



BROAD
COLLEGE *of* BUSINESS

STRATEGIC PLAN



**SPRING 2025
COMMITTEE REPORT**



2025 STRATEGIC PLAN

Introduction letter from Eli and Edythe L. Broad Dean David Souder

Dear Broad College Community,

I am pleased to present our refined strategic plan — a forward-looking guide designed to unify and elevate our collective work. This is more than an update; it is a reaffirmation of our shared commitment to excellence, innovation, and meaningful impact. I thank the Strategic Plan Refinement Committee and the larger Broad community for their insight and energy throughout this process.

The Broad College strategic plan is not a static document; it is a living framework that will evolve as we do. It strengthens our focus on what matters most: supporting transformational learning, advancing boundary-pushing research, and enriching the communities we serve.

Equally important, it helps us align our time, resources, and creativity with a sense of purpose.

This plan will guide our decisions and keep us disciplined in choosing initiatives that advance our mission and vision. It clarifies how our strategy is shaped, how it is lived, and how we will measure our progress over time.

Let us continue working together — with intention and unity — to shape a future that reflects the very best of Broad.

All the best,

DAVID SOUDER
ELI AND EDYTHE L. BROAD DEAN

Executive Summary

This strategic plan charts the future direction of the Eli Broad College of Business at Michigan State University. Building upon the foundation of Broad 2020 and Broad 2030, and aligned with the MSU 2030 Strategic Plan, this document reflects a dynamic, forward-looking framework that enhances Broad’s role as a premier global public business school.

The strategic plan is organized around four strategic initiatives:

Enhance Undergraduate Programs and Experience — Focusing on curriculum innovation, high-impact learning, and comprehensive student support systems to better prepare students for careers and leadership

Elevate Graduate Programs and Experience — Realigning offerings with market needs, incorporating technological fluency and operational efficiency, and building digital and AI capabilities across programs

Expand Research Excellence and Visibility — Supporting faculty research through infrastructure investment, interdisciplinary collaboration, and greater external visibility and societal impact

Foster Community Outreach and Belonging — Cultivating an inclusive internal culture and strengthening relationships with alumni, corporate partners, and the community

Each strategic initiative is supported by detailed goals, actionable steps, and measurable outcomes. These components ensure accountability and enable continuous improvement aligned with Broad’s mission: to create and disseminate business knowledge through collaboration and to develop global leaders who positively transform organizations and society.

Broad’s strategic plan is a product of collaborative input from our key stakeholders: faculty, staff, students, alumni, and external partners. It represents our shared values as Spartans — collaboration, equity, excellence, integrity, and respect — and calls on the entire Broad community to drive positive impact through education, research, and engagement.

STRATEGIC PLAN REFINEMENT COMMITTEE

- **Isabel Wang**, Co-Chair — Accounting and Information Systems
- **Brent Scott**, Co-Chair — Management
- **Jeff Beck** — Hospitality Business
- **Helen Dashney** — Finance
- **Brekelle Davis** — Undergraduate Academic Services & Student Experience
- **Cheri DeClercq** — Graduate Programs
- **Dave Frayer** — Executive Development Programs, Facilities, and IT
- **Dwight Handspike** — Undergraduate Academic Services
- **Stanley Lim** — Supply Chain Management
- **Hang Nguyen** — Marketing
- **Corey Palmer** — Development and Alumni Relations
- **Jacob Winston-Galant** — Palmer Career Management Center

The Broad College: As We Stand

The Eli Broad College of Business at Michigan State University is an internationally recognized leader in business education, offering a robust portfolio of programs that span undergraduate majors, MBA formats, specialized master’s degrees, and doctoral programs. With nearly 6,000 enrolled students, we benefit from a distinguished faculty — 89 of whom are in the tenure system — and a strong research culture, including top national research rankings in accounting, management, B2B marketing, and supply chain.

The college’s \$230 million endowment, six academic units, and numerous research centers position us to support both academic excellence and societal impact. Beyond the enrolled student body, the Broad College extends our influence campuswide through popular interdisciplinary partnerships. The business minor, serving 2,800 students and growing, and the entrepreneurship and innovation minor, with more than 700 students, offer access to essential business skills for students in majors across the university. Broad also leads joint-degree graduate programs and custom executive education offerings that expand our reach to working professionals and lifelong learners.



Broad’s strategic plan is a product of collaborative input from our key stakeholders: faculty, staff, students, alumni, and external partners. It represents our shared values as Spartans — collaboration, equity, excellence, integrity, and respect — and calls on the entire Broad community to drive positive impact through education, research, and engagement.

At the same time, the Broad College has the potential to enhance integration across programs and departments, increase agility in response to industry shifts, and deepen our commitment to inclusive excellence. Expanding graduate program reach — especially in hybrid and online modalities — and leveraging partnerships through centers such as the Burgess Institute for Entrepreneurship and the Center for Ethical and Socially Responsible Leadership position the Broad College well to grow our reputation and impact. Additionally, the presence of collaborative campus programs and increased competition in the master’s program space underscore opportunities to differentiate the Broad experience in an evolving and competitive business education landscape.

Looking ahead, this strategic plan builds on Broad’s research strengths and brand recognition while responding to dynamic challenges in higher education. Opportunities exist to improve collaboration, invest in digital and data-driven business education, and align more fully with MSU’s strategic goals. Prioritizing technology fluency — including artificial intelligence — and reinforcing a strong community of scholars and practitioners will allow Broad to produce graduates who can lead in a rapidly changing global economy. By fostering innovation, inclusion, and cross-disciplinary engagement, the Broad College is well placed to strengthen our top-of-mind reputation and deepen our contributions to global business and society.

Refining Our Direction

The Broad College Strategic Plan reflects the next chapter in our college’s journey to lead with purpose, innovation, and impact. It builds on the solid foundation of Broad 2020, Broad 2030, and the MSU 2030 Strategic Plan while responding to the evolving needs of business education and the global workforce. The plan centers on a renewed commitment to student success, faculty excellence, inclusive culture, and external engagement — ensuring that the Broad College remains a forward-thinking business school within a leading global public research university.

This plan is the product of a robust, highly collaborative planning process launched by Dean David Souder in December 2024. Over the spring and summer semesters in 2025, the Strategic Plan Refinement Committee conducted a comprehensive review of the college’s existing strategic direction. Through interviews, surveys, and cross-functional dialogue, the committee identified areas of strength and opportunity across the Broad community. The result is a refined strategic roadmap that reflects our shared aspirations, honors our land-grant mission, and positions the Broad College to thrive in a dynamic and competitive environment.

Updating the Mission, Vision, and Values

As part of the strategic planning process, the committee was charged with refining the mission and vision of the Broad College and affirming a shared set of core values. This work reflects the college’s evolving priorities and our role within a dynamic global public research university.

Since the Broad 2030 strategic plan was introduced in 2020, the world of business education has changed significantly — technology, globalization, and social expectations continue to redefine the student experience, the workforce, and the way we collaborate. In response, the committee revisited these foundational statements and values to ensure that they speak to our long-term aspirations and reflect the bold, inclusive, forward-thinking identity of the Broad College.

The refined mission and vision better reflect who we are and who we strive to be: leaders in boundary-pushing research, impactful teaching, and community-driven engagement. These statements will serve as a compass, guiding strategic action and everyday decision making over the next decade.

MISSION STATEMENT EVOLUTION

Broad Strategic Plan (2024 version):
We create and disseminate knowledge through collaboration, developing global transformational leaders who positively impact organizations and society.

Broad Strategic Plan (2025 version): As part of a proud land-grant research university, we create and disseminate business knowledge through collaboration, developing global leaders who positively transform organizations and society.

VISION STATEMENT EVOLUTION

Broad Strategic Plan (2024 version):
To be a top-of-mind business school as reflected by the recognition of our brand, the reputation of our people, and the rankings of our programs.

Broad Strategic Plan (2025 version): Broad Spartans work hard, work smart, and work together to cultivate excellence in the next generation of global business leaders through boundary-pushing research, participative learning experiences, and meaningful community engagement.

AFFIRMING AND DEFINING OUR CORE VALUES

The Strategic Plan Refinement Committee, with input from key stakeholders, affirmed the MSU Core Values as a shared foundation for the Broad College. These values reflect who we are at our best and will guide our culture, interactions, and priorities. As we implement the Broad College Strategic Plan, the college is engaging in a collaborative process to further define what these values mean in practice — building shared understanding and accountability across our community.

MSU CORE VALUES (AFFIRMED BY BROAD COLLEGE)

- **Collaboration** — We advance innovation by working across disciplines and in partnership with the communities we serve.
- **Equity** — We remove barriers, address inequities, and create inclusive access to opportunity.
- **Excellence** — We pursue the highest standards in education, research, and service to maximize impact.
- **Integrity** — We act with honesty, transparency, and accountability in everything we do.
- **Respect** — We foster a culture where everyone feels valued, safe, and empowered to thrive.

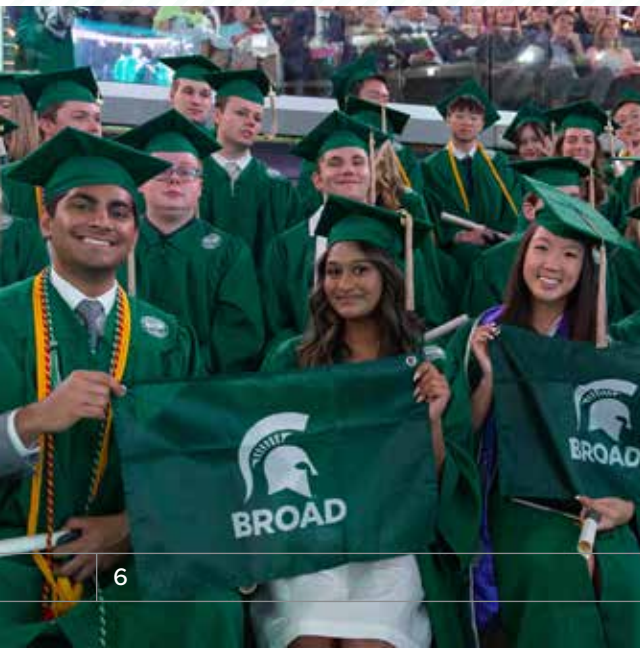
These values are brought to life through college-wide engagement and integrated into how we learn, lead, and serve. Together, they help create the inclusive, high-performing culture needed to realize our mission and vision.



Refined Strategic Initiatives

To develop the Broad College Strategic Plan, the refinement committee began by reviewing the Broad 2030 framework, assessing the college's strengths, opportunities, and evolving challenges across three core areas of our mission: graduate programs, research and scholarship, and undergraduate education. Building on this foundation, committee members explored six critical themes — student engagement, AI in instruction, employee experience, external engagement, resources, and entrepreneurship, ethics, and global mindset — through interviews, data review, and stakeholder engagement. These insights helped identify the priorities and needs of the college, shaping the direction of the plan.

The result of this inclusive and iterative process was the development of four refined strategic initiatives: enhance undergraduate programs and experience, elevate graduate programs and experience, expand research excellence and visibility, and foster community outreach and belonging. These initiatives reflect the evolving ambitions of the Broad College and position us for greater impact in the years ahead.



ENHANCE UNDERGRADUATE PROGRAMS AND EXPERIENCE

Lead: Rich Spreng, Associate Dean of Undergraduate Programs

Enhance undergraduate programs and experience through curriculum integration, experiential learning, and student engagement pathways.

The undergraduate experience at Broad is a cornerstone of our identity and reputation. While student interest remains strong, we face urgent challenges in scalability, integration, and student support. High enrollment in the business minor, for example, has outpaced resource allocation, and core curriculum and experiential pathways require better alignment with career readiness and inclusion. Fragmented advising and engagement systems contribute to inconsistent student experiences. By focusing on curriculum modernization, high-impact learning, and cohesive student services, Broad will deliver a more inclusive, career-connected, and purpose-driven undergraduate experience. This strategic initiative connects to MSU's strategic priorities of student success, staff and faculty success, and access, opportunity, and excellence.

Priority Metrics: Broad 360 / Integrative Requirement Participation Rate, Education Abroad Participation Rate, Technology Integration by Faculty

Goal #1: Elevate Curriculum Relevance and Integration

- **Action:** Infuse digital mindset, global awareness, ethics, and AI literacy across the curriculum.
- **Action:** Develop cohort-based learning models utilizing four core courses (BUS 100: Business Major and Career Exploration, BUS 200: Foundations of Business: Cross-Functional Perspectives and Practices, MKT 250: Business Communication: Oral and Written Skills, and BUS 400: Preparing for Professional Success: Transitioning from University to Career) for interdisciplinary and foundational learning.
- **Action:** Promote consistent faculty development.

Goal #2: Expand Experiential Learning and Cocurricular Opportunities

- **Action:** Build hands-on learning opportunities through simulations, internships, global experiences, and case competitions.

- **Action:** Enhance student organization engagement and reflective learning in Broad 360.
- **Action:** Improve mentorship programs using alumni and peer leaders.

Goal #3: Enhance Student Engagement and Support Systems

- **Action:** Segment communications based on student needs using AI.
- **Action:** Increase awareness of how undergraduate advising enhances the student experience and supports academic development.
- **Action:** Expand and enhance learning community opportunities (e.g., Multicultural Business Programs, Residential Business Community, Financial Markets Institute, Dashney Women's Leadership Accelerator).

Goal #4: Establish Staff Excellence and Accountability

- **Action:** Enable key staff supporting undergraduate programs to provide high-quality student engagement and service delivery.
- **Action:** Develop professional development pathways and mentorship programs across units.
- **Action:** Align staff efforts with institutional goals through performance metrics and recognition structures.

ELEVATE GRADUATE PROGRAMS AND EXPERIENCE

Lead: Ayalla Ruvio, Associate Dean of MBA and MS Programs

Elevate graduate programs and experience through market-aligned innovation, efficient growth, and revenue generation to support college-wide success.

The Broad College's graduate programs must respond to a shifting educational landscape defined by flexibility, specialization, and technological fluency. While our current offerings hold strength, several programs are outdated or misaligned with market needs. The absence of an online MBA, limited adoption of alternative credentials, and underuse of AI tools represent key areas for growth. Inconsistent operational structures hinder recruitment and innovation. This initiative aims to refresh Broad's graduate portfolio, leverage digital innovation, and ensure operational agility to meet the needs of emerging learners. Achieving these goals will ensure our graduate program portfolio remains competitive and, central to the college's financial health, generate increased revenue to support the operations of the entire college. This initiative also connects to MSU's strategic priorities of student success, stewardship for a sustainable future, and access, opportunity, and excellence.

Priority Metrics: Enrollment Numbers and Revenue, Technology Integration by Faculty, Increased Access via Online Offerings

Goal #1: Review and Revise our Graduate Program Portfolio

- **Action:** Complete a curricular review of both MBA programs and incorporate changes.
- **Action:** Develop market-focused, stackable alternative credentials.

Goal #2: Develop Operational Efficiencies

- **Action:** Revise agreements with online program managers to reduce revenue share and maximize enrollments.
- **Action:** Create a centralized Graduate Initiatives and Academic Innovation unit.
- **Action:** Implement clear metrics and accountability frameworks for staff.

Goal #3: Develop Strong AI Capabilities

- **Action:** Ensure 80% of faculty/staff complete an AI workshop by 2027.
- **Action:** Integrate AI into at least 50% of graduate courses.



Refined Strategic Initiatives

EXPAND RESEARCH EXCELLENCE AND VISIBILITY

Leads: Ranjani Krishnan, Senior Associate Dean of Faculty & Administration; John Hollenbeck, Associate Dean of Research & Doctoral Programs

Expand research excellence and visibility by attracting and retaining top scholars and advancing high-impact, real-world business and societal solutions.

The Broad College's scholarly productivity remains strong but is showing signs of strain. UTD research rankings have dipped, fewer faculty are actively publishing, and research funding has declined. Faculty feedback highlights gaps in incentive structures, support for interdisciplinary work, and recognition of research contributions. At the same time, external visibility and societal impact of our research are underleveraged. This initiative aims to revitalize research infrastructure, recognize mentorship and editorial service, and expand platforms to amplify Broad's scholarly influence locally and globally. It also connects to MSU's strategic priorities of discovery and innovation for impact, staff and faculty success, and access, opportunity, and excellence.

Priority Metrics: Academic Reputation, Practical Relevance, Faculty Career Progression

Goal #1: Attract and Retain Top Talent

- **Action:** Hire high-quality tenure-track faculty in emerging fields.
- **Action:** Incentivize FT50 publications and professional research awards.
- **Action:** Encourage interdisciplinary collaboration with policy, law, and data science.

Goal #2: Strengthen Infrastructure and Funding

- **Action:** Establish college-wide research interest groups.
- **Action:** Provide support via travel grants, mentoring, and database access.
- **Action:** Pursue external funding from grants and corporations.

Goal #3: Amplify Research Impact

- **Action:** Translate research for practitioners via summaries and public portals.
- **Action:** Host symposia to connect research and business impact.

FOSTER COMMUNITY OUTREACH AND BELONGING

Lead: David Souder, Eli & Edythe L. Broad Dean

Foster community outreach and belonging to build a vibrant, inclusive environment that drives shared purpose and engagement.

An inclusive, engaged community is essential to the Broad College's identity and future. Climate survey results reveal concerns about transparency, belonging, and staff development. Externally, alumni and corporate engagement efforts are strong in pockets but lack coordination and clear strategy. This initiative aims to strengthen faculty and staff belonging, elevate alumni and corporate relationships, and unify internal and external engagement under shared values and purpose. It also connects to MSU's strategic priorities of student success, staff and faculty success, and access, opportunity, and excellence.

Priority Metrics: Faculty and Staff Climate Survey, Student Climate Survey and Satisfaction Survey, Alumni Participation & Fundraising, Corporate & Industry Engagement

Goal #1: Strengthen Internal Student Community

- **Action:** Right-size admissions strategy to balance access and excellence.
- **Action:** Tailor pre-enrollment engagement by program modality.

Goal #2: Foster Inclusive Faculty and Staff Culture

- **Action:** Support instructional and non-tenure-stream faculty through training and expectations.
- **Action:** Promote staff development and recognition structures.

Goal #3: Deepen External Stakeholder Engagement

- **Action:** Segment alumni for broader involvement beyond philanthropy.
- **Action:** Broaden corporate and government collaborations.
- **Action:** Develop storytelling and stewardship campaigns.

Conclusion

As we move forward with the Broad College Strategic Plan, we do so with clarity of purpose and confidence in our collective strength. This plan is more than a roadmap — it is a shared commitment to focus our energy on what matters most and to lead with integrity, curiosity, and care. We are strongest when we act as one Broad College, aligned around a common direction.

Execution matters. In 2026, we will develop a clear metrics dashboard and define meaningful milestones for each strategic priority. Three times each year, during our college-wide meetings, we will share our progress on the key indicators and goals in this plan. We will align resources with priorities, measure what we value, and be transparent about where we are making progress and where we must improve.

Grounded in our mission and confident in our vision, we are ready to meet the challenges ahead with discipline and optimism. Together, we will empower our students, support our faculty and staff, advance research that matters, and strengthen partnerships that create lasting impact — writing the next chapter of excellence for the Broad College of Business.





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