally, and recognize their achievements.</i>	Design a welcoming, collaborative, appropriately demanding, and productivity-conducive environment that values the inputs of all its constituents with clear communication channels between all CCB segments.	Identify and promote social and professional interactions for faculty and staff	<ul style="list-style-type: none"> - Faculty attendance at and number of events – e.g., graduation, and those hosted by CCB, SVSU, DEI, SCFB, MMTC-NE - Enhancement of Adjunct Faculty qualifications and reduction in turnover - Research statistics: adherence to faculty qualification standards - Baseline and change in CCB climate indicators based on results of survey of adjuncts, faculty, and staff - Appropriate teaching and service metrics: adherence to SVSU's and CCB's teaching and service requirements - Improved orientation for new faculty (adjunct and tenure-track) - Better mentoring of newer CCB faculty - Incorporated improved facilities and equipment for adjunct faculty in proposed building project - Involvement of faculty, staff, students and alumni in CCB's strategic planning process
			Identify approaches that foster collaborative research and scholarly and outreach activities	
			Identify and provide needed resources for adjuncts	
			Identify and improve channels of communication within the CCB.	
			Coordinate CCB workplace culture efforts with university-wide initiatives	
			Survey adjuncts, faculty, and staff annually to identify communication (or other) concerns	
	Assist each tenured/tenure-track CCB faculty member to present at least one peer-reviewed paper at an academic conference each academic year			

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

		Provide opportunities for faculty and staff, especially newer members, to engage with their peers that are recognized as (1) excellent, highly effective, and or innovative teachers, to share ideas, and (2) establish scholars to develop / advance their research and service agenda
		Provide financial, intellectual and other resources for two "Instructional Practitioner" faculty members to collaborate with "Scholarly Academic" faculty to develop and present at least two research papers at an academic conference during the 2017 – 2021 period

STRATEGIC MATRIX – VISIBILITY AND GROWTH

	<u>Strategic Objectives</u>	<u>Strategies</u>	<u>Tactics</u>	<u>Sample Metrics</u>
Visibility and Growth	<p><i>We will leverage our resources to highlight the high-quality business education we offer to students and our impact on the regional community.</i></p>	<p>CCB will position and brand our programs and college to targeted constituencies so as to raise the awareness and positive perception of the College among (prospective) students and their families, alumni, and the business community.</p>	<p>Create and implement a coordinated multi-year branding campaign in cooperation with UCOMM to our external constituents.</p> <p>Leverage students and faculty to develop PR and Brand development plans</p> <p>Develop a proposal to secure a gift to name the CCB as a means to improve our brand reputation and program resources</p> <p>Maintain AACSB accreditation and continue to use in our branding efforts</p> <p>Developed targeted marketing approaches to specific CCB majors and programs, e.g., supply chain management, international business, family business</p> <p>Expand CCB advisory board regionally and statewide</p> <p>Identify and establish new internal and external partnerships that potentially influence reputation and enrollment, e.g. DECA, Jr Achievement, international partner schools, high school teachers and counselors</p> <p>Optimize promotional materials for mobile platforms, social media, and other channels consistent with our customer mix</p> <p>Document impact of CCB intellectual contributions, service and teaching activities, and use in CCB marketing</p>	<ul style="list-style-type: none"> - Identify specific constituents and their goals; prioritize external constituents; Establish baseline metrics for each constituent group; - Development of a plan for naming gift; approval by University; (achieved) - Add 10% new advisory board members from outside the GLB region within 18 months (achieved) - Develop a baseline of enrollment from targeted partner organizations; - Develop 2 marketing partnerships with high school organizations (one completed with DECA program) - Increase the number of freshmen SOARs and overall CCB enrollment by 5% and 3% respectively over the 2017 levels for the 2018-19 academic year

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

		<p>Work with CCB leadership team to establish enrollment targets and action plans for all CCB programs / departments</p> <p>Engage the CCB Advisory Board, faculty, staff and member of the business community to develop and deliver two new non-credit (certificate) courses (programs) to help GLBR businesses build their capacity</p> <p>Update the CCB's website, brochures, flyers and other marketing materials to reflect SVSU and CCB priorities, and SVSU and AACSB rebranding</p> <p>Promote CCB programs at one Chamber of Commerce event, at local high schools, community colleges, and to SVSU students that have not yet declared a major, and at area community colleges</p> <p>Update directory of the backgrounds, academic accomplishments, research interests, community engagements, professional and business experiences, etc., for CBM faculty and staff, and advisory board members to serve as resource for potential collaborations</p>	
		<p>Providing credibility to fundraising campaign for upgraded CCB building, and leadership in the finalization of designs to realize the CCB's vision for the building</p>	<p>- Expanded and upgraded CCB building by 2020 (achieved)</p>

Appendix 1 - Strategic Planning Process

In order to achieve the College's mission, the Dean and the Strategic Planning Committee (SPC) led the College in a collaborative, inclusive and transparent strategic planning process during the Fall 2013 – Winter 2015 period with initial guidance from Mrs. Mary Jane Brukaradt, our external strategic planning consultant. The process began with a visioning retreat on November 1, 2013. The faculty and staff of the CCB, members of its Advisory Board, members of the CCB alumni, members of the Student Advisory Council, and other students participated in a planning retreat on November 1, 2013 where we reviewed the mission and vision for the CCB, reviewed stakeholders' perception about the CCB, assessed our progress towards our mission and goals and conducted a preliminary analysis of the strengths, weaknesses, opportunities and threats facing the CCB. The retreat culminated with the reaffirmation of the CCB mission and goals, the identification of five areas (themes) for strategic focus, and the formation of taskforces to conduct detailed SWOT analyses in each focus area.

The taskforces presented their preliminary findings at a College meeting on February 28, 2014. Then, based on the feedback received and connections identified across the various themes, they completed the SWOT analyses in early March 2014. During the second strategic planning retreat on March 14, 2014, CCB faculty and staff discussed the findings of the SWOT analyses, developed a "mountaintop" goal and identified and prioritized strategies that will support the mountaintop goal.

The members of the SPC met (face-to-face and online) periodically during March – May 2014 to refine the mountaintop (strategic) goal, develop goals for the strategic themes, refine the prioritization of strategies developed during the March 14 retreat, and agree on the format of the strategic plan.

The plan was drafted by the Dean's Office for communication to CCB faculty, staff and other stakeholders. It was circulated to all members of the CCB following the College meeting on August 21, 2014. Then following discussions and revisions at several meetings of the Strategic Planning Committee it was agreed for presentation at the College meeting on October 3, 2014 for adoption. Following extensive discussion, the College adopted the Vision Goal, Highlights of CCB Portfolio, and Strategic Theme Goals (with minor modifications), and asked the SPC to continue work on the strategies, tactics, and other aspects of the strategic plan. During the period October 2014 – February 3, 2015 the members of the SPC met weekly/fortnightly to develop the strategic matrices included in the February 6, 2015 version of the Draft CCB Strategic Plan which was adopted by the College with minor modifications.

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020

In the Fall 2018 and Winter 2019 terms, a series of meetings were held to review and update the Strategic Plan. Participants in these meetings included faculty, staff, members of the Advisory Board, and members of the business community at large. The changes made included the separation of Vision and Mission of the college. This change was approved at the February 14, 2020 college meeting. Changes to the Strategic Theme Goals were discussed at this meeting, reintroduced and discussed at the October 23, 2020 college meeting and approved at the November 20, 2020 college meeting.

APPENDIX 2—Members of Strategic Planning Committee

		Period
Stacie Krupp – Associate Professor of Accounting / Chair, AoL Committee / Asst. Dean / Interim Dean	Chair	2020-2021
Amy Hendrickson – Associate Professor of Law / Chair – UPC 2017 / Chair ALF / Acting Assistant Dean	Member / Co-Chair	2013-2020 2020-2021
Anthony Bowrin – Associate Dean / Dean 2016 - 2020	Chair	2013 - 2020
Betsy Pierce – Associate Professor of Accounting / Asst. Dean / Chair, Accounting, Law and Finance	Co-Chair / Member	2018-2020 2020-2021
Mark McCartney – Chair, Department of Accounting, Law and Finance	Member	2013-2018
Deborah Bishop – Chair, Department of Management and Marketing	Member	2013-2015
Christopher Surfield – Chair, Department of Economics	Member	2013-2014
Kaustav Misra – Chair, Department of Economics	Member	2014-2018
Lawrence Kickham – Professor of Accounting	Member	2013-2017
Kylie (Goggins) Jaber – Associate Professor of Economics / Chair, UPC / Chair, Economics	Member	2013-2017 2018-2021
George Puia – Dow Chemical Company Centennial Chair in Global Business	Member	2013-2018
Joseph Ofori-Dankwa – Harvey Randall Wickes Chair in International Studies	Member	2013-2021
Rejeana Heinrich – Director Stevens Center for Family Business	Member	2013-2021
Danilo Sirias – Professor of Management	Member	2013-2021
Dominic Monastiere – Executive in Residence	Member	2013-2021
Mazen Jaber – Professor of Marketing / Chair, Graduate Committee / Chair, Dept. of Mgt. and Mkt	Member	2013-2021
Hong Park – Professor of Economics	Member	2014-2016
Chatdanai Pongpatipat – Associate Professor of Marketing / Chair, AoL Committee	Member	2016-2017 2018-2021
Izabela Szymanska – Associate Professor of Management / Interim Director, Dow Entrepreneurship Institute	Member	2020-2021
Surender Reddy – Professor of Management	Member	2018-2021

Adopted February 6, 2015; updated October 24, 2017 based on recommendations from October 18, 2017 meeting of SP Committee; updated October 12, 2020 based on recommendations from October 6, 2020 meeting of SP Committee; updated and approved by vote of college November 20, 2020