



K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: College of Business Administration
Department: Management

1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?

Mission Statement: Shaping tomorrow’s leaders through relevant, ethical, and innovative management scholarship.

Vision: Management curriculum adds value to students’ education. Graduates of our programs are sought out by businesses and organizations because of the knowledge base, skill sets, and attitudes acquired at KSU. Graduates are responsible and valued members of their respective business communities and society at large. Faculty members are recognized as experts in their respective fields.

Contribution to College Vision and K-State 2025:

The Department of Management contributes to the College’s vision of being the school of choice for the best students in the region and to be a school that attracts highly qualified students from across the globe by (1) offering high quality teaching, (2) engaging in high quality academic research, (3) providing current and rigorous curriculum, (4) supporting business community through research collaboration and consulting, and (5) fostering strong partnerships with our various constituents.

The Department of Management contributes to the K-State 2025 vision of becoming a top 50 public research university by engaging in activities that (1) build the research prominence of the university, (2) provide for exceptional undergraduate educational experiences, (3) engage external constituents, and (4) lead to a more faculty and student international experiences

2. What are your Department’s key strategic activities and outcomes?

3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
1. Undergraduate Programs a. Continually review and upgrade curriculum. b. Develop & implement a formal student learning assessment plan c. Encourage interaction between business community & students d. Pursue opportunities for	1. Undergraduate Programs a. All majors go through one thorough curriculum review and changes. [1a] b. Achievement of an “acceptable rating” by 70% of students on the department student learning outcomes. [1a]	1. Undergraduate Programs a. All majors go through one thorough curriculum review and changes. [1a] b. Achievement of an “acceptable rating” by 75% of students on the department student learning outcomes. [1a]	1. Undergraduate Programs a. All majors go through one thorough curriculum review and changes. [1a] b. Achievement of an “acceptable rating” by 80% of students on the department student learning outcomes. [1a]

<p>undergraduates to engage in research.</p> <p>2. <u>Intellectual Contributions</u></p> <p>a. Provide necessary support and resources for faculty research.</p> <p>b. Encourage cross-disciplinary collaboration.</p> <p>c. Actively engage multiple sources of external funding.</p> <p>3. <u>Faculty and Staff Development</u></p> <p>a. Faculty engages in professional activities to improve research, teaching and/or service.</p> <p>b. Participation by staff in at least one professional development activity annually.</p> <p>c. Completion of an adequate amount of professional development activities for those faculty members that are to maintain their AACSB professionally qualified (PQ) status.</p> <p>4. <u>Internationalization</u></p> <p>a. Work toward expanding international dimensions of the management curriculum by infusing international content throughout curricula.</p> <p>b. Encourage faculty and student participation in study abroad opportunities.</p>	<p>c. More than 80% of management students will have an Executive mentor. [1b, 1e, 1f]</p> <p>d. Have five examples of student involvement in research that involves presentations in meetings. [1c, 1d]</p>	<p>c. More than 85% of management students will have an Executive mentor. [1b, 1e, 1f]</p> <p>d. Have five examples of student involvement in research that involves presentations in meetings. [1c, 1d]</p>	<p>c. More than 90% of management students will have an Executive mentor. [1b, 1e, 1f]</p> <p>d. Have five examples of student involvement in research that involves presentations in meetings. [1c, 1d]</p>
	<p>2. <u>Intellectual Contributions</u></p> <p>a. Increase both the number of refereed journal and high quality journal publications by 5% using FY2012 baseline data. [3a]</p> <p>b. Identify a niche research area and research collaboration opportunities. [3a]</p> <p>c. Submit at least 3 extramural grant proposals. [3a, 3b]</p>	<p>2. <u>Intellectual Contributions</u></p> <p>a. Increase both the number of refereed journal and high quality journal publications using FY2015 baseline data. [3a]</p> <p>b. Host a CBA research presentation series. [3a]</p> <p>c. Submit at least 3 extramural grant proposals. [3a, 3b]</p>	<p>2. <u>Intellectual Contributions</u></p> <p>a. Increase both the number of refereed journal and high quality journal publications using FY2020 baseline data. [3a]</p> <p>b. Host a campus-wide and/or a regional seminar. [3a]</p> <p>c. Submit at least 3 extramural grant proposals. [3a, 3b]</p>
	<p>3. <u>Faculty and Staff Development</u></p> <p>a. All faculty members and staff document & demonstrate their improvement in professional development activities each year. [4a]</p> <p>b. Faculty will stay qualified under AACSB guidelines. [4b]</p> <p>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</p>	<p>3. <u>Faculty and Staff Development</u></p> <p>a. All faculty members document & demonstrate their improvement in professional development activities each year. [4a]</p> <p>b. Faculty will stay qualified under AACSB guidelines. [4b]</p> <p>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</p>	<p>3. <u>Faculty and Staff Development</u></p> <p>a. All faculty members document & demonstrate their improvement in professional development activities each year. [4a]</p> <p>b. Faculty will stay qualified under AACSB guidelines. [4b]</p> <p>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</p>
	<p>4. <u>Internationalization</u></p> <p>a. Increase the number of faculty involved in international research, teaching, and service activities by 10 percent across the 3 categories by 2015. [2d, 5a]</p> <p>b. Increase the percentage of management students participating in study abroad experiences by 10 percent by 2015. [5b]</p>	<p>4. <u>Internationalization</u></p> <p>a. Increase the number of faculty involved in international research, teaching, and service activities by another 10 percent across the 3 categories by 2020. [2d, 5a]</p> <p>b. Increase the percentage of management students participating in study abroad experiences by another 10 percent by 2020. [5b]</p>	<p>4. <u>Internationalization</u></p> <p>a. Increase the number of faculty involved in international research, teaching, and service activities by another 10 percent across the 3 categories by 2025. [2d, 5a]</p> <p>b. Increase the percentage of marketing students participating in study abroad experiences by another 10 percent by 2025. [5b]</p>

<p>5. <u>Diversity</u> a. Develop and enhance management curricula to address demographics and cultural diversity. b. Encourage faculty and staff to attend events about inclusive classrooms and cultural competencies.</p>	<p>5. <u>Diversity</u> a. Conduct a comprehensive review of cultural competency modules taught in core management classes. [6a, 6b]</p>	<p>5. <u>Diversity</u> a. Conduct a comprehensive review of cultural competency modules taught in core management classes. [6a, 6b]</p>	<p>5. <u>Diversity</u> a. Conduct a comprehensive review of cultural competency modules taught in core management classes. [6a, 6b]</p>
<p>6. <u>Business Partnerships and Fundraising</u> a. Strengthen and maintain relationships with the business community through advisory council. b. Increase business participation in the Executive Mentoring Program c. Develop active collaboration between business professionals and faculty to enhance applied research. d. Enhance communication (newsletter, on-site visits) with business partners and advisory council members. e. Provide scholarships to high quality students and those in need of financial assistance.</p>	<p>6. <u>Business Partnerships and Fundraising</u> a. Increase attendance at advisory council meetings to at least 60% of members attending [7a] b. Increase the number of students with Executive Mentors by 15% each year. [7a, 7b] c. In five years, have at least one collaborative research project. [7a, 7c] d. Visit at least 12 companies and advisory council members each year. [7a, 7b, 7c, 7d] e. Establish an Endowed Fund (\$25,000) for student scholarship by 2015. [8b]</p>	<p>6. <u>Business Partnerships and Fundraising</u> a. Increase attendance at advisory council meetings to at least 60% of members attending [7a] b. Increase the number of students with Executive Mentors by 15% each year. [7a, 7b] c. In five years, have at least one collaborative research project. [7a, 7c] d. Visit at least 12 companies and advisory council members each year. [7a, 7b, 7c, 7d] e. Increase the amount of funds available for management scholarships by 10% by 2020. [8b]</p>	<p>6. <u>Business Partnerships and Fundraising</u> a. Increase attendance at advisory council meetings to at least 60% of members attending [7a] b. Increase the number of students with Executive Mentors by 15% each year. [7a, 7b] c. In five years, have at least one collaborative research project. [7a, 7c] d. Visit at least 12 companies and advisory council members each year. [7a, 7b, 7c, 7d] e. Increase the amount of funds available for management scholarships by another 10% by 2025. [8b]</p>

4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?

- (1) The department is the largest academic unit in the College of Business Administration and it offers wide varieties of courses/skills/specialties to students and business community.
- (2) Faculty members have high research productivity and many of them are nationally/world renowned scholars in their fields.
- (3) Many faculty members have extensive experience working with business community.
- (4) The department has a very engaging advisory council.
- (5) The Entrepreneurship academic program is rapidly growing and will continue to attract students across the campus.

(6) The department has faculty members specializing in the area of business analytics that has great potential for academic-industry collaboration.

4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?

(1) The department has lost faculty members/lines over the last few years and many classes are now taught by adjunct instructors. In fall 2013, there will be 9 classes taught by 7 adjunct faculty members. The Entrepreneurship Program does not even have a tenure-track faculty. We need to hire faculty members to achieve/maintain high teaching and research quality and support the growth of the academic program.

(2) We will need continued funding for database and analytical software.

5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?

We will seek additional private funding at the department level and a share of the private funding at the college level. We will argue for faculty lines when they become available.

6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics?
(See *below*)

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-4 - Number of faculty awards B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics:</p> <p>T1-1 - # of interdisciplinary research projects, institutes, and centers</p> <p>T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-C - Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-P - Research and development expenditures competitive with benchmark institutions</p> <p>T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</p>
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics:</p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-6 - % of undergraduate enrollment by demographic group</p> <p>T2-7 - Student satisfaction and utilization rates</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</p> <p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research</p> <p>T2-E - Effective evaluation practices that recognize and reward teaching,</p>	<p>T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence</p> <p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-K - Superior and diverse faculty recognized for teaching excellence</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-P - Faculty teaching and advising awards comparable to our benchmark institutions</p> <p>T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R - Six-Year graduation rates comparable to benchmark institutions</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	advising, and life-long learning/professional development T2-F - Effective system in place that supports and promotes teaching excellence T2-G - Successful recruitment and retention strategies that address our entire student population T2-H - Improved six-year graduation rates and retention ratios	T2-M - Increased undergraduate contributions in the creation of scholarship through research T2-N - Ongoing improvement of six-year graduation rates and retention ratios	
T3 - Graduate Scholarly Experience Theme 3 Metrics: T3-8 - Graduate student satisfaction and utilization rates	T3-E - Expectation of excellence for the graduate scholarly experience T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students	T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment	T3-N - National and international reputation for outstanding graduates with demonstrable career success
T4 - Engagement, Extension, Outreach and Service Theme 4 Metrics: T4-5 - # of participants involved in community-based research and outreach projects T4-6 - Economic impacts on rural and urban communities in Kansas	T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide T4-D - Increased numbers and diversity of faculty and staff participating in Engagement	T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service	T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement
T5 - Faculty and Staff Theme 5 Metrics:	T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility	T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T5-1 - # of national and international faculty awards</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</p> <p>T5-5 - % of tenure/tenure-track faculty by demographic group</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-D - Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission</p>		