ROOSEVELT UNIVERSITY
WALTER E. HELLER COLLEGE OF
BUSINESS ADMINISTRATION

STRATEGIC PLANNING DOCUMENT
SPRING 2012 (2012-2017)
5 YEAR PLAN

Introduction

The Walter E. Heller College of Business Administration has been through several years of tumultuous times. This created some decline in the linkages of the college to industry and losses of faculty and reputation. The forces that caused these effects are myriad. Without rehashing history, it is sufficient to state that it is important for the college to regain its reputation through efforts to enforce standards, rebuild the faculty and develop systems that are repeatable and reliable.

Having said that, it is clear that there is a significant need for new staff, new faculty and supporting technology and processes to regain a sense of balance and focus. The faculty, staff and administration have worked through the last year to initiate the foundation for supplying such systems with many successes. The budget has been fully utilized to encourage faculty to publish, work on development and engage fully in the progress of the college. Staff have been trained and clear job delineation for each clerical staff person has been developed.

During the year, much has been done to engage all stakeholders in the development process for a new mission and strategy. This document summarizes these efforts and is a first pass of a strategic plan and newly revised mission statement for review by all stakeholders.

Strategic Planning Process

Step 1: DATA COLLECTION

The contents of this strategic plan are a culmination of the feedback from all stakeholders. Faculty developed many ideas and suggestions via the Spring 2012 retreat as well as comments made during Faculty council meetings and in private meetings with the dean. The 2011-2012 Academic year was one of building on the progress of the college and organizing and developing processes that could be relied upon. This year included many conversations with faculty and staff about the future of the college. These are all embedded in this plan as best they can be.
Other stakeholders were included via surveys to students, employers, adjuncts, faculty and staff. These data are also considered in the programs and plans suggested by this strategic plan.
Employers included those employers identified by our Career Services department as well as the members of our Advisory Board and potential members with whom we have had many ongoing conversations. Staff have been met with monthly to discuss issues and ideas. Adjuncts were polled using a survey designed specifically for their perspective as professionals with intimate knowledge of the school.

In addition, considerable effort was expended to understand the market. Many changes are occurring in the economy and these must be understood and responded to in a way that differentiates the college. Several faculty have attended conferences about sustainable Business, we have reported our activities twice to the UN PRME, the associate dean, dean and several faculty have done considerable work on the issues of international business, and the dean has attended many conferences where the future of business schools have been discussed. In addition, membership in ACE, Chicago Council on Global Affairs, the Executives Club, Educause as well as construction of the Learn Labs as designed by Steelcase University, demonstrations by technology companies and readings from the Economist, Crain's, Financial Times, Business Week, Wall Street Journal and other publications that would assist in the development of a comprehensive understanding of the B-school market have a significant influence on this document.

Step 2: MISSION STATEMENT REVISION

We reviewed the Mission statement at is stands and feel it is still appropriate for our program. The values statement that was added represent a further defining of our ideals as a community.

Step 3: SWOT ANALYSIS

Based upon the input and scans, a SWOT analysis was developed that was used to guide the strategic plan development.

Step 4: STRATEGIC PLAN PROPOSAL

The first pass at a strategic plan that was shared with faculty stakeholders in the spring 2012. The faculty council vote will support the plan Fall 2012.

Step 5: FINAL FIVE YEAR STRATEGIC PLAN

The final plan will be posted on the college website and used for planning and budgeting over the next five years. Revisions will be done with feedback annually and major reviews will be conducted every 4 years.

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STRATEGIC PLAN 2012-2017

DATE	*CATEGORIES/"mission" connection*	*STRATEGIC DIRECTION*
2012-2017	*Students* *Programs* *"critical skills necessary for success"* *"global"* *"professional integrity"* *"sustainable business practices"* *"diversity"*	***Develop a student experience that is competitive and targeted for success*** • *Include the social justice aspects, Principles for Responsible Management Education (PRME), sustainability, ethical, global and diversity issues via required courses, electives or non academic opportunities* • *Include skill development for professional success that covers basic functional knowledge, expected business skills and expertise in the most current functional theories and practices* • *Include professionals as Executives in Residence, mentors, adjuncts, guest speakers, reviewers, internship coordinators and Exec Ed teachers to give our students the opportunities to learn from professionals in their field* • *Involve students in the college through introductory classes, events and organizations that engage and encourage retention* • *Build a global initiative that is affordable and accessible to our students, exposing them to global issues via theory and experiences*
2012-2017	*Resources* *Alumni* *"best opportunity"*	***Build a development program that is systematized and successful in raising funds for the university and the college programs and goals*** • *Include methods to keep track of and contact alumni and potential donors* • *Share information that demonstrates the college goals and successes in a variety of venues* • *Investigate and apply for grants consistent with our goals* • *Build an organization structure that allows the dean the freedom to pursue development opportunities* • *Build a strong DAC that is involved and engaged in helping us achieve our goals either giving monetarily or in kind* • *Build an Exec Ed/CPE center that generates an alternative cash flow to tuition*
2012-2017	*Resources* *Faculty* *Facilities* *Students*	***Improve Facilities and technology that allows for greater flexibility and student engagement, reflecting the technology they will use in the workplace***

	"critical skills" *"best opportunity"* *"diverse student body"*	• *Use technology to allow for two or more campus course delivery* • *Invest in development for faculty and students to use technology* • *Use technology to develop unique student experiences*
2011	*Programs* *Faculty* *"best opportunity"*	***Maintain ACBSP and prepare for new accreditation AACSB*** • *Apply for AACSB by 2015* • *Pass ACBSP review 2013, complete self study 2012-2013* • *Investigate an Application for AMBA* • *Keep the necessary documentation for strategy, AQ/PQ, assessment up to date* • *Continuously review and update the Balanced Scorecard for the college including KPIs and metrics that are collected and shared with all stakeholders* • *Involve the necessary departments in the university to assist us (Career Services, IR, Communications, Admissions, RAFO)* • *Invest in publishing, conferences and development activities for faculty to achieve AQ or PQ status as appropriate*
2012-2017	*Programs* *Faculty* *Facilities* *Resources* *Curriculum* *"diverse student body"* *"critical skills"* *"professional integrity, sustainable business practices, and global engagement"*	***Differentiate the College in the Chicago-Metropolitan region*** • *Investigate and build unique and marketable majors/foci/ experiences* • *Raise the quality standards of admissions, while making it possible for everyone to attain them via support in a variety of ways* • *Build new collaborative relationships locally and overseas that allow us to offer unique marketable experiences* • *Find a major donor/benefactor* • *Hire Faculty that support the unique focus*

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Goal	Responsible	Status
Curriculum Issues		
1. Develop Investment Management Specialization (use this to see what the market is for this area) linked to Exec Ed CFA prep classes	Henry Silverman Finance Faculty	
2. Get faculty who can teach online effectively: Work with CTL to develop better online training, encourage faculty to take an online class with another university	Tom Head, Terri Friel Lynnette Washington Faculty Development committee	
3. Online strategy: 5-10% sections UG and GRAD offered online. These classes will include aspects that make the class special using the technology (eg sharkworld, etc) HRM/MGT concentrations online for Sat at Schaum	Paul Wellen, Henry Silverman, Melissa Stutz Brian Walker Undine Stinnette	
College Issues		
4. Develop self-study report for ACBSP, plan for site visit, 5. Investigate and possibly apply for AMBA 6. Marketing Review, complete Management Review 7. Investigate ACBSP accounting accreditation 8. Work with faculty, AB and admin team to clarify and familiarize all groups of standards.	Graduate Committee Assessment Committee Tom Head Henry Silverman Paul Wellen Tom Head, Undine Stinnette, Terri Friel, Undine Stinnette	
9. Retention improvement through a variety of events and activities goal = 65%	Kristin Nance Curriculum Committee Retention Committee	
10. Marketing, enrollment Develop a marketing plan and extend the MBA campaign	Brian Walker	
11. Executive Education will be supported with an intern, further analyze the needs to make this program successful (business ethics is a big opportunity) Talk to John Marshall(?)	Melissa Stutz George Seyk Jon DeVries	