



# NORTHERN MICHIGAN UNIVERSITY COLLEGE OF BUSINESS



## STRATEGIC **PLAN**

2022-2027



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Prepared by members of the  
College of Business Strategic  
Planning Committee, 2020-2022





# FROM THE DEAN

Welcome to the College of Business. It has certainly been a unprecedented couple of years. As I'm sure you've had to pivot and alter your lives, we did as well. In 2020, the College of Business adopted the motto: Survive, Revive and Thrive. It was important to have a focus during the COVID-19 chaos. We learned that even the best strategic plan will need to be modified to navigate uncharted waters. With that being said, I am pleased to report that we did in fact survive, revive and we are now thriving. Graduate enrollment increased by 40 percent and undergraduate enrollment in Fall 2021 was 3.9 percent higher than it was in Fall 2020. In this time we also added a Business Analytics track to our MBA offerings and launched two new bachelor's degree programs: Human Resource Management and Sustainable Business and Enterprise Creation. Additionally, our Information Assurance and Cyber Defense program was designated as a Center of Academic Excellence in Cybersecurity by the National Security Agency and Department of Homeland Security.

We continue to transform our curriculum and enhance our programs – not just in response to the changing world, but in preparation for a promising future. The faculty have been creative with course delivery and compassionate in supporting student concerns. In many ways the challenges surrounding the worldwide pandemic have prompted us to be more flexible and resilient.

In 2021 we adopted a new motto: Connect, Support and Inspire. During this time we made conscious efforts to connect support and inspire our colleagues, students and our community. We are excited for the future. Programs are transforming, faculty are engaged, enrollment is strong and our plans for a new Northern Enterprise Center building are supported at the highest levels of the University.

As we look to the future we know that we're going to need to continue to be flexible and innovative. We've updated our mission and vision statements to reflect our regional focus because resiliency begins at the roots. While we don't know exactly what the future holds, we know that we have a plan to guide us and that we can make an authentic and meaningful difference with the work that we do in the College of Business at NMU.

Dean Carol Johnson



# MISSION

Through engagement and innovation in learning, research, and service, the College of Business prepares students for professional success that benefits the Upper Peninsula, Michigan and the Midwest.

# VISION

The College of Business will be recognized for providing high-quality educational programs that create adaptable and innovative professionals with an entrepreneurial spirit.

The college strives to be acknowledged as one of the premier business programs among regional universities in the Midwest.





# CORE VALUES

## **INCLUSION & COLLABORATION**

We are committed to providing a collegial environment through support, encouragement and teamwork. We embrace differing viewpoints through open, transparent, and respectful communication. We accept the challenge to visualize, work, learn, and develop in a community that embraces diverse individuals, differences of opinion, and equality.

## **CONTINUOUS IMPROVEMENT**

We continually seek to improve our college by monitoring performance and inspiring continued discussions among our stakeholders in order to be the best that we can be.

## **INTEGRITY**

We expect everyone in the College of Business community to act with integrity and to be accountable for their actions. We endeavor to produce rewarding, honest, excellent work even in the face of adversity.

## **INNOVATION & ADAPTABILITY**

We encourage faculty and staff to engage in activities designed to develop their professional purpose, talents and skills more fully. We strive to maintain our effectiveness in an ever-changing environment.

## **SUSTAINABILITY**

We believe that the College of Business can make a difference and is committed to enhancing the achievement, success, health and well-being of the communities it serves.



# STRATEGIC GOALS

**1**

## **INSTRUCTION**

Commit to student success and prepare professionals for high demand jobs.

**2**

## **RESEARCH**

Support research, scholarly and creative activity.

**3**

## **ENGAGEMENT**

Engage with the Upper Peninsula business community to promote economic development.

**4**

## **SUSTAINABILITY**

Create a sustainable business model for the College of Business.



# INSTRUCTION

Commit to student success and prepare professionals for high demand jobs.



## **INSTRUCTION IMPACT STATEMENT:**

We prepare students for successful careers by integrating scholarly training with active and experiential learning opportunities. Emphasis is placed on the development of knowledge, skills, and abilities for the 21<sup>st</sup> century.



OBJECTIVES	STRATEGIC INITIATIVES	MEASURES OF SUCCESS
Students are prepared to enter the workforce and/or pursue higher education upon graduation.	<p>Deliver interdisciplinary curriculum that support 21st century skills set;</p> <p>Provide opportunities to enhance soft-skills;</p> <p>Cross-train students with professional writing and interviewing skills;</p> <p>Offer resume building and professional development skill-builders</p>	<p>Gather data on the proportion of student employment in high demand areas;</p> <p>Gather data on the number of students pursuing a graduate degree;</p> <p>Measure employer satisfaction based on internship supervisor evaluation forms;</p> <p>Measure alumni satisfaction based on post-graduation surveys</p>
Students with prior workforce experience are prepared for career advancement.	<p>Offer GRE, CPA and other professional certification trainings;</p> <p>Offer resume building and professional development skill-builders</p>	<p>Gather data on the number and types of earned workforce promotions;</p> <p>Gather data on CPA pass rates and other certifications completed;</p> <p>Assess student proficiency with technology and current workplace tools</p>
Students demonstrate preparedness as they approach graduation.	Facilitate student participation in NMU career placement workshops and relevant skill-builders	<p>Students place well on ETS field exams for BS and MBA;</p> <p>Students register on Handshake;</p> <p>Keep track of current students who are interviewing and/or receiving job offers</p>
Provide students with innovative and experiential learning opportunities	<p>Use academic service learning projects in College curriculum</p> <p>Provide real world experiences and interaction with practitioners</p>	<p>Goal: 25 percent of COB students participate in student pitch competition;</p> <p>Goal: 25 percent of COB students participate in conferences &amp; student organizations (e.g., Volunteer Income Tax Assistance program, PRSSA, AMA);</p> <p>Goal: 25 percent of COB students participate in College-sponsored events (e.g., Executive-in-Residence lecture, UN SDGs training workshop, invited guest speakers);</p> <p>Faculty adopt and utilize new teaching platforms and technology in courses</p>

# RESEARCH

Support research, scholarly and creative activity.



## RESEARCH IMPACT STATEMENT:

The College of Business supports and engages in diverse intellectual contribution activities that support its mission, its students, the University, the regional business community and the academy.

OBJECTIVES	STRATEGIC INITIATIVES	MEASURES OF SUCCESS
Scholarly work supports the regional business and economic environment	Facilitate interdisciplinary and applied research collaborations	<p>Gather data and maintain a record of COB faculty's consulting activities;</p> <p>Demonstrated media coverage</p>
Scholarly work communicates knowledge of practical significance to students and professionals	<p>Conduct research and write publications with students;</p> <p>Participate in invited presentations by faculty and students</p>	<p>Gather data and maintain a record of faculty contributions to textbooks, cases or other instructional materials that are adopted by peers and practitioners;</p> <p>Keep track of faculty contributions to popular or practitioner-focused publications</p>
Scholarly work improves teaching and learning	<p>Encourage publications and presentations that focus on research methods and teaching;</p> <p>Encourage the use of intellectual contributions in the classroom;</p> <p>Support basic research in pedagogy</p>	<p>Monitor the number of applications for COB research stipends and release time;</p> <p>Keep a record of when faculty-created content is adopted into the COB curriculum</p>
Scholarly work enhances the current body of knowledge in business-related disciplines	Inventory the citation count of the COB faculty, including h-index and i10-index over 5 years and contributions over the course of their career	<p>Monitor the circulation and acceptance rate for journals;</p> <p>Celebrate recognitions for research (e.g. Best Paper Award)</p> <p>Monitor the number of regional, national and international conference presentations</p>
Scholarly work represents collaborative and interdisciplinary problem-solving	<p>Promote collaborative and interdisciplinary research;</p> <p>Provide support for project and proposal development</p>	Monitor the growing rate of publications across the disciplines, collaboration and interdisciplinary work



# ENGAGEMENT

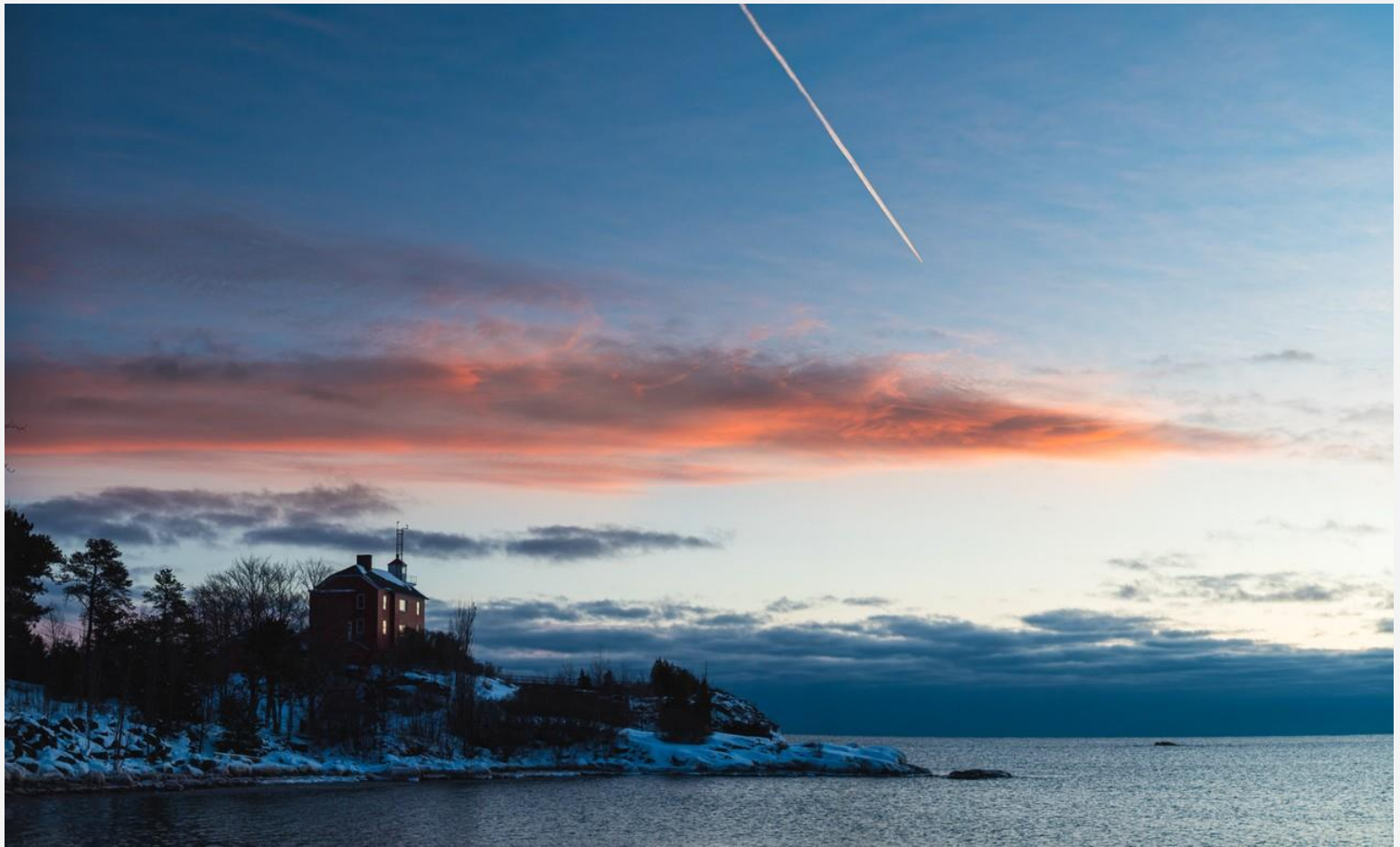
Engage with the Upper Peninsula business community to promote economic development.



## ENGAGEMENT IMPACT STATEMENT:

The College of Business is committed to the professional development of our students, staff and faculty. Efforts are evidenced by an active and creative engagement with our business community. We cultivate professional business skills and technical expertise through mutually beneficial relationships for our university and our community.

OBJECTIVES	STRATEGIC INITIATIVES	MEASURES OF SUCCESS
Students gain essential business skills through experiential and active learning	Support student organizations and students in leadership roles;  Provide students with diverse public speaking opportunities;  Invite local business leaders to be a part of the curriculum and classroom experience	Number of completed internships;  Number of community events hosted;  Number of businesses and practitioners brought into the classroom/curriculum
Foster community relationships and exchange of expertise	Support faculty membership on boards of directors, non-profits, and service organizations;  Encourage faculty to attend COB hosted events;  Cultivate corporate partnerships	Number of faculty on boards, non-profits and service organizations;  Number and frequency of faculty attendance at COB hosted events;  Number of viable, meaningful corporate partnerships cultivated
Local businesses gain technical expertise	Support student internships with local and regional businesses;  Create content and modules for extended learning and professional development in the region.	Number of completed internships;  Number of local and regional job placements;  Number of modules/trainings created





# SUSTAINABILITY

Create a sustainable business model for the College of Business.



## **SUSTAINABILITY IMPACT STATEMENT:**

Create a sustainable system that facilitates balanced growth in programmatic areas and meets the needs of the next generation of business and enterprise leadership.



OBJECTIVES	STRATEGIC INITIATIVES	MEASURES OF SUCCESS
Foster inclusion and equity with programmatic integration and curricular cross-training	<p>Include next generation skills and abilities into COB programs;</p> <p>Create business certificate or minor available "for all majors"</p>	<p>Assess curriculum to determine if next generation skills are included;</p> <p>Monitor the enrollment growth and cross-over with new programs (e.g., cybersecurity, public relations, sustainable business enterprise);</p> <p>The business minor or certificate is created and students have enrolled or completed the program.</p>
Create a hiring and succession plan to minimize the impact of turnover	<p>Cultivate a positive, equitable and balanced work environment;</p> <p>Promote work-life balance and wellness</p>	<p>Decrease in employee turnover;</p> <p>Employees participate in health and wellness challenges;</p> <p>Office culture promotes socializing and community building;</p> <p>Office space is configured to optimize informal gathering;</p>
Create programs focused on real-world problem solving and life-long skills	<p>Create content for executive and workforce development/training modules;</p> <p>Integrate the UN Sustainable Development Goals (SDGs) into course curriculum</p>	<p>Number of programs that address real world problem solving (e.g., use case studies or service-learning approach);</p> <p>Number of SDGs incorporated into COB curriculum, scholarship, and internal and external organizational activities.</p>
Address financial sustainability by growing enrollment	<p>Facilitate involvement and recruitment of the next generation of business leaders;</p> <p>Explore innovative instructional methods demonstrating adaptability, agility, and alternative delivery methods and scheduling options for students;</p>	<p>Number of events that engage regional and local high school students in learning experiences (e.g., gaming, workshops, hackathons);</p> <p>Number of faculty and student attendance at recruiting events on campus;</p> <p>Long-term course mapping is improved for students and faculty;</p> <p>The number of necessary overrides, substitutions, and directed studies is reduced because students are able to complete their degree on time.</p> <p>Expand January (<i>winterim</i>) and summer offerings</p>

# RISK ANALYSIS

RISK DESCRIPTION	LIKELIHOOD	IMPACT	SEVERITY	MITIGATION ACTIONS	RESPONSIBLE PARTIES
Changing regional demographics impact enrollment at the university	High	High	High	Continue to recruit outside of the region and create pathways for non-traditional learners to return/re-start college	Undergraduate admission, University administration, College leadership team
Lack of retention at the university of sophomores and juniors	Moderate	High	High	Invest in and support retention activities University and college-wide. Including fostering mentoring and community-building with students	Undergraduate admission, University administration, and the College's leadership team
Inability to replace faculty who have left the college	Moderate	High	High	Develop hiring and retention plan; groom adjuncts and instructors for tenure track positions.	Each sub-area is responsible for supporting new faculty; Dean's office is responsible for hiring and assigning courses
Adjunct pool and hiring process leaves gaps in course offerings	Moderate	Moderate	Moderate	Recruit and retain a diverse adjunct pool; offer training to out-of-area adjuncts for online teaching	College leadership team and Dean's office
Change in leadership of university	High	Moderate	Moderate	Participate in hiring process for new President and Provost; build relationships with new leadership team as developed	Dean's office, College leadership team, and faculty
Frequency of math service course offerings	Moderate	Moderate	Moderate	Work with Math Department leadership and faculty to expand offerings	Dean's office and College leadership team
Insufficient staff to support College operations	High	Moderate	Moderate	Use graduate assistants to fill the gaps in the Dean's office; petition for more support staff	Dean's office

# SOCIETAL IMPACT

The Sustainable Development Goals (SDGs), also known as Global Goals, are a set of 17 integrated and interrelated goals to end poverty, protect the planet and ensure that humanity enjoys peace and prosperity by 2030. In 2020 and again in 2021 the College of Business hosted the NMU SDGs Launch, a two-workshop to help student and campus organizations align their goals to the global goals. In the College of Business we see that several of the goals have outcomes related to our curriculum, scholarship and internal and external activities and initiatives.

All of the goals listed below have outcomes that are relevant in our curriculum; and some of these goals are also addressed in scholarship conducted by COB faculty and in some of the internal and external initiatives sponsored by the COB. One of our goals is to map specific outcomes for each of the relevant SDGs as we get closer to 2030.

## Goals Related to Our Curriculum



## Goals Related to Our Scholarship



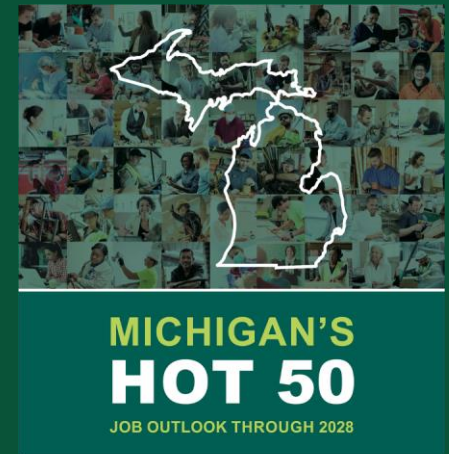
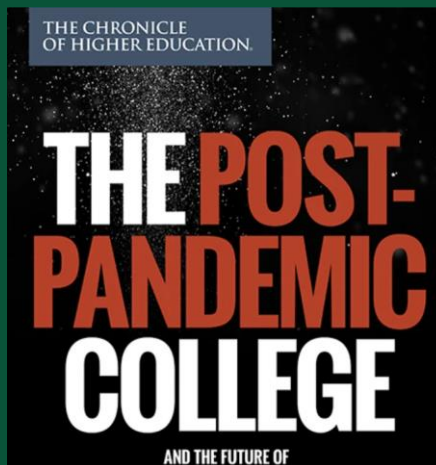
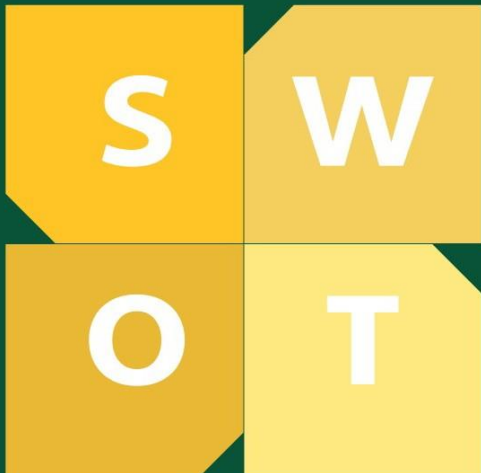
## Goals Related to Our Internal & External Activities





# THE PLANNING PROCESS

In Fall of 2020 the faculty began gathering data for this plan. The strategic planning committee completed SWOT and SOAR exercises, and gathered research on trends in higher education as well as careers to help define some of the key opportunities and desired results for the College of Business. In winter of 2021 the strategic planning committee distributed a stakeholder survey to gather insight for updating the COB's mission and vision statements. Revisions were drafted and presented to the COB faculty, staff and advisory board. After discussion and edits, the final mission and vision statements were approved by the faculty. At this time the faculty also approved the four strategic goals and impact statements. The strategic planning committee hosted multiple work sessions to finalize the objectives, strategic initiatives and measures of success. Drafts of this document were shared with faculty, students and staff in fall of 2021.



WHAT DO YOU THINK ABOUT NMU'S COLLEGE OF BUSINESS?

Take two minutes to tell us!

The College of Business is beginning a strategic planning process and we need your input to get started.





