



Destination Weatherhead

Linking Our Legacy To Our Future

**Weatherhead School of Management
Strategic Plan 2020**



WEATHERHEAD
SCHOOL OF MANAGEMENT

CASE WESTERN RESERVE
UNIVERSITY

Management practice is heading toward an entirely new paradigm, driven by the technological and social challenges of our time. Rapid advances in Big Data and increasingly sophisticated technological infrastructure are powering the transition to data-driven and analytics-based decision making across organizations. The private technology sector has led academia in propagating these trends through rapid acceleration in data analytics, deep machine learning, artificial intelligence, blockchain technologies, digital transformation and cloud computing.

In parallel, the growing social challenges of our time include ongoing disruptions created by pandemics, climate change, growing social inequalities, digital divide and the new realities of the geo-political environment. They are pushing the business community to the front lines of social responsibility, and demanding a new generation of ethical leaders and decision makers who recognize the interconnectedness between organizations and society, and how to do well by doing good. The need for such forward-looking leaders is even more accentuated today amid the COVID-19 pandemic.

Within management education, the lines between undergraduate and graduate, and online and in-person programs are becoming increasingly blurred. Most thriving business schools have a robust pool of undergraduate students, which buffers the often macro-driven fluctuations in graduate programs. At the same time, even though full-time MBA programs have seen declining enrollments around the nation, having a strong nationally ranked MBA program is essential to be considered among the elite business schools in the nation. The delivery mode of education is also evolving rapidly, with many more universities shifting a significant proportion of their degree programs and the associated revenues to online or hybrid programs. In order to compete and to diversify and expand the geography of student recruitment, building a significant online presence has become a necessity rather than an option. Schools that successfully capitalize on these trends will greatly expand their impact on the business community as well as alumni.

These trends challenge Weatherhead School of Management to rise to the occasion. The journey will not be an easy one, but our excellence in research and teaching, passionate alumni and plain old Midwestern grit will power our success. With finite resources, however, we cannot be all things to all people. Thus, we believe that recognizing the structurally growing importance of analytics and data-driven management to meet rising expectations of the role of business in solving social and global challenges, as well as emphasizing experiential and interconnected learning which leverages our unique locational attributes will advance the Weatherhead School of Management. We are forging alliances with our industry partners, starting with the healthcare sector, which now comprises over 20% of the U.S. economy and where the Cleveland community plays a leading role. Our efforts will serve as a blueprint for other sector partnerships through immersive experiences at our area hospitals and other healthcare-related industry organizations and social services agencies, and will provide access to world-class experts throughout this industry vertical and ecosystem including health

insurance, medical device manufacturers, pharmaceuticals and others. Being a part of a comprehensive, world-class research university with a stellar reputation in health sciences, biomedical engineering and law not only enhances management education, but also encourages pushing the boundaries for solutions. Experiential learning of this kind will help produce graduates skilled in the science of multiple functional areas, and in the art of emotional intelligence, advocacy of their ideas, and effective cooperation. Our graduates will understand how to harness modern technology to see the bigger picture, and how to use that knowledge to ethically lead their organizations forward. Few other business schools can match this value proposition.

No lasting differentiation is possible without a relentless focus on research excellence of the highest order and quality. We will build upon our existing competencies in healthcare management. Our research excellence, along with our unique value proposition and Weatherhead's tremendous commercial and social impact, must be actively and consistently communicated. This effort will help us forge a distinctive and strong brand, which is key to the success of our recruiting, placement and alumni engagement goals. Last, but not least, we must be an organization that welcomes one and all, celebrates its inclusive diversity, and that creates a safe and inclusive environment within which its students, staff and faculty can thrive and flourish.

If we execute well against this vision, we will reclaim our rightful place among the nation's elite centers of management education, improve our financial sustainability, enhance faculty and staff morale and diversity and build a network of loyal alumni and brand ambassadors well into the future. This success should directly lead to a consistent top 50 ranking for our MBA program, and garner similar accolades for our other graduate and undergraduate programs. This, in essence, is what we mean by "Destination Weatherhead."



Weatherhead School of Management spans the entire spectrum of research and learning, ranging from Appreciative Inquiry (AI) to Artificial Intelligence (AI). As the inventors of Appreciative Inquiry, we have a long history of excellence in leadership development, emotional intelligence and executive coaching. We also strive to build on our unique strengths in quantitative modeling, business analytics and artificial intelligence-based applications. As such, we push the boundaries of knowledge from AI to AI through research of enduring consequence, which in turn powers highly regarded, market-based, student-centric programs across this entire spectrum. This excellence positions us as the institution of choice that students, researchers and organizations (both for-profit and nonprofit) look to for the latest programs, research and learnings—from AI to AI.

As part of Case Western Reserve University and the larger Northeast Ohio community, Weatherhead is uniquely positioned to execute its vision of experiential, data-driven and market-based education. The university and the region's dominance in healthcare renders this a natural first focus area within our vision. This sector's high and growing complexity creates opportunities for thought leadership in multiple areas within healthcare including leadership and change management, economics of health care markets, process design, digital transformation, financial systems, information technology, patient experience and operational excellence, among many others. At the same time, the university's globally acknowledged leadership in engineering and technology offers an unparalleled foundation to anchor Weatherhead's own achievements in business analytics. CWRU offers numerous collaboration opportunities to ground its students in the science of data-driven decision-making. The corporate and nonprofit communities in Northeast Ohio, in turn, provide a fertile ground to craft a market-based, experiential learning environment to meet the vast shortage of professionals with competency in healthcare management, analytics and data-driven management.

Our strategy will further leverage our competencies in leadership and coaching, design thinking, economics, finance, accounting, supply chain management, entrepreneurship, sustainability and business as an agent of world benefit. We will place an emphasis on expanding undergraduate and MBA education. We will pursue alternative learning approaches with online and hybrid delivery, experiential learning and off-campus programs to become better aligned with markets. We will create a nurturing environment to support our students and alumni through lifelong learning and engagement.

This Weatherhead School of Management strategic plan is anchored in our strengths from AI to AI, and in our core values. It is guided by the university's north star: "Case Western Reserve is a high-impact research university that aspires to be a community where humanity, science and technology meet to create a just and thriving world." Our "Destination Weatherhead" strategic plan's mission, vision and values for the future not only align with the university's "Think Big" strategic plan, but also support its execution and implementation for the next decade.



Our "Destination Weatherhead" strategic plan's mission, vision and values for the future not only align with the university's "Think Big" strategic plan, but also support its execution and implementation for the next decade.

We will focus our initial strategic initiatives on 1) Management of the healthcare vertical and 2) Analytics and data-driven management. We may add other industry verticals and skill sets in the future based on market trends.





Our Mission:

The Weatherhead School of Management has an enduring impact on business and society through cutting-edge research and innovative teaching that prepares professionals for the marketplace of the future.

Our Vision:

The Weatherhead School of Management is a leader in data-driven, experiential and market-based management education and research. We leverage our strengths from Appreciative Inquiry to Artificial Intelligence (AI to AI), empowering our graduates to solve complex problems and lead thriving organizations that do well by doing good.

Our Values:

The Weatherhead School of Management proudly embraces our student-centered culture of excellence that promotes collaboration, inclusion and diversity in all that we do.

STUDENT-CENTERED

We believe in our students and alumni being our true north, and promote their development, growth and well-being.

EXCELLENCE WITH INTEGRITY

We act ethically and transparently with all of our internal and external stakeholders to promote and reward a culture of inquiry and discovery that is driven by evidence-based innovation in our research, in our classroom experience and in our community endeavors.

DIVERSITY WITH INCLUSION

We value diversity of ideas, culture and people to foster an inclusive, respectful and supportive community of lifelong learners.

COLLABORATION IN ACTION

We act collegially within our Weatherhead community, the university and with external partners to develop enduring and transformational knowledge across disciplines.



We aim to relentlessly carry out our mission by working toward our vision in a culture defined by our values. Our journey will be supported by our four pillars—imparting a market-focused education, engaging in research of enduring consequence, building a distinctive brand and fostering a diverse and inclusive environment.

Imparting Market-Focused Education

Two key insights emerged from the strategic planning process: 1) The strategic initiatives must be inherently connected to the marketplace's current and likely future needs; and 2) The marketplace demands a closer alignment between educational programs and specific industry sectors, and seeks professionals that can fill critical skills gaps. In response, we will focus our initial strategic initiatives on 1) Management of the healthcare vertical and 2) Analytics and data-driven management. We may add industry verticals and skill sets in the future based on market trends.

Goal 1

Deliver vibrant, agile, market-aligned degree programs, majors and executive education offerings that consistently place our graduates at the forefront of their fields and advance our alumni's lifelong learning.

OBJECTIVES	ACTIONS	MEASURES
1.1 Build excellence in analytics and healthcare management	<ul style="list-style-type: none"> Expand the adoption of analytics into existing and/or development of new analytics-based curriculum Expand the focus on healthcare management by: (a) Adding content in the existing and new curriculum where appropriate; and (b) Developing new degree and executive education programs 	<ul style="list-style-type: none"> Increase number of modules (case studies, exercises, courses) Increase number of faculty with demonstrated expertise Increase number of enrollments or credit hours taken Increase number of students placed in roles in these focus areas Increase number of industry advisors
1.2 Invest in the long-term success of MBA and undergraduate program suite	<ul style="list-style-type: none"> Enhance the number and quality of incoming students in the MBA program, specialty master's programs and undergraduate program suite Evolve the portfolio of programs, concentrations, majors and minors to reflect market trends 	<ul style="list-style-type: none"> Increase proportion of undergraduate first-year students choosing a major or minor in Weatherhead Improve credentials of incoming students Improve the ranking for the MBA program to be among top 50 and the undergraduate program to be among top 30 in <i>U.S. News and World Report</i> rankings Increase the number of students enrolled in Weatherhead courses, majors, minors and programs

OBJECTIVES	ACTIONS	MEASURES
1.3 Deliver alternative learning opportunities	<ul style="list-style-type: none"> Develop online and hybrid technology-driven learning models Expand experiential learning into every degree program Develop alternative campus programs through alliances with other institutions Build connections between Executive Education and degree programs 	<ul style="list-style-type: none"> Expand the number of online and hybrid degree and Executive Education program(s) Increase faculty, staff and student satisfaction with alternative learning experience Increase number of experiential learning offerings and student participation (e.g., case competitions, treks, LEAD) Increase number of alliances for alternative campus programs Increase number of referrals from Executive Education to degree programs and vice versa Award scholarships to Executive Education certificate holders for entry into degree programs
1.4 Emphasize continuous marketplace readiness of our students and alumni	<ul style="list-style-type: none"> Integrate faculty in student recruitment and placement Establish and sustain a formal recruitment network to boost placement quality and quantity Supplement existing curricula with additional beyond-the-classroom opportunities for students to develop interviewing, case analysis, presentation and interpersonal skills Foster opportunities to connect students and alumni through speaker series, career development workshops and school events 	<ul style="list-style-type: none"> Increase faculty participation in networking events and career fairs Increase number of internships and placements for all programs Increase student participation in beyond the classroom opportunities Improve student satisfaction and employer feedback regarding student readiness Increase number of student collaborations and mentoring programs
1.5 Build an infrastructure to monitor and react to marketplace demands	<ul style="list-style-type: none"> Implement a systematic review mechanism of programs every three to five years to reflect market trends Establish processes for evaluating financial contributions and profit margins of programs Identify liaison staff for Corporate Relations, Recruiting, Placement, Executive Education and Development 	<ul style="list-style-type: none"> Review process in place Annual review of program margins Assign or hire role(s)



Pillar 2

Engaging in Research of Enduring Consequence

We will support, incentivize and reward research that is valued both within the academy and by the marketplace through quality research output and PhD/Doctoral programs.

Goal 2

Be highly recognized for research that matters to the academic, business and alumni communities.

OBJECTIVES	ACTIONS	MEASURES
<p>2.1 Support and promote rigorous, relevant research</p>	<ul style="list-style-type: none"> ▪ Increase systemic support for research by faculty and students ▪ Consistently assess research activities for both rigor and relevance to effectively incentivize research production ▪ Elevate awareness of research output through media outreach 	<ul style="list-style-type: none"> ▪ Increase support for research grants ▪ Improve per capita research published in top-tier journals ▪ Improve position in premier research rankings (<i>Business Week, UT Dallas, Financial Times</i>) ▪ Improve citation impact of faculty research ▪ Improve faculty satisfaction with research support ▪ Align faculty incentives to research productivity ▪ Increase number of media hits about Weatherhead research output in select publications
<p>2.2 Advance PhD/ Doctoral Research</p>	<ul style="list-style-type: none"> ▪ Implement the redesign of DBA ▪ Improve doctoral student engagement in research by increasing opportunities for research assistantship and standardizing teaching and service commitments across disciplines 	<ul style="list-style-type: none"> ▪ Enhance the number and quality of DBA students ▪ Enhance the quality of incoming PhD students ▪ Increase number and proportion of PhD students placed in peer institutions ▪ Increase number of scholar-practitioner research presentations, projects, book chapters and papers ▪ Increase number of top-tier publications (solo and co-authored with Weatherhead faculty) by doctoral students
<p>2.3 Improve research collaboration within Weatherhead, across campus and with external partners</p>	<ul style="list-style-type: none"> ▪ Incentivize interdisciplinary research ▪ Support development of industry partnership and funded research ▪ Support ongoing hubs of collaboration by supporting new and existing Centers of Excellence 	<ul style="list-style-type: none"> ▪ Increase percentage of funded interdisciplinary projects and seminars ▪ Improve faculty awareness about funding opportunities ▪ Increase number of faculty funded by industry and foundations ▪ Create and sustain three new endowed Centers of Excellence

Pillar 3

Building a Distinctive Brand

We will engage meaningfully with our Weatherhead family (alumni and community) to expand our reputation and become the “school of choice” for learning, research and employment. We will promote the many accomplishments of our alumni, students, faculty and staff. We will strengthen our relationship with our constituents, thus increasing both the pipeline of high-quality students and executive education participants and the field of employers.



Goal 3

Be recognized globally as the place for a lifetime of advancement in management education.

OBJECTIVES	ACTIONS	MEASURES
<p>3.1 Deliver differentiated, branded content to expand our markets and constituencies</p>	<ul style="list-style-type: none"> ▪ Be perceived as an active promoter of management practices for more effective organizations and a better society ▪ Maximize the digital content being created to feature faculty research and class content ▪ Expand and communicate global presence 	<ul style="list-style-type: none"> ▪ Increase faculty participation in activities (webinars, media interviews, etc.) surrounding current events and management concepts ▪ Increase number of stories featuring our students, alumni and faculty partnerships ▪ Increase number of international experiences for students, faculty and alumni
<p>3.2 Foster a Weatherhead family (alumni and business community) for life</p>	<ul style="list-style-type: none"> ▪ Expand opportunities for alumni and industry to collaborate with Weatherhead ▪ Offer attractive lifelong learning opportunities for alumni ▪ Enable connection among alumni, staff, students, faculty and industry ▪ Celebrate achievements of alumni, faculty, students and staff 	<ul style="list-style-type: none"> ▪ Increase participation of alums and industry experts in Weatherhead activities (e.g., as speakers, mentors, advisory boards, event co-hosts, executives in residence, Executive Education guests and instructors) ▪ Increase alumni involvement in Weatherhead lifelong learning opportunities (e.g., webinars and connections to Sears think[box], Veale Institute for Entrepreneurship) ▪ Increase interactions between current students and alumni ▪ Recognize outstanding contributors to Weatherhead among alumni, faculty, students and staff
<p>3.3 Implement systems that enable delivery of our message to our existing markets and constituencies</p>	<ul style="list-style-type: none"> ▪ Advance the digital component of our marketing strategy to stay abreast of changing trends used by industry and potential candidates ▪ Implement cutting-edge technology support and infrastructure for marketing effort 	<ul style="list-style-type: none"> ▪ Strategy developed outlining purpose of marketing and media channels ▪ Increase number of qualified leads ▪ Increase web traffic based upon keyword searches ▪ Increase media contacting faculty resulting in articles/quotes ▪ Increase lead conversion/yield.

Pillar 4

Fostering a Diverse and Inclusive Environment

We will cultivate a diverse and inclusive environment where our students, staff, faculty and alumni of all backgrounds feel a sense of belonging, respect and being valued. Our student-centered value requires a learning environment where local, national and international students succeed academically, professionally and personally. We will be the employer of choice for faculty and staff, and a source of pride and center of engagement for our alumni. We welcome a broad set of ideas from different disciplines and schools, and develop our teaching, educational programs and research in an interdisciplinary manner.



Goal 4

Provide an environment and culture where our faculty, staff, students and alumni work inclusively in research, service and teaching.

OBJECTIVES	ACTIONS	MEASURES
<p>4.1 Provide a support infrastructure to drive inclusive behavior and culture</p>	<ul style="list-style-type: none"> Support and celebrate activities in which students work alongside Weatherhead faculty, staff and alumni to advance social cause and the betterment of society Cultivate relationships with employers who have diversity initiatives 	<ul style="list-style-type: none"> Increase percentage of faculty, staff, alumni and student attendance and involvement in CWRU diversity and inclusion initiatives (e.g. Sustained Dialogue, Diversity 360, Safe Zone) Increase number of events held at Weatherhead promoting diversity and inclusion Increase number of employers with key focus on diversity Increase number of students engaged annually in social impact projects
<p>4.2 Proactively adjust the student, faculty and staff compositions to improve diversity</p>	<ul style="list-style-type: none"> Achieve a balanced mix of domestic and international and underrepresented students in graduate programs Recruit and retain underrepresented faculty and staff 	<ul style="list-style-type: none"> Increase the proportion of domestic students in the MBA and specialty master's programs Increase the proportion of underrepresented students, faculty and staff
<p>4.3 Develop an interdisciplinary approach to management curriculum</p>	<ul style="list-style-type: none"> Streamline overlapping content across disciplines and programs Develop new courses that are co-taught by faculty across disciplines 	<ul style="list-style-type: none"> Increase number of courses designated as interdisciplinary Increase number of courses co-taught or co-designed by faculty working together across Weatherhead departments and CWRU schools Decrease redundant content across courses

Uniqueness of the “Destination Weatherhead” Strategic Plan

Weatherhead School of Management’s worldwide reputation emerged several decades ago from its strengths in organizational development at one end of the spectrum and operations research at the other end. We subsequently developed a wide range of AI to AI competencies, which we are now leveraging as we construct market-focused educational programs, engage in research of enduring consequence and build a strong international brand within a diverse and inclusive environment.

The uniqueness and strength of “Destination Weatherhead” lies in the synergistic combination of our twin strategic focus areas and four pillars. This fusion will create a learning organization that brings value to all our students, staff, faculty, alumni, Case Western Reserve University and our larger community both within Cleveland and far beyond.

Executing well on the action plans tied to the above goals and objectives will establish Weatherhead School of Management as a leading institution in data-driven, market-based and experiential education and research. This attainment will sustain a diverse, lifelong learning community with leading reputational rankings, robust financial health, high faculty and staff morale and a network of loyal alumni and brand ambassadors well into the future. We are thrilled to begin our “Destination Weatherhead” journey and invite you to join us.

UMC_3763-01_2020



10900 Euclid Avenue weatherhead.case.edu
Cleveland, Ohio 44106 216.368.2030