

**Strategic Plan
FY 2016 through FY 2023**

The Pittsburg State University Kelce College of Business will institute a seven-year strategic plan informed by its mission statement and guiding values. The plan is constructed on the following Three Pillars:

1. Professionalism
2. Relevance
3. Growth

These Three Pillars serve as our primary goals and are defined as follows:

Goal 1: Professionalism

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

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.

Goal 3: Growth

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

For each primary goal, several key objectives are identified with achievable action items enumerated to fulfill each objective.

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.
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.

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.
2. Offer competitive salaries and compensation packages comparable with our established peer institutions.
3. Effectively utilize existing Faculty Fellow endowments to reward and support highly productive faculty members.
4. Increase the number of endowments targeted for faculty support, including fellowships, professorships, and chairs.

- 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.
2. Establish targets for the attainment of high quality scholastic activity that enhance the recognition and reputation of the college.
3. Evolve the Youngman Summer Research Grant program into a Youngman Scholars program that rewards maintenance of academic qualifications and annual scholarly productivity.

- 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.
2. Explore collaborative opportunities with other campus units and regional peer institutions to produce professional development and research seminars.
3. Develop and promote an active college-wide professional development series of workshops and research colloquiums.
4. Increase the number of faculty members holding nationally recognized professional certifications in their respective 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.
2. Empanel a faculty and student task force to develop and implement a Kelce Student Academic Honesty and Integrity Policy.

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.
2. Systematically analyze regional employment data and conduct benchmarking of curricular offerings with peer schools.
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.
4. Address through curricular change the documented need to improve student skills in business communications, both written and oral.
5. Develop a broad-based and flexible interdisciplinary undergraduate degree program for students with small business and entrepreneurial career aspirations.
6. Review and update the curriculum of each existing degree program based on results from surveys, market analyses, and benchmarking of our peer schools.

- 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.
2. Establish target levels of instructional staffing by faculty qualification categories as prescribed by the 2013 AACSB Standards.

3. Enhance monetary support for faculty attending pedagogical conferences to achieve teaching excellence.
4. Increase faculty participation in seminars provided by the Center for Teaching, Learning and Technology.

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.
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.
3. Develop a Center for Internal Auditing, Fraud Examination and Computer Security to provide outreach and engagement services in these areas of existing expertise.
4. Pursue and achieve designation as a National Center of Academic Excellence in Information Assurance/Cyber Defense.
5. Partner with the College of Education to reinvigorate the Center for Economic Education.

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.
2. Ensure that professional engagement activities are a central component of the annual faculty appraisal review process.

- 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.
2. Increase the number of faculty members holding leadership roles with targeted journals, professional associations, and academic organizations.
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.
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.

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.
2. Strategically manage course enrollment levels and class sizes to maximize resource efficiency.
3. Conduct a feasibility analysis of reorganizing departments to capture economies of scale and scope, and to better equalize administrative oversight.

- 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.
2. Explore cooperative degree and certificate programs with other units on campus.

- 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.
2. Institute an effective replacement for the Opportunities in Business Day.
3. Establish and maintain a Kelce College presence at local college fairs and graduate school fairs.
4. Explore the creation of a Kelce Ambassador program to undertake recruitment activities.

- 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.
2. Maintain and enrich relationships with key alumni and friends of the college.
3. Conduct a fundraising initiative with the college's international alumni.

- 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.
2. Reinstitute the “Kelce Connections” semi-annual newsletter to alumni and friends.
3. Further develop and expand the college’s social media presence.
4. Increase faculty participation in providing college stories to University Relations for inclusion in media releases.
5. Increase college faculty participation in, and contribution to, major university initiatives and committees.
6. Diversify college career fairs to include employers seeking recruits from a broader array of business majors.
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.
8. Increase participation of Kelce student teams in regional and national competitions and conferences.

Approved:

Kelce General Faculty
August 13, 2015

Synchronized with University’s Strategic Plan
August 17, 2017

Synchronized with University’s Strategic Plan
May 3, 2021