Unit Level Strategic Planning and Effectiveness Document

Instructions: Using the format below, please complete for the next fiscal year. Limit Goals to five (5), Objectives. Strategies and Performance Measures are unlimited. Performance Measures should document progress towards achieving your goals. Links to last year’s documents on the Institutional Effectiveness Committee Webpage are provided to assist you.

For those units/departments that have a student learning component or function, at least one goal must address the assessment and improvement of student learning.

Department: Gladys A. Kelce College of Business

Mission:

The Kelce College of Business prepares future business professionals within a student-focused environment by empowering students from diverse backgrounds to succeed within the global business community. We provide a foundation for life-long learning and a spirit of engagement by delivering affordable, high-value undergraduate and graduate business education programs. We accomplish this through small classes, committed faculty, scholarship, and community outreach.

Vision Statement:

The Gladys A. Kelce College of Business will be the premier regional public business college in Pittsburg State University’s primary service area.

How Your Unit Supports the Academic Mission of the University:

The Kelce College of Business supports the University’s academic mission by: (1) providing quality degree programs to students; (2) providing courses that support and enhance the offerings of the general education and Honors College programs; (3) producing academic and applied business research; (4) adopting and employing new classroom technologies and pedagogies; (5) engaging with business, governmental, and civic organizations to promote and enhance the economic and social welfare of our community and region; and, (6) efficiently utilizing the resources (financial, personnel, etc.) available to meet these ends.
Please describe your unit’s efforts in the area of sustainability.

The Kelce College supports the university’s sustainability goal by: (1) encouraging faculty members to put syllabi, assignments, PowerPoint presentations, and other classroom materials on students’ Angel accounts instead of making hard copies for distribution; (2) recycling old office equipment and consumables such as computers and printers, papers, magazines, cardboard boxes, ink cartridges, aluminum cans, plastic bottles, etc.; (3) using the scanning and network capabilities of the office printer to reduce paper copies (For example, individual printers have been removed from faculty offices in Accounting and Computer Information Systems and all departmental faculty now share a single networked printer.); (4) efficiently utilizing limited physical space to provide facilities for adjunct instructors.

Kelce College faculty members also promote the sustainability goal by developing and infusing course-embedded topics, issues, modules, and test questions and exercises related to sustainability within the context of the subject matter taught.
Goal 1: Provide high-quality business instruction to meet the needs of our students and other stakeholders by recruiting and deploying qualified faculty, relevant curricula, and adequate instructional technology.

University Goal and Objective:
Alignment:
University Strategic Plan Goal 1a, Goal 1e
Academic Affairs Strategic Plan Goal 1 and Goal 2 Objective 1, Goal 2 Objective 2, Goal 2 Objective 3

Objective:
- Achieve and maintain the Academically Qualified / Professionally Qualified (AQ/PQ) ratios for deployed faculty as required by the Association to Advance Collegiate Schools of Business (AACSB).
- Each year, 80 to 90 percent of students earning degrees from the Kelce College of Business will secure jobs in their chosen profession or continue their studies in graduate or professional school.
- All classrooms in the Kelce College of Business will be equipped with current presentation technology and offer an environment conducive to appropriate teaching pedagogies.

Budget Implication:
- Budget allocations must be sufficient to support the hiring and retention of doctorate-holding faculty in all disciplines in which degrees are granted.
- Necessary expenditures must be made to maintain and update the physical facilities of Kelce Center.

Strategies and Action Items:
- Develop and continually assess curricula.
- Provide current technical instructional support and classroom technology
- Provide appropriate faculty development by participation in seminars and conferences
- Support recruitment, program and career-advising, and job fair activities.
- Develop and review an assessment of learning program that includes learning objectives that reflect the needs of key stakeholders and accreditors such as AACSB and HLC.
- Implement curricular changes as needed.

Performance Measures:
- Number of academically and professionally qualified faculty
- Number of teaching and/or research awards
- SPTE results
- Assessment of learning results
- Employment data surveys
- Alumni surveys
- Advising surveys
• Funding allocations
• Number of qualified faculty retained
• Number of new faculty hired with appropriate degrees in their field

Progress Summary:
• AQ/PQ ratios for each year since last AACSB visit are currently being tabulated for review and analysis.
• A space utilization study of Kelce Center is currently being conducted by the university.
• All vacant faculty positions are being filled with new hires holding the appropriate academic or professional credential.
Goal 2: Enhance faculty expertise in their discipline.

University Goal and Objective:
Alignment:
University Strategic Plan Goal 1, Goal 2, Goal 2b
Academic Affairs Strategic Plan Goal 2 Objective 4

Objective:
- Each year, ninety percent of all full-time faculty members will demonstrate currency in scholarship through publication or presentation of research or instructional works or through professional certification.

Budget Implication:
- Budget allocations must be sufficient to support faculty travel to professional conferences and other necessary development costs.

Strategies and Action Items:
- Provide an incentive to faculty for published peer-reviewed articles and other professional development.
- Prepare and circulate an annual report of published articles by type of article (pedagogy, theory, and practice) and by faculty name.
- Review and revise departmental procedures determining the level of intellectual contributions required for tenure and promotion.

Performance Measures:
- Number of peer-reviewed articles published
- Number of conference presentations made
- Number of textbooks and supplement teaching materials published
- Number of certifications maintained or obtained through continuing education.
- Number of faculty projects and development activities with internal and external entities.

Progress Summary:
- Performance measure are compiled each year and tabulated into the appropriate AACSB reporting tables. Data from these tables are analyzed and evaluated by the Kelce Leadership Team as part of the accreditation process.
Goal 3: Provide service to the University, Kelce College and its departments, the community, and relevant organizations.

University Goal and Objective:
Alignment:
University Strategic Plan Goal 3c, Academic Affairs Strategic Plan Goal 5 Objective 1

Objective:
- Each full-time faculty member will maintain at least one major internal service responsibility (at the department or college level) and at least one major external service responsibility (for the university, the community, or the profession).

Budget Implication:
- Budget allocation must be sufficient and flexible enough to support external service work which requires travel and other expenses.

Strategies and Action Items:
- Support for faculty and staff who render appropriate service.
- Continue to provide and support service learning activities.

Performance Measures:
- Number of organizations served by faculty
- Number of committees and councils served by faculty
- Positions in service organizations held by faculty
- Number of review boards served by faculty
- Number of articles reviewed by faculty

Progress Summary:
- Performance measures are compiled each year as part of the university Annual Performance Appraisal Process. The results are analyzed and evaluated by the Kelce Leadership Team. Adjustments are made to faculty service assignments based on the results.
Goal 4: Provide students with a global business perspective and a respect for diversity.

University Goal and Objective:
Alignment:
University Strategic Plan Goal 1
Academic Affairs Strategic Plan: Goal 1 Objective 5

Objective:
- All students majoring in the Kelce College of Business will be exposed to the study of global and diversity issues during their formal course of study.

Budget Implication:
- Budget allocations must be sufficient to support international educational initiatives, including scholarships for study abroad programs.

Strategies and Action Items:
- Review curricula to assure that students are exposed to global business perspectives.
- Provide and expand student and faculty international travel opportunities.
- Support the International Knowledge and Experience (IKE) certificate program.
- Continue to recruit faculty and students with international backgrounds and experience.
- Continue to establish relationships with international universities and businesses to provide opportunities for international students to study business at PSU and for PSU students to study abroad.

Performance Measures:
- Number of student and faculty exchanges
- Number of student and faculty study abroad trips
- Number of activities designed to promote diversity
- Number of courses that deal with global issues

Progress Summary:
- Department chairs compile an annual report on measures of student participation in study abroad programs and other global education experiences.
Goal 5: Promote ethical decision-making among students, faculty, and staff.

University Goal and Objective:
No alignment

Objective:
- All students, faculty, and staff in the Kelce College of Business will know, understand, and conduct themselves according to the college’s Code of Ethics.

Budget Implication:
- None

Strategies and Action Items:
- Review and enforce an ethical code of conduct for students, faculty, and administrators.
- Review and identify curricula that give students instruction on ethical decision-making.
- Provide guest lectures from business to reinforce ethical decision-making.
- Develop outreach into the community to assist others in determining ways of making ethical decisions in business.

Performance Measures:
- Management of faculty, student and administrator codes of conduct.
- Number of courses where issues of ethical decision-making are discussed

Progress Summary:
- The Kelce College of Business Code of Ethics is publicly and prominently displayed in the foyer of the main entrance to the building.
- All course syllabi in the Kelce College incorporate the Kelce College of Business Code of Student Ethics. All instructors discuss the code at the beginning of each semester to ensure that students understand what it means.
Goal 6. Enhance sustainability efforts in the college

University Goal and Objective:
Alignment:
University Strategic Plan Goal?
Academic Affairs Strategic Plan Goal 6 Objective 1, Goal 6 Objective 2, Goal 6 Objective 4

Objective:
- All students majoring in the Kelce College of Business will be exposed to the study of sustainability issues during their formal course of study.

Budget Implication:
- Sufficient budget allocations needed to support recycling efforts and new course design and implementation.

Strategies and Action Items:
- Support where possible reduction in consumption of energy and water
- Infuse sustainability issues the curriculum where appropriate
- Explore the viability of a COB sustainability certificate
- Encourage recycling and measure output

Performance Measures:
- Number of courses that discuss sustainability issues
- Reduction in copying through 2 sided copying and use of Angel

Progress Summary:
- Where appropriate, faculty members incorporate sustainability issues and examples into Kelce College of Business courses.