

Weatherhead School of Management Strategic Plan

The Weatherhead School is 135 staff and faculty, and over 1,500 students, engaged in creative thinking, innovative teaching, interdisciplinary research, and a strong sense of service. Organizationally, we populate seven academic and five administrative departments spread across three buildings. The Weatherhead Community, however, is much wider spanning multiple continents. Our graduates have achieved prominence, and preeminence in industry, academia, government, and in social services. A number of our programs and academic departments enjoy national and international renown. Our faculty are widely cited for their pioneering work in bringing new concepts, techniques, and tools to enhance management effectiveness in organizations. Our plan and planning efforts build on this remarkable legacy that we have inherited. As we look ahead, our goal, very simply, is to be a destination for those who aspire to make a difference in the world of management practice and theory.

1. MISSION AND VALUES

Mission Statement

Developing transformational ideas and outstanding leaders for the advancement of business and society.

Our Values

We believe that management is a noble profession committed to the advancement of human life.

We value and strive to promote a culture rich in ideas and reflection. We are committed to increasing individual creative and critical capacities, nurturing new and expansive patterns of thought.

We value research of enduring consequence and judge its significance by the impact it has on management thought, management action, and public policy.

We value learning that is active and collaborative. Students, faculty and staff together engage important management problems with an innovative, knowledge-creating approach.

We are responsive to the needs of our students.

We consider alumni our important partners and strive to add value to their personal and professional lives.

We value partnerships with the business community and other organizations. We value meaningful service to society and strive for outcomes that influence and positively change the way people and organizations conduct themselves.

We are a cohesive learning organization with an international outlook. We value diversity, characterized by open dialogue and mutual respect among individuals with different specializations, backgrounds, cultures, and perspectives.

We are results-oriented and judge our contributions by actions taken and outcomes achieved.

2. VISION AND DISTINGUISHING FOCUS

Vision

The Weatherhead School will be respected, locally and globally for research of enduring consequence. We will be recognized for attracting and educating managers to design novel solutions to the most complex issues facing business and society. Our learning environment will be a hub of creative thinking, innovating teaching, and trans-disciplinary research, filled with excitement and a strong sense of community.

Distinguishing Focus

It matters to us that our education and research efforts help people design better solutions for organizations and societies. To this end, we educate and develop managers in *corporations* and *not-for-profit institutions* who combine rigorous analytic skills, creative ideation, and a bias for execution—all through the designer's and leader's mindset.

Specifically, our students and our work will be known for:

- their use of *disciplined methods* to explore, frame and resolve complex problems and issues;
- their ability to use *design techniques* to generate alternatives that improve on familiar solutions in surprising and valuable ways;
- an awareness of the importance of taking into account *entire systems* when proposing new ways of doing things.

Execution requires leadership. In our world class learning environment our work will also be known for:

- the leadership and *change management* skills that are required to effectively implement novel solutions;
- its attention to the value of designing *solutions that are sustainable* from economic, ecological and social points of view;
- and the ability to actively engage all relevant stakeholders in *positive change*.

Our distinguishing focus integrates and builds upon investments that we have been making over the past decade that align with growing interests in organizations and society at large.

3. SCHOOL-WIDE GOALS AND STRATEGIES

GOAL A: Foster a research climate that supports and rewards excellence in both disciplinary and interdisciplinary research.

The school must commit sufficient resources, provide unencumbered time, and create the proper intellectual climate to achieve research of enduring consequence.

STRATEGIES:

1. Allocate sufficient resources in terms of money and faculty.
 - a. Create a “seed fund” to support research defined by our strategic focus.
 - b. Focus faculty recruitment on clearly articulated priorities and School focus.
 - c. Maintain a discretionary research fund in each academic department to support research activities (seminars, symposia, databases, student support, etc.).
 - d. Enhance the school-wide research committee to promote research at the School.
2. Free sufficient time for meaningful research.
 - a. Standardize teaching loads and summer salary support of untenured (tenure-track) faculty members consistent with other research universities.
3. Develop our intellectual environment.
 - a. Invest in PhD programs that show promise of achieving national prominence and furthering the School’s focus.
 - b. Encourage faculty and doctoral research, especially in our school focus areas, sharing the strengths of our advanced programs (PhD and EDM) across the school.

MEASURES:

1. Double the number of publications and other research output per capita in the next 5 years with a special emphasis in the areas of the school’s focus.
2. Earmark 20% of the “seed money” grants for research that connects Weatherhead to other academic units in the University.
3. Ensure that 90% of all tenure track faculty are classified as academically qualified under accreditation standards.
4. Maintain 100% of untenured, tenure-track faculty with reduced course loads.
5. Increase by 50% the amount of research activities (seminars, symposia, databases, student support, etc.) in each department and share in at least 10 cross-disciplinary events sponsored by the school-wide research committee each year.
6. Double the number of PhD students placed in peer universities within 5 years.
7. Create, monitor and publicize well-defined research programs in our areas of special focus drawing from and sharing across all our faculty and doctoral students (EDM and PhD).
8. Double total outside research finding in five years with particular focus on establishing a presence in NSF grant submissions and awards.

GOAL B: Redesign and align all graduate programs to link to our distinguishing themes to build programmatic synergies.

To be distinctive, our graduate programs should clearly focus on our distinguishing themes to attract interested students and add value for them and their future employers.

STRATEGIES

A. Graduate Professional Programs

1. Revise the full-time MBA programs and the EMBA program to provide a well-defined focus on our distinguishing themes.
2. Revise the part-time MBA program to provide the participants with learning opportunities in our distinguishing focus areas and create a cohort format.
3. Evaluate all specialized master's programs to create a coherent portfolio of high-quality, sustainable programs building on synergies with the MBA programs where possible.
4. Expand internationally in our specialty programs.

B. EDM Program

1. Review and examine the focus and structure of the EDM program to validate the curriculum and increase the links to our distinguishing focus.

MEASURES

1. Achieve redesign of full-time and executive MBA programs by Fall, 2009.
2. Measures of attractiveness will improve in all dimensions:
 - Increase of 15% over the next five years in number of applications from prospective full-time students with enrollment increasing to capacity.
 - Increase of 5% per year over the next four years in the number of companies recruiting on campus.
 - Increase in the proportions of students receiving an internship offer for the summer following their first year of studies and students employed by graduation to the level of our peer schools.
 - Increase part-time enrollments as the economy improves.
 - Operate each specialized masters program with a 50% contribution margin at full capacity by 2012 meeting employment benchmarks.
3. Establish international partnerships for specialty master's degrees where appropriate.
 - Complete development of the MPOD program with ESADE.
 - Begin feasibility exploration for offering specialty master's programs internationally.
4. Redesign curriculum, focus and structure of the EDM by Fall, 2009.

GOAL C: Build on the currently exceptional undergraduate experience by leveraging the resources of the Weatherhead School, the University, University Circle and the Cleveland Community.

To capitalize on the strength of our undergraduate programs, which have grown steadily over the years and enjoy national recognition (the BS in Accountancy program, our highest rated program, is ranked #13), they should be incorporated more fully into the Weatherhead Experience, exposed more to local firms and have increased minor concentrations and/or integrated study options.

STRATEGIES

1. Build corporate and nonprofit relationships to provide enhanced opportunities.
2. Enhance undergraduate offerings to create value-adding opportunities for minor concentration studies available to Weatherhead students, as well as to students from other units in the University.
3. Expand integrated studies options for Weatherhead students to transition into our master's degree programs.

MEASURES

1. Double the number of corporate and nonprofit relationships to provide enhanced opportunities.
 - Significant cooperation and partnership with the University Career Center to enhance opportunities for internships and employment for all Weatherhead.
 - Increase offerings of experiential learning and case competition courses to increase the visibility of all our graduates to the corporate and nonprofit community.
 - Increase numbers of companies for whom our students complete action learning projects.
2. Enhance undergraduate opportunities and experience.
 - Increase offerings in the Banking & Finance and Marketing areas, and effectively market these offerings.
 - Add two new minor concentrations by Fall, 2010, in consultation and cooperation with CAS, CSE, and FPB.
 - Expand integrated studies options for Weatherhead students to transition into our master's degree programs.

GOAL D. Nurture relations with our external constituents to create a value-added experience.

Beyond producing a superior core product leading to an enhanced reputation, a value-added experience requires positive interactions between the school and our constituents and continued service to our graduates as partners in their lifelong learning.

STRATEGIES

1. Develop a service mentality in all of our interactions with students in programs, graduates after graduation, employers, and other external constituents.
 - a. Foster extensive communications between current students, faculty, and alumni.
 - b. Shape career services to be both an extension of our corporate partner's human resource functions and an exceptional career management center for our students.
 - c. Actively engage alumni in assisting current students with employment opportunities.
2. Provide compelling engagement with the corporate and alumni community through our outreach.
 - a. Grow "custom programming" and longer-form, distinctive "open-enrollment" executive education programs.
 - b. Focus public relations and marketing communications on the school's areas of emphasis and its faculty.
 - c. Develop information resources (including databases and social networks) that support the formation of leadership groups among our alumni, nationally and internationally.
3. Attract on-going support and long-term investment from our constituents.
 - a. Develop both operating and endowment funds for the school's focus, department and interdisciplinary research, and graduate student scholarships.
 - b. Target foundations (public, private and corporate) as a funding resource.

MEASURES

1. Double the number of alumni involved in activities of the school and giving to the annual fund, and achieve a five-year target of \$1,000,000/year.
2. Double the number of non-alumni sources of funding and grow our endowment base by 40% over the next five years.
3. Increase revenue from executive education by 50% within five years.

GOAL E. Serve as a model of a well-managed, sustainable academic organization.

Good management and organizational sustainability requires increased financial resources, alignment of our decision processes, investment in staff and faculty and development of our culture.

STRATEGIES

1. Create a business model that is financially viable.
 - a. Reduce our budgetary reliance on academic tuition.
 - b. Increase grants, endowment and non-tuition fee income.
2. Align our decision making processes towards our objectives especially in faculty governance and organization.
 - a. Streamline our committee structure to better fit the size of the faculty.
 - b. Clarify the charge of committees and ad hoc working groups.
3. Develop staff and faculty management capability.
 - a. Focus on continuous improvement.
 - b. Incorporate ongoing staff education in yearly planning.
 - c. Encourage cross training, career development and succession planning.
4. Focus on development of our culture.
 - a. Encourage a joint “Weatherhead Experience” for students, faculty and staff.
 - b. Include all faculty, staff and students in our vision of research, teaching, and public service as an integral part of the operation of the school.
 - c. Make the recruitment of a more diverse student, staff and faculty body a priority.

MEASURES

1. Build a cumulative financial surplus of \$2,000,000 over the next five years.
2. Create succession plans for key positions in the school.
3. Double our representation of women and other minorities in our students, faculty and staff.
4. Charge each department head with the creation of a development plan for their respective staff and faculty.
5. Define, create, monitor and publicize a distinct “Weatherhead Experience” in our coursework, non-course experiences, collaborative work and daily interactions with everyone associated with the school.