

Annotated Strategic Plan
Progress on Action Items through 05/04/21

Goal 1: Professionalism

The Kelce College of Business will promote a professional and collegial business culture built upon a strong ethical foundation.

Objectives:

- 1.1 Undertake and complete the renovation and expansion of Kelce Hall to accommodate the needs of students, faculty, staff, and external constituents.

Action Items:

1. Conduct assessment of physical facility needs, including benchmarking, to determine what instructional, collaboration, academic support, public outreach, and gathering spaces are required to meet college goals.	<i>Completed.</i> As part of architectural planning, a Building Committee was established to work with the contracted architects. Preliminary work done between 2016 and 2018. Finalization of construction documents for bids, Spring 2021.
2. Engage alumni, employers, and all external stakeholders to secure the financial resources necessary to complete all phases of renovation and expansion of Kelce Hall - including architectural assessment and feasibility studies, construction, and equipping initiatives.	<i>Ongoing.</i> Project included as a major component of current capital campaign. \$12+M identified to-date of the \$18.5M to \$21M required. Goal is to bid the project in summer 2021.

- 1.2 Deploy strategies to attract and retain highly-qualified faculty.

Action Items:

1. Conduct faculty searches following professional standards established in the respective disciplines - including advertising, screening, and interviewing.	<i>Completed and ongoing.</i> Searches for tenure-earning faculty are now national in scope.
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2. Offer competitive salaries and compensation packages comparable with our established peer institutions.	<i>Ongoing.</i> Current budget situation limits opportunities to secure market-level funding for all positions.
3. Effectively utilize existing Faculty Fellow endowments to reward and support highly productive faculty members.	<i>Completed.</i> Esch Faculty Fellow now used to supplement KUSB Associate Dean's salary. Additional endowments needed to expand.
4. Increase the number of endowments targeted for faculty support, including fellowships, professorships, and chairs.	<i>In progress.</i> Faculty endowments included in capital campaign. No significant contributions to-date.

1.3 Create and implement incentives to reward and elevate excellence in teaching, scholarship, service and outreach.

Action Items:

1. Develop and implement new departmental promotion and tenure guidelines that define and promote academic excellence and quality at all ranks.	<i>Completed.</i> New college-wide promotion and tenure policy document approved by faculty in May 2019.
2. Establish targets for the attainment of high quality scholastic activity that enhance the recognition and reputation of the college.	<i>Planning stage.</i> See Action Item 2.5.1.
3. Evolve the Youngman Summer Research Grant program into a Youngman Scholars program that rewards maintenance of academic qualifications and annual scholarly productivity.	<i>Completed.</i> Policy rewritten to reward faculty for maintaining their AACSB targeted qualification based on their position.

1.4 Support professional development and training opportunities for faculty, University Support Staff, Graduate Assistants, and student workers.

Action Items:

1. Provide funds from college and departmental endowment earnings to support professional development activities for all college personnel.	<i>Completed.</i> Kelce Endowment used by the dean to annually support faculty travel. Made available to staff when needed.
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2. Explore collaborative opportunities with other campus units and regional peer institutions to produce development and research seminars.	<i>In Progress.</i> Initial discussions with MSSU School of Business dean to develop a joint research seminar program.
3. Develop and promote an active college-wide professional development series of workshops and research colloquiums.	<i>Ongoing.</i> Professional Development Committee offers workshops six times per year. Research colloquiums started in 2019-2020.
4. Increase the number of faculty members holding nationally recognized professional certifications in their respective disciplines.	<i>Ongoing.</i> Recent policy approved to financially support professional licenses and certifications in applied disciplines.

- 1.5 Develop a culture to ensure that faculty members adhere to the University's mission, core values, policies, and contract obligations.

Action Items:

1. Review and revise as necessary the Kelce College Code of Ethics.	<i>Completed.</i> Faculty task force reviewed and updated Code in 2017-2018.
2. Empanel a faculty and student task force to develop and implement a Kelce Student Academic Honesty and Integrity Policy.	<i>Completed.</i> Student Leadership Council undertook project in 2020-2021. KCOB Student Oath endorsed by faculty in May 2021.

Goal 2: Relevance

The Kelce College of Business will ensure its academic programs, faculty engagement activities, and outreach initiatives satisfy the current and foreseeable needs of its constituents.

Objectives:

- 2.1 Align all undergraduate and graduate programs with workforce expectations and regional employment trends.

Action Items:

1. Implement a survey strategy of stakeholders (e.g., alumni, employers, and potential employers) to determine the relevance of our curriculum for workplace success.	<i>Ongoing.</i> Surveys regularly conducted on a rotating basis. Updated as needed. Recently migrated from paper-based to an electronic format using <i>Qualtrics</i> software system.
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2. Systematically analyze regional employment data and conduct benchmarking of curricular offerings with peer schools.	<i>Ongoing.</i> Benchmarking of peer and aspirant school's curriculums used to inform recent curriculum revisions.
3. Develop a Young Alumni Advisory Board to provide feedback on curricular offerings, insight into current labor market trends, and mentoring opportunities to current students.	<i>In progress.</i> Several meetings held with young alumni groups – interest shown but no traction to date. Working with KBOA to move forward.
4. Address through curricular change the documented need to improve student skills in business communications, both written and oral.	<i>Completed.</i> New course "Business Professionalism" developed and approved. First offering Fall 2018. Required for all BBA degrees starting in 2020.
5. Develop a broad-based and flexible interdisciplinary undergraduate degree program for students with small business and entrepreneurial career aspirations.	<i>In Progress.</i> Faculty approved development of an "generalist" BBA degree. Work underway during Spring 2021.
6. Review and update the curriculum of each existing degree program based on results from surveys, market analyses, and benchmarking of our peer schools.	<i>Ongoing.</i> Revisions to admission standards, Kelce Core and individual majors legislated and approved. Most degree changes in place by 2018. New certificates added; Insurance in 2018 and Professional Sales in 2020.

2.2 Provide support for the attainment of excellence in the classroom.

Action Items:

1. Pursue and establish a college-level differential tuition model that provides the resource base to consistently deliver academic programs of excellence.	<i>Planning stage.</i> In discussions to prepare proposal for college-level student fee or differential tuition – timing issues due to COVID.
2. Establish target levels of instructional staffing by faculty qualification categories as prescribed by the 2013 AACSB Standards.	<i>In progress.</i> Targets for SA, PA, SP, IP and Other qualification categories approved by faculty vote in 2016. Modifications needed based on CIR results in 2018 and new standards adopted in 2020.

3. Enhance monetary support for faculty attending pedagogical conferences to achieve teaching excellence.	<i>Ongoing.</i> Targeted faculty sent to teaching conferences and financially supported by dean's office.
4. Increase faculty participation in seminars provided by the Center for Teaching, Learning and Technology.	<i>Ongoing.</i> Invitations and reminders routinely distributed for CTLT events. Encourage participation in e-Learning Academy. 100% faculty participation in COVID transition workshops.

2.3 Expand the college's outreach activities through the development of centers and institutes that support our mission.

Action Items:

1. Expand working relationships with the university's Center for Innovation and Business Development and the Small Business Development Center.	<i>Ongoing.</i> Several sections of Business Strategy provided consulting services for SBDC clients. College began hosting SBDC Marketing Office in 2019.
2. Evolve current economic development activities (e.g., The Pittsburgh Micropolitan Area Economic Report and the Economic Outlook Conference) into a formal Economic Development and Business Engagement Center.	<i>Completed.</i> KBOR approved the establishment of the Business and Economic Research Center (BERC) in 2018. Director and office in place.
3. Develop a Center for Internal Auditing, Fraud Examination and Computer Security to provide outreach and engagement services in these areas of existing expertise.	<i>No action to-date.</i> Loss of internal auditing instructor. New hire in 2020.
4. Pursue and achieve designation as a National Center of Academic Excellence in Information Assurance/Cyber Defense.	<i>No action to-date.</i> Loss of faculty expertise.
5. Partner with the College of Education to reinvigorate the Center for Economic Education.	<i>In progress.</i> Preliminary talks taken with new College of Education dean.

- 2.4 Create incentives to support faculty outreach and engagement with the regional business community.

Action Items:

1. Develop workload policies to provide course release or extra duty compensation for significant and on-going regional outreach and engagement.	<i>No action to-date.</i> Currently handled on an ad hoc case-by-case basis.
2. Ensure that professional engagement activities are a central component of the annual faculty appraisal review process.	<i>In progress.</i> Faculty asked to set an engagement goal during annual review. May require revision to union contract to formalize.

- 2.5 Create incentives to elevate the level and quality of faculty scholarship and engagement at the regional, national, and international levels.

Action Items:

1. Establish lists of target journals, professional associations, and conferences for each disciplinary area that will enhance the recognition and reputation of the college.	<i>Planning Stage.</i> Preliminary discussions held by KLT. Purchase of Cabell's <i>Journalytics</i> and <i>Predatory Reports</i> in 2021.
2. Increase the number of faculty members holding leadership roles with targeted journals, professional associations, and academic organizations.	<i>On-going.</i> No formal incentives identified yet. Encouragement and support always present by KLT.
3. Through the Youngman Scholars Program (see 1.3.3 above), develop and institute financial incentives to publish in targeted journals and present at targeted conferences.	<i>No action to-date.</i> Preliminary discussions held by KLT.
4. Tie the new departmental promotion and tenure procedures (see 1.3.1 above), annual faculty performance appraisal reviews, and AACSB faculty qualification standards to the targeted lists of journals, associations, and conferences.	<i>No action to-date.</i> Due to reorganization, "departmental" deleted from plan. Will be replaced with "college" where appropriate.

Goal 3: Growth

The Kelce College of Business will expand its resource base through strategic enrollment initiatives, development activities, and marketing campaigns.

Objectives:

- 3.1 Determine the College's capacity to deliver programs within our current and future constraints.

Action Items:

1. Analyze the historic and prospective availability of staffing, budget, and physical resources relative to the demand for college programs.	<i>Ongoing.</i> Included as part of decision-making for recent budget reductions. Additional work needed.
2. Strategically manage course enrollment levels and class sizes to maximize resource efficiency.	<i>Ongoing.</i> Responsibility after reorganization assigned to Associate Deans and Program Coordinators.
3. Conduct a feasibility analysis of reorganizing departments to capture economies of scale and scope, and to better equalize administrative oversight.	<i>Completed.</i> Administrative reorganization completed and approved by KBOR at end of Spring 2018. New structure in place beginning Fall 2018.

- 3.2 Undertake market analyses to determine growth potential for existing and new programs.

Action Items:

1. Utilize surveys detailed in 2.1.1 above to identify target areas for development and expansion of curricular offerings.	<i>Completed.</i> Data informed development of the Online Professional MBA, MPAcc, and the proposed BBA in Business Studies. PMBA generating significant new discretionary income for the college.
2. Explore cooperative degree and certificate programs with other units on campus.	<i>Ongoing.</i> New MBA Human Resources concentration in partnership with College of Technology is first example. Talks in progress with nursing and construction management.

3.3 Implement recruitment activities to optimize enrollments relative to capacity.

Action Items:

1. Increase faculty participation in activities undertaken by the Office of Admissions (high school visits, college fairs, Pitt CARES, Rumble in the Jungle, etc.) to recruit students to the college.	<i>Ongoing.</i> Coordination of college recruitment and retention programs delegated to the new Director of Outreach and Business Engagement. Work needed to enhance campus visit experiences.
2. Institute an effective replacement for the Opportunities in Business Day.	<i>Planning stage.</i> Exploring how PBL can work with local FBLA high school chapters to host events. Experimenting with a Women in Business event for local high school students.
3. Establish and maintain a Kelce College presence at local college fairs and graduate school fairs.	<i>Ongoing.</i> Representatives sent to statewide fairs (e.g. FBLA) in Kansas and Missouri. New academic support coordinator will assist.
4. Explore the creation of a Kelce Ambassador program to undertake recruitment activities.	<i>In Progress.</i> Discussions held with Student Leadership Council in Spring 2021.

3.4 Undertake strategic fundraising activities to support planned growth and expansion of physical facilities and endowments.

Action Items:

1. Establish priorities and goals for the current capital campaign.	<i>Completed.</i> Kelce building project is the university's and the college's #1 priority.
2. Maintain and enrich relationships with key alumni and friends of the college.	<i>Ongoing.</i> Many trips to visit alumni and presentations to civic and community groups by dean and others.

3. Conduct a fundraising initiative with the college's international alumni.	<i>In progress.</i> Preliminary discussions with alumni and advancement offices have been undertaken. Hosted Gorilla Gathering in Seoul South Korea, Spring 2019. More work is needed to determine strategy.
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3.5 Enhance marketing activities to promote and improve the image and professional reputation of the Kelce College brand.

Action Items:

1. Explore viability of hiring a part-time staff member to oversee external relation initiatives.	<i>Revised and completed.</i> Reorganization resulted in reallocation of one position into the Director of Outreach and Business Engagement (DOBE).
2. Reinstitute the "Kelce Connections" semi-annual newsletter to alumni and friends.	<i>Ongoing.</i> First issue published in 2016 and continuing to-date.
3. Further develop and expand the college's social media presence.	<i>Ongoing.</i> Responsibility of new DOBE. Work delegated to GA and coordinating with University Marketing and Communications.
4. Increase faculty participation in providing college stories to University Relations for inclusion in media releases.	<i>Ongoing.</i> KLT routinely sends story ideas to University Marketing and Communications.
5. Increase college faculty participation in, and contribution to, major university initiatives and committees.	<i>Ongoing.</i> KLT working with faculty senate and president's office to ensure proper representation for college after reorganization. More work needed.
6. Diversify college career fairs to include employers seeking recruits from a broader array of business majors.	<i>In progress.</i> College's "Meet the Firms" event now open to Finance and Business Economic majors. COVID challenges constrain further expansion of fairs.

<p>7. Maintain and expand outreach efforts to current students (e.g., fall and spring hotdog picnics) to cultivate a stronger affinity and allegiance to the Kelce College.</p>	<p><i>Ongoing.</i> Examples - Fall and Spring picnics have become a college tradition with large turn-outs. Receptions for employers during Career Expo initiated. Recreational bowling mixers for MBAs and faculty held.</p>
<p>8. Increase participation of Kelce student teams in regional and national competitions and conferences.</p>	<p><i>Ongoing.</i> The number of teams has increased annually – some with great success. Teams have participated in the Enactus Nationals, CFA Research Institute Challenge, KC Federal Reserve Bank Code-a-thon, Phi Beta Lambda State and National Competitions, Kansas State Entrepreneurship Challenge, Campus CEO Pitch Competition, and the Shocker New Venture Competition.</p>