



FISHER COLLEGE OF BUSINESS



“I’d like to leave a legacy to help create a school that would bring out the best in kids and bring the kind of students that make an impact on the country and world itself.”

-Max M. Fisher

Strategic Plan

Fisher College of Business

The Ohio State University

2011-2016

Strategic Planning at The Ohio State University

Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



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Letter from the Dean

More than 15 years ago, we embarked upon a breathtaking—some might say improbable—journey to completely transform Fisher College of Business. Due to the unparalleled dedication of our faculty, our staff, our alumni, and our friends, we accomplished our goals, realizing Fisher as a destination for excellence in business education.

We said we would build a modern, world-class business campus and today Fisher is a jewel of The Ohio State University. We invested in our undergraduate and graduate programs that today rank in the top 25 in the nation. We recruited and retained exceptional faculty who inspire in the classroom and whose intellectual contributions significantly advance their fields. And we were confident that in this environment our students would thrive. And they have — Fisher students today rank second as the most sought after by corporate recruiters.

Now, I believe that this moment in time presents Fisher with an extraordinary opportunity to build on what we've achieved and take hold of something greater: to move from excellence to eminence in business education.

This journey will challenge us to create meaningful differences that distinguish our college in a variety of ways — in how we prepare students and build faculty, and how we redefine the way in which a business college partners with the external community.

Distinguished faculty and academic departments

Our record in research productivity, quality, and impact is core to building Fisher's reputation. This plan contemplates not only the hiring of two net new tenure and non-tenure track faculty each year over the planning horizon, but also the need to continue to retain, recognize, and develop our most promising and productive faculty. We will continue to preferentially recruit and retain those rare individuals who both inspire in the classroom and achieve recognition through research that influences their disciplines.

Uniquely prepared students

The future will be claimed by those able to see critical patterns among overwhelming complexity. Highly ranked academic programs, innovative and relevant curriculum combined with immersive experiential learning prepare our students to thrive in this environment.

Strategic and innovative partnerships with the external community

Fisher's research and outreach centers leverage our executive education capabilities and constitute a key contributor to our land grant mission. Through the combined efforts of these centers and our executive education unit, valuable services are provided to the business

community and aid them in more effectively competing in globalized markets, and in generating jobs and economic value for Ohio and our nation.

Financial soundness and simplicity

Fisher funds its own investments and intends to operate at or above breakeven in each year of the planning cycle. We will significantly increase our endowment and have set an aspirational goal of a \$125MM Campaign target. We also intend to investigate the feasibility and financing of a new building to support the student experience and growth of the College.

We believe that this plan is an aggressive yet realistic approach to further securing Fisher's place in the very top ranks of the world's business schools. It is a plan that asks all of the members of the Fisher College to take a leadership role to establish collaborations and partnerships with the rest of the university and the business community. And in so doing, we elevate the impact of our research and teaching and advance the practice of business.

Sincerely,

A handwritten signature in black ink that reads "Christine Poon".

Christine A. Poon
Dean and John W. Berry Sr. Chair in Business
Fisher College of Business

College Overview

The Fisher College of Business

Since 1916, The Ohio State University Fisher College of Business has produced exceptional leaders who meet the challenges of a changing global business environment through creative and effective solutions.

Mission

We are dedicated to building a world class college committed to making a global difference through the impact of our research, our creative and effective teaching, and our close collaborations with the business community.

Vision

Through the vast networks and partnerships that Fisher College forges with the rest of the university and the global business community, we continuously elevate our research, teaching, student experience and impact, and the practice of business. We will be consistently recognized as one of the top business schools in the world.

Core Values

We are committed to:

- Embracing Life Long Learning.
- Engaging in research and teaching that advances scholarship and which improves the world through business
- Learning from diverse perspectives.
- Encouraging change and innovation.
- Collaborating with the business community and the rest of the university
- Building an environment of respect for colleagues, openness, transparency, and trust.

Strategic Scan

The following key evolving higher education trends will dramatically impact Fisher College during the current planning period and beyond:

1. **Globalization of universities and management education** – Globalization requires universities to take a global perspective in learning, people, research, and community. As the growth of U.S. high school graduates flattens and selectivity and diversity remain paramount, universities expand their search for high quality students beyond traditional sources. Ohio State has substantial improvement opportunities in minority, geographic and socio-economic diversity.
2. **Universities as engines of economic growth** – As hubs for research and innovation, universities are expected to play a bigger role in their state's economic development, which is of particular relevance in Ohio. Despite ranking high in total research and development expenditures, Ohio State underperforms its peers on measures of technology transfer and commercialization. This must change.
3. **Financial pressures for universities** – Universities face growing demands as endowment, fundraising and state support decline, creating greater need for reduced costs and additional sources of revenue. With educational costs continually rising, the University is receiving increasing pressures for performance and accountability by the University System of Ohio and the Board of Regents.
4. **New technologies in the learning environment** – New technologies are shaping the way universities teach, research, and serve their communities.
5. **Proliferation of educational delivery models** – Higher education access has increased through the proliferation of educational programs, including short-cycle degrees, expansions of life-long learning, and online channels.

6. **Growth of interdisciplinary research and teaching** – Research is increasingly complex, involving multiple disciplines. Universities must optimize culture and structure to promote trans-institutional and interdisciplinary success.
7. **Competitive acquisition environment for faculty and staff talent** - With about half of our current faculty and staff entering retirement eligibility by 2017, acquiring faculty and staff talent will be imperative given the very competitive talent environment.

We believe that a number of key Fisher College characteristics and accomplishments, including those explicitly mentioned here, position Fisher well for meeting the challenges and opportunities of the future.

1. **Student quality improvements** – Ohio State and Fisher College have made significant strides in academic excellence through greater selectivity, improved standardized test scores and class ranks from incoming freshmen, and higher College ratings.
2. **World class faculty and academic departments** - A number of Fisher's faculty and academic departments rank among the best in the world. We have made extraordinary progress in recruiting high quality, research productive, and well respected individuals to our faculty ranks and in mobilizing these resources to establish a strong reputation in academic programming. Fisher faculty have been honored as Fellows of Academy of Management and American Statistical Association and have received numerous highly selective awards for their long-term contribution to management research and teaching. Our centers of excellence connect the thought leadership of our faculty with business practice.
3. **Top Academic Programs** - Fisher's academic programs are highly ranked and well-respected both domestically and globally. We emphasize continual improvement and innovation in our curriculum design and delivery. This is reflected in the new offerings and approaches we implement in our existing programs. Examples of this are our action learning and leadership development initiatives in graduate programs and our honors cohort program and industry cluster initiative in undergraduate programs. It is also reflected

in our ability to regularly launch new and innovative degree programs, including our MBOE degree and our Specialized Master in Business degrees.

In teaching and classroom delivery, particularly in our graduate programs, we emphasize faculty engagement with students as a way to create a vibrant and interactive learning environment for our students.

4. **Superior Career Management Results** - Through the support of a robust student career management program, recruiter base, faculty, staff, alumni, and numerous stakeholders, Fisher graduate programs consistently rank among the top five nationally in the percentage of students who secure internships and post graduate employment (95+%). Similarly, the Fisher undergraduate program consistently ranks among the top ten nationally in both internships and post graduate employment (80+%)
5. **Financial Soundness** - The College has high student demand, loyal and generous donors from the alumni and business community, diversified sources of revenue, and good governance over College operations, allowing it to successfully build the physical facility and human capital to deliver on our goals and Mission.

Within the challenges and opportunities possible through the confluence of external forces and trends, and the capabilities embedded in Fisher's history, its accomplishments, and its defining characteristics and competencies, our strategic plan's primary focus areas (to be discussed in detail in the following section) are:

- **Uniquely Preparing Students to Move Seamlessly to Fulfilling Careers.**
- **Building World Class Faculty and Academic Departments**
- **Strengthening Strategic Partnerships**
- **Being Responsible Stewards: People Focused, Financially Sound and Transparent**
- **Persuasively Telling the Fisher Story**

These are set within the context of the university's core goals of:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems.

Outreach and Engagement: to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

Resources Stewardship: to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Succeeding in Our Strategic Focus Areas

Set in the context of the university's overarching goals, Fisher's current strategic focus areas and supporting implementation initiatives are described below. Metrics for assessment of goal attainment appear later in this document.

University Goal on Teaching and Learning : **To** provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

Fisher College Strategic Focus Areas and Supporting Implementation Initiatives

- **Uniquely Preparing Students to Move Seamlessly to Fulfilling Careers.** We create a world class environment for business education that, in addition to a strong classroom curriculum, emphasizes opportunities to learn by doing. In close collaboration with our corporate sponsors, we expand the opportunities by which our students put into practice (under faculty guidance) what is learned in the classroom, helping prepare them for success in their careers.
 - **Student Recruitment.** We engage in innovative and active outreach and recruiting to attract the best and brightest students to our programs. Fisher College will create innovative, on-campus and off campus recruiting events for high caliber prospective students; develop effective methods to connect prospects with faculty and alumni; and use data effectively for sourcing top

prospects, both domestic and international, with a focus on creating an environment of excellence.

▪ **Current Implementation Initiatives**

- Increase the number of highly qualified domestic applicants to our full time MBA program while meeting other objectives as to the composition of each incoming cohort.
- Increase the number of high quality direct freshman admits to our undergraduate BSBA program.
- **Student Experience.** We create a world-class environment for business education that, in addition to a strong classroom curriculum, emphasizes action-based learning. We will place a special emphasis on improving the undergraduate student experience through expansion of honors type experiences, industry clusters and further development of specialized programming.
- **Current Implementation Initiatives**
 - Launch hybrid distance delivery elective offerings to WPMBA program beginning in 2011-2012 and make determination whether or not to pursue a full program launch in this domain.
 - Reach a point where at least one third of Fisher undergraduate students have an “honors-like” experience.
 - Maintain a challenging curriculum coupled with high quality instruction.
- **Specialized Programs.** We believe that we can significantly increase enrollments in many of our specialized programs, including the Specialized Masters in Business (SMB) program tracks in, Finance, Marketing and Logistics; the Masters of Business and Operational Excellence (MBOE); the Masters of Business Logistics Engineering (MBLE); and the undergraduate minors in business and entrepreneurship to the significant benefit of the overall Fisher student experience.
- **Current Implementation Initiative**

- Increase enrollment in Fisher's specialized Masters programs via increases to the size and quality of current programs and the addition of new programs as market conditions deem reasonable and prudent
- **Student Outcomes and Program Excellence.** Fisher College has a long-standing history of success in management education, as evidenced by the college's highly ranked programs at the undergraduate, graduate, and executive levels
 - **Current Implementation Initiatives**
 - Increase the percentage of continuing students employed as interns annually and maintain/improve the percentage of students employed in career enhancing jobs within three months of graduation.
 - Maintain the high recruiter assessment of their Fisher recruiting experience as of the highest quality and their assessment of Fisher students as professional and well prepared.
 - Maintain the current diverse and robust portfolio of recruiters of Fisher students while continuing efforts to expand to industries and companies which offer higher salaries to our graduates.
 - Improve the graduate and undergraduate program ranking as measured by BusinessWeek while maintaining or improving our US News ranking.

University Goal on Research and Innovation: To create distinctive and internationally recognized contributions to the advancement of scholarship and to the solutions of the world's most pressing problems

Fisher College Strategic Focus Areas and Supporting Implementation Initiatives

- **Build World Class Faculty and Academic Departments.** Our record in research productivity, quality, and impact is core to building Fisher's reputation. Research productive faculty who are also gifted teachers and

dedicated to service are rare individuals, yet, it is our goal to preferentially hire such individuals and to create a portfolio of faculty who collectively deliver on our tripartite mission of extraordinary research, teaching and outreach.

- **Productivity.** We achieve and maintain world class prominence by supporting innovative, cutting edge, within and across discipline research. Fisher College will continue building a world class business school through an increasingly recognized body of high impact academic research produced across the college's academic departments and associated centers.

- **Current Implementation Initiative**

- **Increase the annual rate of refereed, high quality publications per tenure track faculty member in each academic department**
- **Faculty and Staff.** We will expand our faculty capacity by attracting top faculty and staff and through appropriate support and a strong positive culture that facilitates our tripartite mission of research, teaching and outreach. Our goal is strengthen capabilities in each mission area, paying consistent attention to the importance of leadership capability and cultural fit in fulfilling our long-term mission...acquiring, developing, and retaining individuals who are research productive, gifted teachers, and dedicated to building the institution and its programs..

- **Current Implementation Initiatives**

- **Grow the faculty by at least 2 net new positions per year, with individuals possessing the capabilities and attitudes mentioned above.**
- **Continue to ensure an appropriate mix of high quality academic and professional perspectives in the Fisher classroom and a culture celebrating an expansive view of scholarly activity through a mix of tenure track, terminal degree qualified non tenure track and professional practice oriented faculty**

University Goal on Outreach and Engagement : To establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

Fisher College Strategic Focus Areas and Supporting Implementation Initiatives

- **Strengthen Strategic Partnerships**
 - Fisher College utilizes its centers as vehicles for community outreach and education; enhanced experiential learning of our students to expand their career options; and as a resource of ideas, research and interdisciplinary collaboration for our faculty. Through non-degree Executive Education programs we anticipate and support the human capital and knowledge development needs of the business community.
 - **Current Implementation Initiatives**
 - Add centers and restructure some existing centers to better enhance the experiential learning of our students, further develop our range of strategic partnerships with the business community, and facilitate interdisciplinary collaboration for our faculty.
 - Continue to leverage the deep relationships that our Centers and faculty have with the business community to dramatically increase our non-degreed executive education program.

Resource Stewardship : To become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Fisher College Strategic Focus Areas and Supporting Implementation Initiatives

- **Responsible Stewards: People Focused, Financially Sound and Transparent**

- **Current Implementation Initiatives**
 - **Operate at or above break-even levels in each year of the planning period, while investing in our college's growth.**
 - **Meet or exceed our campaign fundraising targets.**
 - **Meet expectations with regard to the University's efficiency, workplace culture, and non-retirement turnover metrics once developed and understood.**

Persuasively Tell the Fisher Story: To build broad awareness for Fisher's achievements and unique value proposition as a leader in management education nationally and globally.

Fisher College Strategic Focus Areas and Supporting Implementation Initiatives

- **Current Implementation Initiative**
 - **Create and implement an effective brand oriented marketing and communication strategy for Fisher**

Tracking Our Performance

Completed Excel scorecards (provided by the Office of Institutional Research and Planning) for Teaching and Learning; Research and Innovation; Outreach and Engagement; and Resource Stewardship.

Remaining university-wide indicators and appropriate metrics are yet to be determined and will be included in a future draft.

Tracking Performance Against our Objectives

Teaching and Learning Commitment: Uniquely Preparing Students to Move Seamlessly to Fulfilling Careers

Focus Area	Current Implementation Initiatives and Metrics	2016 Objective
Student Recruitment	<ul style="list-style-type: none">• Increase the number of highly qualified domestic applications to our MBA-FT track program over the planning period while maintaining desired performance related to diversity, quality, geography and other factors. Base: 150• Increase the number of high quality direct freshman admits to the BSBA program from the current level of approximately 170 students annually to 500 or more over the planning period. Base: approximately 170 students• Incoming Student Quality Base: 78 Metric: University's Graduate Student Academic Quality Index	300 500 Objective to be set once metric is better understood and ability to "move the needle" determined.

Student Experience	<ul style="list-style-type: none"> Launch distance delivery elective offerings to WPMBA program beginning in 2011-2012 and make determination whether or not to pursue a full program launch in this domain. Reach a point where at least 1/3 of Fisher undergraduate students have an honors or “honors-like” experience. Base: 12% Maintain a challenging curriculum coupled with high quality instruction. Metric: Recognizing concerns with over reliance on single metrics, we will measure this objective using periodic departmental evaluation of syllabus and exams; regular peer evaluation (schedule set by college policy); and tracking SEI scores, with the last measure playing a relatively more significant role when selecting instructors for core courses in our academic programs. 	5	33% College metric needs to be developed
Specialized Programs	<ul style="list-style-type: none"> Increase enrollment in Fisher’s specialized Masters programs by 30% over the planning period via increases to the size and quality of current programs and the addition of new programs as market conditions deem reasonable and prudent Base: Enrollment of 340 	30% increase	
Student Outcomes and Program Excellence	<ul style="list-style-type: none"> Increase the percentage of continuing students employed annually as interns, and maintain/improve the percentage of students employed within three months of graduation Base: 80% Undergraduates with Internships 80% Graduating graduate students with employment 3 months after graduation Increase or otherwise maintain the high recruiter assessment of their Fisher recruiting experience as of the highest quality throughout and their assessment of 	>80% placement rate of graduate students (across all programs) >80% UG internship rate	4.5 on 5 Pt. Likert

	<p>Fisher students as professional and well prepared. Base: 4.5 on appropriate Likert 5 point scale</p> <ul style="list-style-type: none"> Maintain the current portfolio of recruiters while continuing efforts to expand to higher compensation industries and companies. Metric: Average base salary plus bonus at placement University Wide Indicators Base: 38 Metric: NSSE Enriching Educational Experience Score Base: Under Development Metric: Post-graduation Outcomes Index Base: 86% Metric: Undergraduate Graduation Rate 	Scale Average base salary plus bonus for MBA students of >100K; >50K average base salary for undergraduates Setting of specific objective must await better understanding of metric and ability to "move the needle". 90%
	<ul style="list-style-type: none"> Improve the graduate and undergraduate program ranking as measured by Business Week while maintaining or improving our US News ranking Base: 14/25 Metric: USNWR UG/Graduate Business Ranking Base: 4-top 10, 6-top 15 Metric: USNWR Rankings - UG/Graduate Business Specialties 	12/20 Maintain
	<p>Base: 53/32 Metric: Business Week Overall Rankings - UG/Graduate Insert in each of these "objective needs to be set"</p>	20/20

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Research and Innovation Commitment: Building World Class Faculty and Academic Departments

Focus Area	Current Implementation Initiatives And Accompanying Metrics	2016 Objective
Grow the Faculty and its Capabilities	<ul style="list-style-type: none"> Grow faculty by at least 2 net new faculty positions per year Base: 83 Continue to ensure a mix of high quality academic and professional perspectives in the Fisher classroom through purposeful deployment of tenure track, terminal degree qualified full time non tenure track, and profession practice oriented faculty: exclusive use of only Ph.D. qualified tenure track faculty in the Ph.D. program; dominant use of Ph.D. qualified faculty in masters programs but with significant presence of professionally qualified/oriented faculty (80/20 target); greater mix in the undergraduate program. 	Base + 10
Research Productivity	<ul style="list-style-type: none"> University Wide Indicators Base: awaiting development of metric Faculty Scholarly Productivity Index Rating (Under Development) 	

	<p>Base: \$725,871 Total Sponsored Research Expenditures</p> <ul style="list-style-type: none"> Move the journal publication ranking (UTD measure) by 6 places by 2016 for the college as a whole and by a similar percentage for each of the academic departments in the college Base: Based on 2006-2011 publications from the “Ranking by Journal” element of the website and using 3 journals in accounting; 3 in finance; 4 in marketing; 5 in management sciences, and 6 overlapping in our MHR list, the base for each department among the top 100 schools was: Accounting 9th; Finance 19th; Marketing 44th; Mgmt. Sci. 28th; MHR 28th; College Overall 30th. Goal for college 6 place move and corresponding percentage increase for each department: Accounting 1.8 places; Finance 3.8 places; Marketing 8.8 places; MS and MHR 5.6 places. Increase the annual rate of refereed high quality publications per tenure track faculty member in each academic department (20% percent by 2016) Base: yet to be computed Methodology here is to take the college’s list of top tier journals, compute the average of top tier publications per tenure track faculty member for each department and for the college overall; set objective of moving that average upward by 20% by 2016. 	<p>5% increase + 6 places in ranking</p> <p>Measurement methodology needs to be developed</p> <p>Base + 20%</p>
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Outreach and Engagement Commitment: Strengthening Strategic Partnerships

Focus Area	Current Implementation Initiatives and Accompanying Metrics	2016 Objective
Use Centers to form Strategic Partnerships	<ul style="list-style-type: none"> Form 2 new centers to be funded at >\$15MM and meeting the three fold mission of creating unique educational experiences for students, providing exciting collaborative research opportunities for faculty, and promoting increased corporate interaction facilitating economic growth and prosperity. University Wide Indicator Base: \$95,907 Metric: Industry Sponsored Research Expenditures 	2 Maintain
Utilize Executive Education for Critical Workforce Development	<ul style="list-style-type: none"> University Wide Indicator Base: 66% Metric: % Undergraduate Students completing an internship Increase revenue/margin from non-degree executive education programs by 50% Base: Revenue \$2.4 million/ Margin 10.8% 	See 80% goal stated earlier 50% revenue increase over base

Resource Stewardship Commitment: Being Responsible Stewards

Focus Area	Current Implementation Initiatives And Accompanying Metrics	2016 Objective
Dollars	<ul style="list-style-type: none"> Meeting campaign fundraising objective of \$125MM Operate at or above break-even levels in each year of planning horizon while successfully funding investment initiatives University Wide Indicators Base: awaiting development of university metric Metric: Non-Retirement Turnover for Faculty (Under Development) Base: awaiting development of university metric Metric: Efficiency Metric (Under Development) 	\$125 MM
Facilities	<ul style="list-style-type: none"> University Wide Indicator Base: 95 Metric: Facility Condition Index 	Maintain
People	<ul style="list-style-type: none"> University Wide Indicator Base: 72 Workplace Culture Index 	Specific objective beyond “improve” will be set once the metric is better understood.

Tell the Fisher Story

Focus Area	Current Implementation Initiatives And Accompanying Metrics	2016 Objective
Marketing and Communications	<ul style="list-style-type: none"> ▪ Completion of the branding strategy and identification of brand promise, and getting faculty approval ▪ Implementation of branding strategy: <ul style="list-style-type: none"> ○ Bringing uniformity in all communications so they reflect the Fisher brand ○ Identification of functional changes needed to reflect brand and implementation of changes ○ Receiving positive press coverage for executing successfully on the brand promise 	<p>All media communications including web site will reflect the brand promise</p> <p>All product offerings in existence for at least two years will reflect the brand promise</p> <p>Receiving an average of one mention per month in mass media with regard to UVP</p>