

CoBA Strategic Plan: 2021 – 2025

College Mission: It is our mission to deliver a Jesuit business education rooted in *cura personalis* which fosters -a hunger for integrated knowledge, develops a spirit of intellectual curiosity and innovation, and instills a commitment among our students to make a meaningful impact on the world around them through professional excellence, servant leadership, and purposeful personal development.

College Vision: Marquette Business aspires to be an inclusive and diverse community of scholars, practitioners, and learners recognized as the most innovative and accomplished Jesuit business school in the world.

Marquette Business will reach beyond the traditional disciplinary boundaries of business and embrace collaborative, applied, and innovative methods of teaching, learning, and research.

Graduates of Marquette Business will be ethical and innovative leaders who are committed to creatively solving the problems of business and society for the greater well-being of humankind.

Strategic Plan Key Goals

Goal 1	Foster academic excellence through teaching, research, and student success
Goal 2	Enhance the financial well-being of the college through enrollment and revenue growth
Goal 3	Strengthen the impact of Marquette Business
Goal 4	Build diversity, inclusion, and equity in the Marquette Business community
<i>Adopted April 27th, 2021</i>	

Definitions

Lever	Describes the primary lever that support the correlating strategic plan key goal
Tactic	Describes the individual tactic which helps operationalize the lever
Priority	Defines a tactic as a higher (1) to lower (3) priority for the college
Time Frame	Outlines whether a tactic is likely to be executed in the short term (S), medium term (M), or in the long term / ongoing basis (L)

GOAL 1—Foster academic excellence through teaching and research			
Key Metrics: 1st to 2nd year retention, 1st to 3rd year retention, 4 year graduation rate, graduate placement rate, # of A&AB publications per faculty member on a rolling 3 years basis, amount of \$ funding received for research support (grants/sponsored research), # of new courses offered (credit bearing, non-credit bearing).			
Lever	Tactic	Priority (1-3)	Time Frame
Increase Online, Professional, and Executive Education Offerings	Launch undergraduate online completer program	1	S
	Explore new interdisciplinary graduate programs	3	L
	Develop additional company specific executive education programming	1	M
	Expand the “Bridge to Business for Engineers” program to other disciplinary topics	2	M
Develop Research Collaborations and Research Support	Develop funding mechanisms to sustain faculty research	1	M
	Develop support for identifying and securing grant funding	3	M
	Work in partnership with the Office of Economic Engagement on commercial sponsored research	3	L
Enhance Cross-Campus Interdisciplinary Collaboration	Continue to develop programming as part of Innovation Alley	1	M
	Develop interdisciplinary programs with other units at MU	2	L
Prioritize Student Academic and Career Success	Explore adding a director of student success	2	L
	Identify continued applied learning opportunities	3	L
	Maintain graduate placement success rates at or above 90%	1	L
	Develop undergraduate research opportunities	3	M

GOAL 2— Enhance the financial well-being of the college through enrollment and revenue growth			
Key Metrics: Undergraduate enrollment (headcount), graduate enrollment (headcount), college financial revenue per annum, college philanthropic giving per annum.			
Key Levers	Tactics	Priority (1-3)	Time Frame
Increase Undergraduate Enrollment	Launch undergraduate online completer program	1	S
	Create an internal enrollment strategy	1	S
	Develop specific program transfer relationships	3	S
	Develop growth plans for all COBA department and program areas	1	M
Increase Graduate Enrollment	Work with OPM to enhance graduate program enrollments	1	S
	Launch new graduate programs	2	L
	Transition key Graduate School of Management programs to include online options	2	S
Increase Executive Education Revenue	Increase Bridge to Business for Engineers enrollment	3	S
	Expand Bridge to Business for Engineers model to other disciplinary topics	2	M
	Develop additional company specific executive education programming	2	M
	Identify additional funding opportunities for executive education	2	M
Develop New Initiatives to Drive Revenue Growth	Build out programming focused on ESG and Sustainable Finance	1	S
Drive Revenue Through Fundraising	Fully fund a new College of Business Administration facility	1	S
	Complete the college's \$100 M comprehensive campaign	1	L
	Seek to endow new professorships, departments, centers, and specialty programs	1	L

GOAL 3— Strengthen the impact of Marquette Business			
Key Metrics: Followership on college social media channels, attendance at college events, # of media mentions for the college and/or college faculty, CoBA alumni engagement score, # of Innovation Alley programs/events, # of corporate interactions, # of classroom guest speakers, # of company applied projects			
Key Levers	Tactics	Priority (1-3)	Time Frame (Years)
Increase the Visibility of COBA with Business and Industry	Maintain an active social media presence	2	L
	Develop corporate relationships strategy including tracking and dashboard development	1	S
	Increase the depth of CoBA relationships with c-suite executives	1	S
Enhance the Entrepreneurial and Start-Up Ecosystem	Create a working group to map entrepreneurial resource across Marquette University	3	L
	Develop collateral to explain entrepreneurial “pathways” for student, faculty, and alumni entrepreneurs	3	L
	Develop a marketing and communication plan about entrepreneurship at Marquette University	2	L
	Position COBA to be the executive sponsor and relationship designate to MUKC VC Fund as well as other potential investment partners	2	M
Enhance College Alumni Engagement	Design and execute on a communication strategy for COBA alumni	1	M
Enhance Engagement with College-Level Advisory Groups	Enhance engagement with the College Leadership Council	1	S
	Enhance engagement with the Marquette University Business Administration Alumni Association (MUBAAA)	1	S
	Enhance engagement and use of department and program advisory councils	1	S
Further Activate Innovation Alley	Enhance faculty participation in the Innovation Alley initiative	2	L
	Fund and hire an Innovation Alley Executive Director	2	M
	Begin to develop pilot programs for Innovation Alley	1	S
	Create an advisory board of corporate partners for Innovation Alley	2	L
Enhance CoBA Community Engagement	Explore partnership opportunities with Near Westside Partners	2	L
	Explore collaboration opportunities with other community or industry sector organizations, for example, the MKE Tech Hub Coalition	2	M

GOAL 4— Build diversity, inclusion, and equity in the Marquette Business community			
Key Metrics: CoBA first-generation students (headcount), CoBA minority students (headcount), CoBA female students (headcount), CoBA faculty and staff of color, # of diversity and inclusion trainings per annum			
Key Levers	Tactics	Priority (1-3)	Time Frame (Years)
Increase Undergraduate Student Diversity	Enhance the yield of accepted minority students and first-generation students	1	L
	Enhance the retention of minority students and first-generation students	1	L
	Design and execute on the CoBA Pathways initiative.	1	L
	Fundraise for a CoBA specific scholarship fund for first-generation and minority students	2	M
Increase Faculty and Staff Diversity	Engage with the Marquette University Office of Diversity and Inclusion to enhance diverse faculty hires over the next five years	2	L
	Better engage diverse faculty in the hiring process	2	L
Increase Gender Diversity	Increase female undergraduate student applications	1	L
	Increase programming focused on women in business	1	L
Enhance Diversity, Inclusion, and Equity Training for the Marquette Business Community	Collaborate with the Marquette University Office of Diversity and Inclusion to offer annual diversity, inclusion, and equity professional development programming	2	M