



DRIEHAUS COLLEGE OF BUSINESS

2024 Strategic Plan: Connection, Culture & Commitment



“Through programs that integrate theory with practice and ideas with action, DePaul’s expert and dedicated faculty and staff will develop students’ readiness to engage with and thrive in a changing world.”

Grounded in Mission: The Plan for DePaul 2024

A MESSAGE FROM THE DEAN

Misty Johanson



Dear Friends,

The Driehaus College of Business 2024 Strategic Plan: Connection, Culture & Commitment is the culmination of a collective effort by administrators, faculty and staff across our college—as well as alumni, business and student community representatives—to define our college’s strategic direction through 2024.

This plan is designed to support Grounded in Mission: The Plan for DePaul 2024 and its vision for our university:

“DePaul will be unequalled among urban universities in the United States in ensuring the success of a diverse community of learners. Through programs that integrate theory with practice and ideas with action, DePaul’s expert and dedicated faculty and staff will develop students’ readiness to engage with and thrive in a changing world. The university will broaden its historical mission of access to address the lifelong learning needs of our students by providing innovative and affordable programs and varied curricular structures and modes of delivery. Equipped with a transformative education grounded in our Catholic and Vincentian values, DePaul graduates will be recognized as effective and responsible change agents.”

Our plan is framed by three pillars of success and six priorities that the college’s faculty-staff Strategic Planning Committee and I established to address the challenges and opportunities our institution faces in an ever-changing higher education climate. Within this framework, faculty and staff in units across the college energetically engaged in group ideation sessions to propose a wealth of tactics for reaching our strategic goals. Feedback from advisory council members, alumni and students also shaped the plan. Through this unique top-down and bottom-up strategic planning process, we tapped into the diverse talents, experiences and insights of our entire community to develop actionable, high-impact tactics for our plan.

Our shared Driehaus values serve as a strong foundation for this plan. These values include our mission to provide students from diverse and often financially challenged backgrounds access to a high-quality, holistic, real-world education, and our commitment to produce socially responsible, career-ready graduates who are prepared to succeed in the global business environment.

As we work to address the priorities set by this plan, we also are preparing for the college’s long-term future through the efforts of the Driehaus Tomorrow Committee. This collegewide faculty-staff committee is charged with examining trends and developing strategic recommendations that will ensure our college continues to thrive well beyond 2024.

I am excited to work together with you to fulfill the promise of this plan to achieve excellence in teaching, research and service at the Driehaus College of Business.

MISTY JOHANSON | DEAN, DRIEHAUS COLLEGE OF BUSINESS AND
KELLSTADT GRADUATE SCHOOL OF BUSINESS

DRIEHAUS COLLEGE OF BUSINESS

Mission

Grounded in our urban, Catholic and Vincentian values, the Driehaus College of Business leverages its Chicago location and innovative faculty and staff to develop socially responsible leaders and managers who are prepared to add immediate value in today's diverse and globalized environment. Our faculty advance knowledge through a balance of theoretical and applied scholarship that informs business practice and enhances student learning.

Shared Values

These shared values are the foundation for the Driehaus College of Business strategic plan:

STUDENT EXPERIENCE

- A broad-based education
- A global perspective
- Career readiness

ENTREPRENEURIAL ATTITUDE

- Cutting-edge programs and delivery
- Creative approaches to education and development
- Multidisciplinary perspectives

ETHICS AND SOCIAL RESPONSIBILITY

- Socially responsible behavior
- Service to the broader community
- Support for mutual respect and dignity in a diverse culture

KNOWLEDGE CREATION

- Expansion of basic knowledge
- Superior applied research
- Research that improves teaching and learning

COMMUNITY

- A collegial environment
- Open communication and collaboration
- Connecting to alumni and the business community

Strategic Plan Pillars and Priorities



CONNECTION

Pillar 1: Connection to the Chicago business community and our global alumni network

PRIORITIES

- 1.1:** Strengthen our reputation as “Chicago’s business school”
- 1.2:** Increase the effectiveness of our centers and institutes

CULTURE

Pillar 2: Culture of academic excellence within our community of faculty, staff and students

PRIORITIES

- 2.1:** Strengthen our overall educational climate
- 2.2:** Enhance academic excellence by supporting scholarly qualifications and sufficiency of faculty at all ranks



COMMITMENT

Pillar 3: Commitment to student success and the high-value experience

PRIORITIES

- 3.1:** Ensure the viability, value and success of our academic programs
- 3.2:** Support instructional quality and student-centered learning, including through the use of experiential and technology-based tools

CONNECTION

Pillar 1:

Connection to the Chicago business community and our global alumni network



1.1: Strengthen our reputation as “Chicago’s business school”

Grounded in Mission: The Plan for DePaul 2024 envisions our university becoming unequaled among U.S. urban universities. The university’s strategic plan challenges us to elevate our academic profile, promote our distinctions, firmly establish ourselves as a valued destination for high-achieving students, and increase the market share and competitiveness of our graduate and professional programs. Strengthening our reputation as the top business school choice for people living and working in the Chicago area propels us toward achieving these goals while fortifying our college’s ability to recruit students, secure resources and engage with alumni and industry stakeholders in our city and beyond.

- A. Develop and expand efforts to raise awareness of the distinctiveness of our college, schools, departments, centers and faculty, and enhance recognition of our programs.
- B. Support and empower all college units to improve the effectiveness, quality, consistency and brand compliance of stakeholder communications, events and marketing.
- C. Structure and diversify advisory boards to raise the profile of our programs, strengthen our curricular and co-curricular activities, and advance resources.
- D. Enhance engagement of our global alumni network with the goals of building visibility and strengthening mutually beneficial partnerships and relationships.

1.2: Increase the effectiveness of our centers and institutes

Our centers complement our academic programs by providing experiential learning, career readiness and work opportunities for students, while strengthening our engagement with the business community and alumni through industry-relevant research, programming and professional education. Their varying missions support a number of university strategic priorities, including goals to enhance student success and experiential learning, secure DePaul's position as a leading provider of graduate and continuing professional education, and, through research initiatives, embrace a culture of creativity and discovery. As entities with the potential to generate revenue, centers and institutes also contribute to ensuring DePaul's continued fiscal strength.

- A. Create sustainable funding models and communicate clear strategies for each center, detailing priorities and value propositions for more effective branding differentiation from other universities.
- B. Create new cutting-edge centers and institutes, driving revenue, program development and college reputation.
- C. Build and diversify funding sources and corporate partnerships to better support our centers' programming, faculty activities and industry/alumni engagement.
- D. Expand external educational programming through our centers to include executive education, certificates, workshops, conferences and roundtable discussions.
- E. Strengthen and expand our centers' and institutes' student-focused programming and internship opportunities through certificates, clubs, career fairs, mentor programming and research talks.

CULTURE

Pillar 2:

Culture of academic excellence within our community of faculty, staff and students



2.1: Strengthen our overall educational climate

This priority commits us to maintaining values, attitudes and norms of behavior that support faculty, staff and student success and respect the diverse experiences of our community. It aligns with Grounded in Mission's priorities for ensuring a welcoming, engaging, diverse and inclusive campus environment and DePaul's commitment to serve others and prepare students to contribute to the collective good.

- A. Develop and implement programs to promote faculty, staff and student engagement with all aspects of the college's mission and values.
- B. Seek better understanding of the climate for faculty, staff and students by gaining insights on topics such as goals, satisfaction, engagement, experiences and technology.
- C. Use our space more effectively to support and enhance community among faculty of all ranks, staff and students.
- D. Enhance and expand faculty, staff and student connections within departments and across the college, focusing on activities that support learning beyond the classroom.
- E. Create and enhance mentorship programs across and within the college's faculty ranks, staff, student body and alumni/industry communities.

- F. Create collegewide leadership role succession planning for faculty, staff and college leadership.
- G. Support diversity and inclusion by implementing diversity training for units, in particular for personnel committees and unit leadership.
- H. Strengthen the educational climate, student success and industry/alumni engagement for graduate business students by reimagining the work of the Kellstadt Career Management Center.
- I. Enhance the educational climate for transfer students by strengthening DePaul's position as the preeminent transfer student destination.

2.2: Enhance academic excellence by supporting scholarly qualifications and sufficiency of faculty at all ranks

Research and other scholarly activities that gather and disseminate knowledge are fundamental to the success of our business college and the maintenance of scholarly qualifications for our accreditation. These activities support Grounded in Mission's goals to increase support for faculty scholarly and creative work, elevate academic excellence, and embrace a culture of creativity and discovery at DePaul.

- A. Work with Academic Affairs to develop an appropriate balance within programs between tenure-line, term and adjunct faculty that maintains our competitiveness and commitment to research and academic excellence.
- B. Investigate flexible faculty workload models that balance individual faculty members' teaching, research and service obligations.
- C. Create an incentive structure for designation of research fellows within the college and retention of top-quality research faculty.
- D. Promote faculty scholarly productivity and achievement by developing a working paper series in conjunction with a collegewide research symposium.
- E. Establish systematic processes for adjunct recruiting, selection, onboarding and ongoing communication to ensure performance, sufficiency and engagement.

COMMITMENT

Pillar 3:

Commitment to student success and the high-value experience



3.1: Ensure the viability, value and success of our academic programs

This priority challenges our college to effectively manage and deliver a selection of academic programs across all levels that are career relevant and market competitive while providing a high-value student experience. It supports Grounded in Mission's goal of expanding access to a portfolio of high-quality, affordable academic programs that meet student, workforce and societal needs.

- A. Under the university's guidance, implement cost management strategies and structures while continuing to invest in academic instructional and student support.
- B. Working with Enrollment Management & Marketing and Academic Affairs, define the enrollment mix, revenue goals and size of degree programs in light of market trends, financial goals and academic priorities.
- C. Implement the university's formal and transparent processes for ongoing prioritization of college-level academic programs, and identify opportunities for investments, strategic alignments, consolidations and/or closures.
- D. Create new, innovative and sustainable graduate programs in select areas that capitalize on our college's distinctive expertise, such as business analytics. Further support the university's commitment to expand health-related academic programs through external partnerships or other strategies.
- E. Expand revenue and maintain enrollment in the college's corporate partnership programs, responding to employers' workforce development needs.

- F. Conduct a curriculum review and redesign of the MBA degree program to ensure market relevancy and competitiveness.
- G. Increase international graduate program revenue and enrollment through external partnerships and improved coordination and integration of recruitment efforts.
- H. Develop and deliver high-quality online programs in selected areas that have potential for significant new enrollment.
- I. Conduct an undergraduate program review to revise the Bachelor of Science in Business degree and ensure the appropriate integration of analytics and technology-based tools. Consider creating new undergraduate curricular programming and delivery modes.

3.2: Support instructional quality and student-centered learning, including through the use of experiential and technology-based tools

Among the three fundamental responsibilities of all faculty—teaching, research and service—the university places the highest priority on instruction and learning. A student-centered culture prioritizes high-quality instruction and services for students that support their success. This priority ensures that we provide students with relevant knowledge, experiences and tools to reach their learning, personal development and career goals. It supports Grounded in Mission’s priorities to elevate academic excellence, enhance instruction and student success, and commit to high-quality programs and pedagogical innovation.

- A. Support DePaul’s initiative to create a comprehensive road map for developing faculty teaching by providing incentives for all ranks of faculty to continually improve teaching skills and creating better processes and evaluation methods for measuring teaching effectiveness.
- B. Become more “classroom centric” by increasing the use of high-impact practices such as project-based learning, case studies and global learning experience projects in classes across programs; promote career awareness and job readiness throughout the curriculum; and provide supplemental instruction to support student success in targeted courses.
- C. Raise student awareness of the extensive learning opportunities across DePaul, especially those related to writing and technology.
- D. Work with the university and support its initiatives to build technology-enriched classroom and lab spaces to support pedagogical and curricular innovation, the production and delivery of high-quality online programs, and faculty and student research.



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