



KELCE
COLLEGE OF BUSINESS
Pittsburg State University

MINUTES

Kelce Board of Advisors Meeting
Noon CDT, October 15, 2021
In-Person and Virtual via Zoom

Board Members Present: Doug Ball, Terry Calloway, Tommy Elms, Mike Foster, Nancy George, Joe Harris, Timon Oujiri

Present via Zoom: Jeff Beasley, Brenda Flood, Brandee Johnson, Terry Puett, Rachel Vanzant

Kelce Leadership Team Members Present: Din Cortes, Paul Grimes, David Hogard, Steve Horner, Lynn Murray

Absent: Paul Bergant, Ken Brock, Ben Burns, Doug Eaton, John Ison, Holly Kent, Daniel Kjergaard, John Lowe, Jeff Ney, Mark Paden, Randy Piccini, Jerry Ross, Lee Scott, Cheryl Sullivan

Guest Present: Shelly Schorer (Pitt State 2021 Outstanding Alumnus)

- I. Welcome and lunch with special guest Shelly Schorer (MBA/Accounting 2002), 2021 Bateman Outstanding Alumni Award recipient
 - All attending in-person and on Zoom introduced themselves
 - Shelly answered questions about her life experiences and career – discussion followed
- II. Opening of the Meeting – Chair Nancy George
 - Susan Cook resignation – thanked her for her 5 years of service on the board
- III. Development Update – Paul Grimes for Holly Kent
 - Fall Golf Tournament - held on 10/4 in Overland Park; largest golf tournament to-date
 - Building – everything is in holding pattern until supply pattern improves and building costs decrease; continuing to work on raising funds, looking at options for furniture in offices with architects and Pitt State purchasing office
 - Endowment funds are being well-stewarded
 - Kelce Leadership Council (students) have met with the Dean – wish to have funds available for traveling to national competitions/meetings; there is funding from Provost office and other funding may be available from the college
- IV. Academic Advising Update – David Hogard, Director of Academic Advising and Career Readiness
 - Overview of new advising tools in GUS – program planning and degree auditing – previewed new processes for enrolling and preparing an academic plan through to graduation
- V. Updates on Previous Business – Paul Grimes
 - From our last meeting. . . .
 - New Business Studies BBA Degree – paperwork submitted and it's working through the university legislative process. If all goes as planned, KBOR will vote to approve the degree in the spring.
 - New minor in Finance – paperwork submitted!
 - New minor in Management and updates to minor in Computing – in the queue

- Societal Impact for new AACSB standards
 - Faculty Task Force recommended “local and regional economic development”
 - Refinement and development; working to develop a statement that captures/quantifies everything we do to support local economic growth
- Strategic Planning – risk assessment under the new AACSB standards; Evaluation of action items within college’s strategic plan – homework assignment for the board
 - AACSB requires a risk assessment with respect to the college’s strategic plan
 - Reviewed Annotated Strategic Plan for KCOB – asked KBOA members to provide personal assessment of risk associated with each action item. Board members asked to complete the form by circling (or marking) the risk category, degree of risk, and potential level of reward for each item and return completed forms to Mimi.
 - Kelce Leadership Team will review responses from the board and develop a summary of risk factors to be evaluated by the Strategic Planning Committee. This process will provide visible due-diligence with regard to assessing risk within the college for accreditation records.
 - Future steps – return responses to Dr. Grimes via Mimi by the end of October

VI. College Enrollment – Paul Grimes

- See Handouts – reviewed handouts and declining enrollment at Pitt State relative other KBOR schools; trends in international enrollment and COVID issues continue to affect enrollment across the state
- College Headcount by Level of Degree: major change for Kelce concerns the composition of the student body within the college – graduate students comprise a substantially greater proportion of the total enrollment because of the PMBA program. All declines have been at the undergraduate level (down 25% over past 6 years).
 - PMBA program is generating revenue for KCOB, the university general fund, and Academic Partnerships; provides compensation for instructors of courses; lots of interest in the program; considering opening up the program to international markets; main issue is staffing; may add additional emphases (health administration, construction management, marketing, etc.); 184 students have graduated so far, 76 will graduate this semester.
 - Reviewed changes in undergraduate enrollment across Kelce majors (there is currently a push to revive computer science program in the Math Department)

VII. Old Business:

- Board Bylaws Revisions – Nancy reviewed summary of proposed bylaw changes and discussed proposals:
 - assigning emeritus status to resigned/retired board members
 - removing Young Advisory Board from bylaws proposal, but adding a couple young alumni members to the board

VIII. New Business

- T. Calloway – important to create emeritus status for those who have already resigned; suggestion to try to go back to off-site board meetings (for example, have a meeting in KC metro area in conjunction with Golf Tournament)
- Date for next meeting – April 2022 (date TBD)
- Distributed current copy of the Micropolitan Report (Michael Davidsson)

IX. Adjournment – 3:00 p.m.

Kansas Board of Regents
Fall Preliminary (20th Day) Enrollment Summary for:
Headcount 2016 - 2021
Systemwide

State Universities	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Emporia State University	5,887	5,732	5,796	5,877	5,828	5,615	-3.7%	-4.6%
Fort Hays State University	14,658	15,100	15,523	15,908	15,033	14,104	-6.2%	-3.8%
Kansas State University*	23,318	22,343	21,758	21,252	20,377	19,753	-3.1%	-15.3%
Kansas State University-Veterinary Medicine*	461	452	463	467	477	476	-0.2%	3.3%
Pittsburg State University	7,102	6,907	6,625	6,645	6,398	6,017	-6.0%	-15.3%
University of Kansas	24,892	24,891	24,815	24,629	23,964	23,958	0.0%	-3.8%
University of Kansas Medical Center	3,509	3,556	3,695	3,794	3,655	3,727	2.0%	6.2%
Wichita State University	14,474	15,081	15,784	16,058	15,550	16,097	3.5%	11.2%
State University Total	94,301	94,062	94,459	94,630	91,282	89,747	-1.7%	-4.8%
Municipal University	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Washburn University	6,636	6,691	6,571	6,285	5,880	5,657	-3.8%	-14.8%
Washburn Institute of Technology*	1,335	1,393	1,417	1,480	1,107	1,233	11.4%	-7.6%
Municipal University Total	7,971	8,084	7,988	7,765	6,987	6,890	-1.4%	-13.6%
Community Colleges	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Allen Community College	2,344	2,574	2,540	2,407	2,113	2,086	-1.3%	-11.0%
Barton Community College	5,884	5,424	5,042	5,034	4,285	3,865	-9.8%	-34.3%
Butler Community College	9,375	8,944	8,554	8,028	7,182	7,019	-2.3%	-25.1%
Cloud County Community College	2,036	1,873	1,839	1,803	1,589	1,531	-3.7%	-24.8%
Coffeyville Community College	1,707	1,802	1,899	1,760	1,381	1,402	1.5%	-17.9%
Colby Community College	1,255	1,345	1,415	1,407	1,327	1,318	-0.7%	5.0%
Cowley Community College	2,866	2,871	2,672	2,463	2,475	2,421	-2.2%	-15.5%
Dodge City Community College	1,804	1,773	1,543	1,493	1,459	1,732	18.7%	-4.0%
Fort Scott Community College	1,862	1,792	1,840	1,827	1,509	1,644	8.9%	-11.7%
Garden City Community College	2,013	2,081	1,920	1,914	1,873	1,972	5.3%	-2.0%
Highland Community College*	2,917	3,024	2,701	2,486	2,312	2,350	1.6%	-19.4%
Hutchinson Community College	5,880	5,854	5,574	5,321	4,907	5,114	4.2%	-13.0%
Independence Community College*	1,050	891	910	882	798	901	12.9%	-14.2%
Johnson County Community College	19,154	18,638	18,373	18,311	13,899	16,651	19.8%	-13.1%
Kansas City Kansas Community College	5,731	5,833	5,887	6,003	5,149	4,886	-5.1%	-14.7%
Labette Community College	1,587	1,596	2,062	1,636	1,419	1,453	2.4%	-8.4%
Neosho County Community College	2,084	1,990	1,980	1,907	1,727	1,646	-4.7%	-21.0%
Pratt Community College	1,191	1,114	1,234	1,181	1,164	1,125	-3.4%	-5.5%
Seward County Community College	1,927	1,746	1,870	1,838	1,580	1,664	5.3%	-13.6%
Community College Total	72,667	71,165	69,855	67,701	58,148	60,780	4.5%	-16.4%
Technical Colleges	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Flint Hills Technical College	1,006	1,137	1,425	1,514	1,222	1,365	11.7%	35.7%
Manhattan Area Technical College	825	926	779	906	797	876	9.9%	6.2%
North Central Kansas Technical College	909	858	820	885	835	886	6.1%	-2.5%
Northwest Kansas Technical College	812	896	821	735	676	688	1.8%	-15.3%
Salina Area Technical College	580	615	787	791	697	852	22.2%	46.9%
Wichita State University Campus of Applied Sciences and Technology	3,592	4,267	4,596	4,920	4,607	4,834	4.9%	34.6%
Technical College Total	7,724	8,699	9,228	9,751	8,834	9,501	7.6%	23.0%
System Total	182,663	182,010	181,530	179,847	165,251	166,918	1.0%	-8.6%

Source: Fall Preliminary Collection
*Request supplemental notes for more information.

Kansas Board of Regents
Fall Preliminary (20th Day) Enrollment Summary for:
Full-time Equivalency 2016 - 2021
Systemwide

State Universities	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Emporia State University	4,602	4,467	4,493	4,416	4,314	4,066	-5.8%	-11.6%
Fort Hays State University	9,146	9,282	9,473	9,562	9,291	8,488	-8.7%	-7.2%
Kansas State University*	19,477	18,710	18,093	17,528	16,629	16,057	-3.4%	-17.6%
Kansas State University-Veterinary Medicine*	708	715	731	732	730	778	6.6%	9.8%
Pittsburg State University	6,458	6,236	5,988	5,844	5,501	5,141	-6.6%	-20.4%
University of Kansas	21,626	21,610	21,505	21,329	20,614	20,552	-0.3%	-5.0%
University of Kansas Medical Center	2,603	2,718	2,740	2,774	2,785	2,801	0.6%	7.6%
Wichita State University	11,060	11,109	11,285	11,397	11,042	11,288	2.2%	2.1%
State University Total	75,679	74,848	74,308	73,582	70,905	69,170	-2.4%	-8.6%
Municipal University	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Washburn University	4,961	5,028	4,931	4,710	4,394	4,212	-4.1%	-15.1%
Washburn Institute of Technology*	1,117	1,157	1,174	1,232	932	1,036	11.2%	-7.2%
Municipal University Total	6,078	6,184	6,105	5,942	5,326	5,248	-1.5%	-13.7%
Community Colleges	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Allen Community College	1,465	1,454	1,432	1,389	1,283	1,288	0.4%	-12.1%
Barton Community College	2,684	2,594	2,553	2,608	2,293	2,046	-10.8%	-23.8%
Butler Community College	5,946	5,581	5,323	4,942	4,524	4,348	-3.9%	-26.9%
Cloud County Community College	1,223	1,167	1,145	1,114	953	889	-6.7%	-27.3%
Coffeyville Community College	1,286	1,314	1,451	1,316	1,165	1,076	-7.7%	-16.4%
Colby Community College	844	919	935	920	856	857	0.1%	1.5%
Cowley Community College	2,045	1,927	1,914	1,750	1,771	1,723	-2.7%	-15.8%
Dodge City Community College	1,259	1,270	1,079	1,049	1,034	1,197	15.8%	-4.9%
Fort Scott Community College	1,228	1,211	1,199	1,224	1,030	1,114	8.2%	-9.3%
Garden City Community College	1,534	1,541	1,436	1,402	1,220	1,200	-1.7%	-21.8%
Highland Community College*	1,768	1,714	1,568	1,452	1,317	1,324	0.5%	-25.1%
Hutchinson Community College	3,575	3,504	3,261	3,114	3,002	3,022	0.7%	-15.5%
Independence Community College*	740	657	633	613	556	590	6.1%	-20.3%
Johnson County Community College	10,492	10,160	9,888	9,903	8,054	8,987	11.6%	-14.3%
Kansas City Kansas Community College	3,412	3,518	3,523	3,540	3,003	2,880	-4.1%	-15.6%
Labette Community College	974	1,032	1,099	1,008	851	874	2.6%	-10.3%
Neosho County Community College	1,290	1,239	1,207	1,166	1,055	1,000	-5.3%	-22.5%
Pratt Community College	908	856	875	861	842	798	-5.2%	-12.1%
Seward County Community College	1,270	1,163	1,188	1,175	999	1,023	2.4%	-19.4%
Community College Total	43,944	42,821	41,709	40,545	35,808	36,233	1.2%	-17.5%
Technical Colleges	2016	2017	2018	2019	2020	2021	1 Year Chg	5 Year Chg
Flint Hills Technical College	554	582	685	699	585	596	1.8%	7.5%
Manhattan Area Technical College	517	531	498	516	466	472	1.2%	-8.7%
North Central Kansas Technical College	724	678	654	651	607	622	2.6%	-14.0%
Northwest Kansas Technical College	694	741	730	744	595	612	2.8%	-11.9%
Salina Area Technical College	369	342	435	436	397	462	16.4%	25.1%
Wichita State University Campus of Applied Sciences and Technology	2,192	2,619	2,779	2,902	2,780	2,723	-2.0%	24.2%
Technical College Total	5,049	5,493	5,782	5,947	5,429	5,486	1.0%	8.6%
System Total	130,751	129,346	127,904	126,016	117,469	116,137	-1.1%	-11.2%

Source: Fall Preliminary Collection

*Request supplemental notes for more information.

Due to rounding, FTE numbers may not add up to totals within the report or when compared to other report totals.

Kelce College of Business: Total Headcount by Level of Degree

Degree Level	2015	2020	2021	6-Year Change	1-Year Change
Undergraduate Degree Programs	1002	772	751	-25.05%	-2.72%
Graduate Degree Programs	62	365	368	493.55%	0.08%
Total Degree Programs	1064	1137	1119	5.17%	-1.58%

Data Source: Institutional Research

Kelce College of Business: Undergraduate Enrollment by Degree Program (Majors, Minors, Certificates)

Major	2015	2020	2021	6-Year Change	1-Year Change
Accounting	193	126	108	-44.04%	-14.29%
Business Economics	11	28	35	218.18%	25.00%
Computer Information Systems	123	89	69	-43.90%	-22.47%
Finance	119	120	117	-1.68%	-2.50%
International Business	55	30	21	-61.82%	-30.00%
Management	317	227	221	-30.28%	-2.64%
Marketing	211	177	182	-13.74%	2.82%
Total Undergraduate Programs	1,029	797	753	-26.82%	-5.52%

Data Source: Gus Classic, Department Majors Menu, Major/Minor Count

Minor / Certificate	2015	2020	2021	6-Year Change	1-Year Change
Accounting	56	23	18	-67.86%	-21.74%
Business Administration	181	133	124	-31.49%	-6.77%
Business Economics	15	18	15	0.00%	-16.67%
Computing	18	9	11	-38.89%	-22.22%
Fraud Examination	30	17	11	-63.33%	-35.29%
Internal Auditing	0	0	1	-	-
International Business	16	6	3	-81.50%	50.00%
Marketing	113	53	32	-71.68%	39.62%
Kansas Insurance Certificate	-	14	22	-	57.14%
Professional Sales and Sales Management Certificate	-	New	3	-	-
Total	429	273	240	-44.06%	-12.09%

Data Source: Gus Classic, Department Majors Menu, Major/Minor Count

Kelce College of Business:
Graduate Enrollment by Degree and Modality

Degree / Emphasis	2015	2020	2021	6-Year Change	1-Year Change
Traditional MBA (On Campus)					
General Administration	45	34	44	-2.22%	29.42%
Accounting	13	8	7	-46.15%	-12.50%
Human Resources	-	11	7	-	-36.36%
International Business	5	5	7	40.00%	40.00%
Dual Degree (and LaRochelle)	3	1	3	0.00%	300.00%
Total	66	59	68	3.03	15.25%
Professional MBA (Online)					
General Administration	-	158	168	-	6.33%
Accounting	-	40	48	-	20.00%
Human Resources	-	76	64	-	-15.79%
International Business	-	31	20	-	-35.48%
Total	-	305	300	-	-1.64%
MPAcc	-	3	4		33.33%
Total All Graduate Programs	66	367	372	463.64%	1.36%

Data Source: Gus Classic, Department Majors Menu, Major/Minor Count

Categories of Risk:

Operational. Risks associated with potential impairment or interruptions to the normal functions and delivery of college services to students and/or internal and external constituents.

Financial. Risks linked with actions that may significantly damage the short-term financial situation and/or long-term fiscal stability of the college.

Reputational. Risks that carry the potential to erode the public's perception of the college as a provider of high quality business education and community service.



Annotated Strategic Plan

Progress on Action Items through 05/04/21

Risk* Assessment – Fall 2021

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
---	--	--

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
--	---	--

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
--	---	--

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High
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.	Reward Level: Low Med. High Risk Category: Op. Fin. Rep. Risk Level: Low Med. High
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.	Reward Level: Low Med. High Risk Category: Op. Fin. Rep. Risk Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High
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.	Reward Level: Low Med. High Risk Category: Op. Fin. Rep. Risk Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High:

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
--	--	--

2. Institute an effective replacement for the Opportunities in Business Day.	<i>Planning stage.</i> Exploring how PBL can work with local FBIA high school chapters to host events. Experimenting with a Women in Business event for local high school students.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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. FBIA) in Kansas and Missouri. New academic support coordinator will assist.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
---	---	--

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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 reallcation of one position into the Director of Outreach and Business Engagement (DOBE).	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
2. Reinstitute the "Kelce Connections" semi-annual newsletter to alumni and friends.	<i>Ongoing.</i> First issue published in 2016 and continuing to-date.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High
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.	<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.	Risk Category: Op. Fin. Rep. Risk Level: Low Med. High Reward Level: Low Med. High

<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>	<p>Risk Category: Op. Fin. Rep.</p> <p>Risk Level: Low Med. High</p> <p>Reward Level: Low Med. High</p>
--	--	---

***Categories of Risk:**

Operational. Risks associated with potential impairment or interruptions to the normal functions and delivery of college services to students and/or internal and external constituents.

Financial. Risks linked with actions that may significantly damage the short-term financial situation and/or long-term fiscal stability of the college.

Reputational. Risks that carry the potential to erode the public’s perception of the college as a provider of high quality business education and community service.

Kelce Board of Advisors Meeting
October 15, 2021
Summary of Proposed Bylaws Changes

- Instead of setting a maximum number of members, set a target of 30 members to provide flexibility.
- Re-word nomination and appointment sections to align with current practice.
- Add an Emeritus status membership:

Emeritus status membership is considered when members of the Kelce Board of Advisors are no longer active with meetings and/or committees, but have served the board with excellence and distinction and wish to remain associated with the board. The Executive Committee will nominate members for Emeritus status, which the Board must approve by majority vote.

- Set an initial term of membership as three years. Then, instead of stating reappointment is required every three years, revise to state:

If a member has not participated actively with functions of the Kelce Board of Advisors during his or her initial membership term as determined by the Executive Committee, he or she will not be appointed and membership will cease. If a member has participated actively during the initial membership term, then he or she will be automatically re-appointed to an indefinite term.

The Board will accept a member's resignation or retirement upon the member's request.

Emeritus status membership described under Section II. C. of these bylaws may be considered for members retiring from the Kelce Board of Advisors.

- Instead of limiting membership from same or similar business, industry, or professional group to seven (7) members, limit to 25% of the Board's membership positions.
- Change non-participation definition from ~~three (3) successive~~ unexplained absences from meetings to unexplained absences or not participating in other board activities in two successive years.
- Add more description to committee purpose and membership, and name the Kelce College staff member who will be the liaison between the College and the committee. Add that business can be conducted by email.
- Keep Executive, Membership/Nominating, and Development/Endowment committees. Should Student Activities/Careers committee be retitled with a new purpose?
- Add a section for the Young Alumni Advisory Board, allowing this group to develop its own bylaws subject to review by the Kelce Board of Advisors and to appoint a member from its executive committee to serve as a member of the Kelce Board of Advisors.