University of Houston-Downtown
Marilyn Davies
College of Business

MDCOB 2024 – 2029
STRATEGIC PLAN

Committee Members:

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Mission, Vision, and Values

Mission

Marilyn Davies College of Business fosters learner success through high-quality innovative undergraduate and graduate programs, applied scholarship, and purposeful engagement with internal and external stakeholders. We equip our diverse learners with adaptable career-ready competencies to promote socioeconomic mobility, a sustainable future, and a thriving Houston business community.

Vision

Marilyn Davies, College of Business, aspires to increasingly transform our learners' lives through education and socioeconomic attainment.

Core Values

1. Diverse and Inclusive – Embrace diversity and respect different points of view.
2. Excellence – Provide high-quality programs and certifications.
3. Thought Leadership – Seek new knowledge through impactful research and business partnerships.
4. Impact – Make a difference in the community through active participation and involvement.
5. Innovation– Foster new ideas in a spirit of continuous improvement.

Strategic Planning Process

The MDCOB Strategic Planning Committee's process included soliciting ideas from faculty, staff, and learners. The multistep process began with all faculty and staff considering key overarching drivers. The faculty and staff used these "overarching drivers" in discussion groups (see below) as a springboard for developing updated vision, mission, and core values. It was also crucial to seek feedback and gain additional perspectives from stakeholder groups (e.g., alumni, Advisory Council) to develop a comprehensive plan. See Table 1 Stakeholder Involvement and Outcomes for steps in the strategic planning process.

Overarching Drivers

1. How do we want to equip our learners to have successful careers, focusing on first-generation and underrepresented learners?
2. How do we prepare learners better to understand the business world's intricacies and corporate climate demands?
3. What will be the crucial differentiators offered by Marilyn Davies College of Business to maximize socioeconomic mobility and impact?
4. What will be the most significant societal and business challenges facing the industry and our community in the next decade? And how do we prepare our learners for the needed critical thinking, technological, and analytical skills to succeed?
5. How will the college support our faculty and staff to continue being lifelong learners and build relationships with our community?

Table 1. Stakeholder Involvement and Outcomes

PROCESS STEPS	WHO	OUTCOMES
Initial Meeting	MDCOB Strategic Planning Committee	Reviewed current strategic plan. Benchmarking study with similar level and aspirational universities. Developed “overarching factors” to serve as foundational strategic development questions.
Follow-up Meeting	MDCOB Strategic Planning Committee	Utilized “Overarching Factors” to examine MDCOB’s strategic direction. Updated “Overarching Factors” to encompass additional perspectives. Aligned MDCOB’s “Overarching Factors” with the university’s strategic plan.
College-Wide Town Hall Meeting	MDCOB Staff and Faculty	Created ten breakout sessions. Faculty and staff reviewed the “Overarching Factors” and provided perspective, comments, and additional information. Collected all feedback into one repository.
Faculty/Staff Feedback Synthesis	MDCOB Strategic Planning Committee	Utilized key word search and sentiment analysis to determine proposed themes and narratives. Developed working Vision, Mission, and Core Values working document.
Vision, Mission, and Core Value Creation	MDCOB Strategic Planning Committee	Reviewed university’s strategic plan. Reviewed MDCOB’s current strategic plan. Conducted market benchmarking. Implemented faculty/staff feedback and comments. Developed initial draft Vision, Mission, and Core Values statements.
Stakeholder Feedback	Dean and Dean’s Council	Dean’s council provided feedback alongside selected Corporate Fellows. Dean, Chairs, and AACSB committee Chairs provided perspective.

PROCESS STEPS	WHO	OUTCOMES
Strategic Planning Committee Meeting	MDCOB Strategic Planning Committee	Based on stakeholder feedback, revised Mission, Vision, and Core Values.
Faculty/Staff Feedback	MDCOB Staff and Faculty	Emailed Vision, Mission, and Core Value draft to faculty/staff. Shared draft during college wide faculty/staff meeting. Created Qualtrics feedback survey/form. Received faculty/staff's feedback and comments.
Strategic Planning Committee Meeting	MDCOB Strategic Planning Committee	Categorized all the feedback. Removed duplicate comments. Focused on commentary that aligned MDCOB and the university's strategies. Created an additional Vision, Mission, and Core Values draft. Shared draft with faculty/staff.
Faculty/Staff Feedback	MDCOB Staff and Faculty	Discussed revised Vision, Mission, and Core Values. Gathered additional comments.
Strategic Planning Committee Meeting	MDCOB Strategic Planning Committee	Faculty/staff requested to choose from two vision and mission options. Created an additional Vision and Mission choices. Provided the updated Vision, Mission, and Core Value draft for a faculty/staff vote.
Faculty/Staff Vote	MDCOB Staff and Faculty	Faculty/Staff chose the Vision and Mission, as well as ratifying the proposed Core Values.
Stakeholder Feedback	Dean and Advisory Council	External stakeholders ratified Vision, Mission, and Core Values.

PROCESS STEPS	WHO	OUTCOMES
Faculty/Staff Feedback	MDCOB Staff and Faculty	Shared proposal with Faculty/Staff during monthly faculty/staff meeting Scheduled four 1.5 hours faculty/staff feedback sessions. Secured faculty/staff feedback.
Strategic Planning Committee Meeting	MDCOB Strategic Planning Committee	Updated Strategic Goals and Objectives.
Stakeholder Feedback	Dean and Advisory Council	Stakeholders ratified Strategic Goals and Objectives.
Learner Feedback	MDCOB Leadership Council	Leaners ratified Strategic Goals and Objectives.

Mapping of Mission, Goals, Objectives, and Tactics

Goal Area 1: Reality-Based Educational Programs

(Related UHD Strategic Plan Objectives: A4, B1, B2, B3, B4, B5)

Strategic Goal Statement: Equip learners with the competencies to succeed in their identified career area.

Objective 1a: Increase engagement in service learning (SL) initiatives.
Objective 1b: Increase learner access to industry perspectives and leaders.
Objective 1c: Expand the curriculum to incorporate industry trends, including technological agility.
Objective 1d: Commitment to high quality teaching.
Objective 1e: Increase global intellectual and experiential engagement.

Goal Area 2: Applied Knowledge Creation

(Related UHD Strategic Plan Objectives: G1, G2, G4)

Strategic Goal Statement: Generate scholarship that supports academic inquiry and provides impactful results to our external stakeholders.

Objective 2a: Enhance the quality of MDCOB's intellectual contribution with an emphasis on applied research.
Objective 2b: Increase the number of MDCOB faculty who apply for external grants/funding.

Goal Area 3: Impactful Stakeholder and Community Engagement

(Related UHD Strategic Plan Objectives: B1, B4, C3, F5)

Strategic Goal Statement: Purposeful engagement with the communities we serve.

Objective 3a: Increase volunteerism that benefits the Houston community, with a focus on the underrepresented population.
Objective 3b: Increase faculty and staff engagement with community-based organizations.
Objective 3c: Increase networking opportunities for MDCOB alumni.
Objective 3d: Finalize the 5-year MDCOB societal impact micro plan.

Goal Area 4: Organizational Health

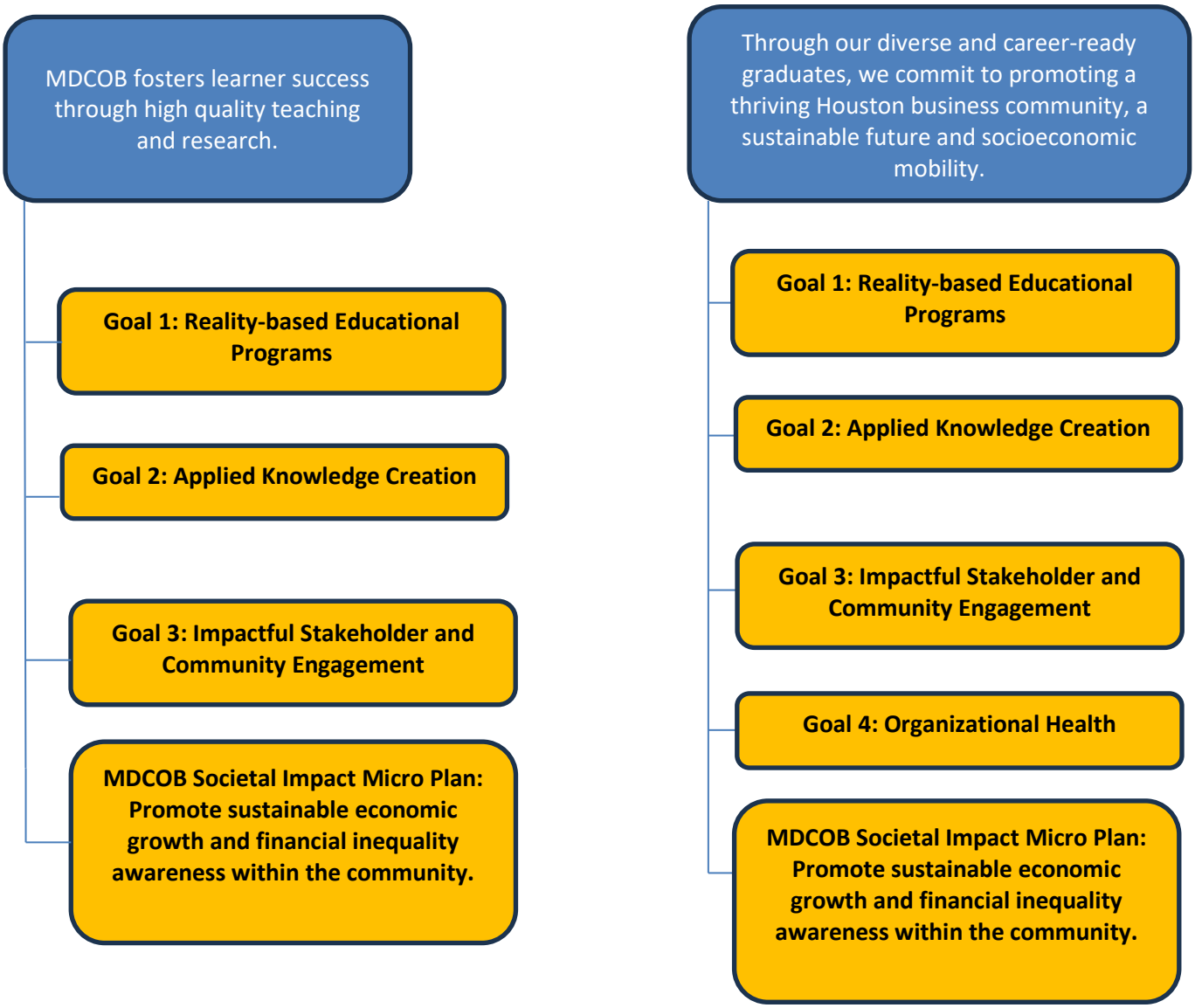
(Related UHD Strategic Plan Objectives: D1, D4, E1, G3)

Strategic Goal Statement: Move toward a more functional, sustainable, and healthy college.

Objective 4a: Continuous evaluation of systems, processes, and culture of MDCOB.
Objective 4b: Promote faculty and staff development and retention.
Objective 4c: Increase and diversify college revenue streams.
Objective 4d: Regularly monitor the strategic plan.

Mapping of Mission, Goals, Objectives, and Tactics

Figure 1. MDCOB Mission to Goals Map



Mapping of Mission, Goals, Objectives, and Tactics

Table 2. Objectives, Tactics, and Measures of Success

Goal Area 1: Reality-Based Educational Programs (Related UHD Strategic Plan Objectives: A4, B1, B2, B3, B4, B5)		
Objective	**Tactics/Initiatives**	**Measures of Success (KPIs)**
Increase engagement in service learning (SL) initiatives.	• Increase learner involvement (number of students participating) in existing SL opportunities at the university. • Increase the number of SL designated classes in the college.	• 5% average annual increase in student participation in SL initiatives.
Increase learner access to industry perspectives and leaders.	• Increase learner participation in the MDCOB internship program (Davies iProgram). • Implement student - industry mentoring program. • Increase student interaction with industry experts (e.g., webinars, class/event invites, field trips).	• 5% average annual increase in the number of learners who report direct interactions with industry leaders via MDCOB connections (corporate fellows, internship programs, professional student organizations, alumni, etc.).
Expand the curriculum to incorporate industry trends, including technological agility.	• Develop MDCOB "Thought Industry Leadership Series" webinar featuring corporate fellows and the dean's advisory board. • Review of BBA Core and MBA Core. • Invite proposals for new/revised courses/programs that incorporate technology.	• Annually review and document webinar feedback for opportunities to incorporate emerging industry trends. • Annual evaluation of BBA and MBA programmatic LOs for alignment with technological agility. • Document BBA and MBA core review process and share findings with staff and faculty.
Commitment to high quality teaching.	• Increase participation in pedagogical training (CTLE, ACUE, Quality matters, etc.). • Increase the number of peer evaluations of teaching. • Create a survey for Corporate Fellows to indirectly assess the efficacy of MBA program.	• 3% average annual increase the number of faculty who participate in pedagogical training. • 3% average annual increase in the number of faculty who engage in peer teaching evaluations.
Increase global intellectual and experiential engagement.	• Increase faculty research covering international topics. • Increase faculty PRJs in SDG Journals. • Increase the number of learners and faculty participating in study abroad programs. • Increase engagement with international forums (Mexican Consulate, Asian Chamber of Commerce, Baker Institute of Public Policy, etc.).	• 2% average annual increase in intellectual contributions covering international topics. • 2% average annual increase in faculty and learner participation in study abroad programs. • 2% average annual increase in students receiving internships in international forums.

Mapping of Mission, Goals, Objectives, and Tactics

Goal Area 2: Applied Knowledge Creation (Related UHD Strategic Plan Objectives: G1, G2, G4)		
Objective	**Tactics/Initiatives**	**Measures of Success (KPIs)**
Enhance the quality of the college's intellectual contributions with an emphasis on applied research.	• Develop and promote MDCOB research seminars/workshops. • Initiate MDCOB research grants.	• At least 65% of PRJs appear in ABDC-listed journals. • At least 50% of MDCOB intellectual contributions are classified as applied.
Increase the number of MDCOB faculty who apply for external grants/funding.	• Identify and promote external funding opportunities.	• 5% average annual increase (from base year 2023) in the number of external grant/funding applications.

Goal Area 3: Impactful Stakeholder and Community Engagement (Related UHD Strategic Plan Objectives: B1, B4, C3, F5)		
Objective	**Tactics/Initiatives**	**Measures of Success (KPIs)**
Increase volunteerism that benefits the Houston community, with a focus on the underrepresented population.	• Promote and track MDCOB faculty, student and staff volunteer hours spent serving Houston's underrepresented population.	• At least 60% of MDCOB faculty, student, and staff report volunteerism that supports the underrepresented population in Houston.
Increase faculty and staff engagement with community-based organizations.	• Encourage faculty and staff engagement with community organizations.	• At least 5% average annual increase in the number of MDCOB faculty and staff who engage with community organizations.
Increase networking opportunities for MDCOB alumni.	• Develop an MDCOB alumni Conference. • Develop an alumni-student mentorship program.	• Hold an annual alumni conference.
Finalize the 5-year MDCOB societal impact micro plan.	• Review the objectives, tactics and success measures listed in the societal impact micro plan for feasibility and alignment with the MDCOB strategic plan.	• Finalize the 5-year micro plan objectives, tactics, and success measures.

Mapping of Mission, Goals, Objectives, and Tactics

Goal Area 4: Organizational Health (Related UHD Strategic Plan Objectives: D1, D4, E1, G3)		
Objective	**Tactics/Initiative**	**Measures of Success (KPIs)**
Continuous evaluation of systems, processes, and culture of MDCOB.	• Creation of MDCOB Faculty and Staff Climate Survey. • Establish a committee to oversee major MDCOB guidelines/rubrics.	• Annual review of major policies: operating guidelines, R&T guidelines, faculty qualifications guidelines, annual evaluation rubrics (Provide a report at the end of the AY regarding the progress of such reviews). • 60% of MDCOB faculty and staff report that they are satisfied with MDCOB's systems, processes and culture.
Promote faculty and staff development and retention.	• Establish an annual survey faculty mentors and mentees. • Develop a mentor program for staff. • Create and promote MDCOB staff development workshops. • Increase MDCOB staff attendance at UHD staff workshops. • Increase faculty participation in workshops provided by CTLE, TTLC etc.	• 60% of MDCOB faculty and staff report that they are satisfied with MDCOB's development opportunities. • 5% increase in the 5-year full-time faculty and staff retention rate.
Increase and diversify college revenue streams.	• Increase total dollar amount of gifts/endowments received each year.	• 3 year rolling average increase in endowment of at least 10%.
Regularly monitor the strategic plan.	• Review progress on strategic plan at the beginning of Spring and Fall semesters. • Create annual action plans to support the strategic plan.	• Bi-annual progress report on strategic plan KPIs provided to faculty and staff. • Annual review (assessment) by Dean's office. • Documentation of successes, challenges, and lessons learned during the review process. • Provide annual update on the Strategic Plan to the stakeholders.

Societal Impact Micro plan

The 2024-2029 Strategic Plan includes Goal Area 3: Impactful Stakeholder and Community Engagement through "engagement with the communities we serve" and contains expected outcomes related to "volunteerism that benefits the Houston community" and "increased faculty engagement with community organizations". The college has chosen a micro plan that focuses on two of the United Nations' sustainable development goals (SDGs): Decent Work and Economic Growth (SDG 8) and Reduced Inequalities (SDG 10).

Goal: Promote sustainable economic growth and financial inequality awareness within the community Related UN SDGs: 8,10 Related UHD Strategic Plan Objectives: C3, C4, F5, G1, G2, G3, G4 Related MDCOB Strategic Plan Goal Areas: 1,2,3		
Objective	**Tactics/Initiative**	**Measures of Success (KPIs)**
Increase intellectual contributions in the areas of sustainable economic growth and financial inequality.	• Initiate MDCOB grants for ICs focused on financial inequality awareness or sustainable economic growth.	• At least 3% average annual increase ICs focused on financial inequality awareness or sustainable economic growth.
Incorporate financial inequality awareness and sustainable economic growth in the curriculum.	• Provide internal funding for course/program development or major course revisions that focus on financial inequality awareness or sustainable economic growth.	• At least five new and/or revised courses are developed that cover either economic growth or financial inequality awareness.
Increase participation in SL opportunities that focus on sustainable economic growth or financial inequality awareness.	• Increase learner involvement (number of students participating) in existing SL opportunities at the university which focus on financial inequality awareness or promoting economic growth. • Increase the number of SL opportunities offered by the college which focus on financial inequality awareness or promoting economic growth.	• At least 5% average annual increase in student participation in SL initiatives focused on financial inequality awareness or sustainable economic growth.