



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

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**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:** The mission of the Department of Marketing is to generate, disseminate, and apply marketing knowledge by engaging in high quality teaching, research, professional service, and professional development activities. Our primary goal is to educate and develop students into marketing practitioners who possess the skills to advance in their career and the potential to assume leadership positions.

**Vision:** The Department strives to be acknowledged as the leader in undergraduate marketing education by key constituents including the citizens of Kansas, corporate stakeholders, government entities, and peer institutions.

**Contribution to College Vision and K-State 2025:**

The Department of Marketing 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) engaging in high quality undergraduate teaching, (2) offering an innovative program in professional selling, (3) working to promote inclusion and internationalization of our curriculum, (4) making meaningful contributions to business knowledge and practice through our research, and (5) fostering strong partnerships with our various constituents.

The Department of Marketing 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>
<p>1. <u>Teaching</u></p> <p>a. Teach marketing concepts, principles, and theories and their application.</p> <p>b. Pursue opportunities for undergraduates to engage in research.</p> <p>c. Monitor emerging trends in knowledge for dissemination to students and apply pedagogical innovations .</p> <p>d. Seek input from external constituents and adapt the curriculum to meet these needs as they align with our educational mission and strategic direction.</p>	<p>1. Teaching</p> <p>a. Achievement of an “acceptable rating” by 80% of students on the department student learning outcomes. [1a]</p> <p>b. Maintain high level of student employment comparable to available benchmarks.</p> <p>c. Obtain favorable survey reviews from current and former students, employers, and Marketing Advisory Board Members.</p>	<p>1. Teaching</p> <p>a. Achievement of an “acceptable rating” by 83% of students on the department student learning outcomes. [1a]</p> <p>b. Maintain high level of student employment comparable to available benchmarks.</p> <p>c. Obtain favorable survey reviews from current and former students, employers, and Marketing Advisory Board Members.</p>	<p>1. Teaching</p> <p>a. Achievement of an “acceptable rating” by 85% of students on the department student learning outcomes. [1a]</p> <p>b. Maintain high level of student employment comparable to available benchmarks.</p> <p>c. Obtain favorable survey reviews from current and former students, employers, and Marketing Advisory Board Members.</p>
<p>2. <u>Internationalization</u></p> <p>a. Work toward expanding international dimensions of the marketing curriculum by infusing international content throughout curricula.</p> <p>b. Encouraging student participation in the Certificate in International Business (CIB).</p> <p>c. Encourage faculty and student participation in study abroad opportunities.</p>	<p>2. <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 marketing students participating in study abroad experiences by 10 percent by 2015. [5b]</p> <p>c. Increase by 10% the number of marketing students participating in the CIB by 2015. [5b]</p>	<p>2. <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 marketing students participating in study abroad experiences by another 10 percent by 2020. [5b]</p> <p>c. Increase by another 10% the number of marketing students participating in the CIB by 2020. [5b]</p>	<p>2. <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>c. Increase by another 10% the number of marketing students participating in the CIB by 2025. [5b]</p>

**3. Diversity**

- a. Encourage students from under-represented groups to consider the marketing major or sales certificate by participating in student recruiting events.
- b. Encourage faculty and staff to attend events about inclusive classrooms and cultural competencies.
- c. Survey students about classroom and department climate as part of a college-wide survey.
- d. Develop and implement modules to address demographics and cultural competence in core marketing courses.

**4. Intellectual Contributions**

- a. Allocation of at least 40% of tenured and tenure track faculty member time to conducting marketing research targeted toward journal and conference publications.
- b. Review journal articles and conference papers.
- c. Apply annually for internal and external funding related to research.

**3. Diversity**

- a. Increase percentage of marketing students from under-represented groups by 3% by 2015. [6a, 6b]
- b. Increase the number of cultural competency modules taught in core marketing classes by 5% by 2015. [6a, 6b]

**4. Intellectual Contributions**

- a. Tenured and tenure track faculty members will increase the number of submissions to journals and conferences by 5 percent by 2015. [3a]
- b. Tenure track faculty members will increase the number of accepted journal articles and conference proceedings by 5 percent by 2015. [3a]
- c. Twenty five percent of eligible marketing faculty members will apply for research grant support by 2015. [3b]

**3. Diversity**

- a. Increase percentage of marketing students from under-represented groups by another 5% by 2020. [6a, 6b]
- b. Increase the number of cultural competency modules taught in core marketing classes by another 10% by 2020. [6a, 6b]

**4. Intellectual Contributions**

- a. Tenured and tenure track faculty members will increase the number of submissions to journals and conferences by another 10 percent by 2020. [3a]
- b. Tenure track faculty members will increase the number of accepted journal articles and conference proceedings by another 10 percent by 2020. [3a]
- c. Fifty percent of eligible marketing faculty members will apply for research grant support by 2020. [3b]

**3. Diversity**

- a. Increase percentage of marketing students from under-represented groups by another 5% by 2025. [6a, 6b]
- b. Increase the number of cultural competency modules taught in core marketing classes by another 10% by 2025. [6a, 6b]

**4. Intellectual Contributions**

- a. Tenured and tenure track faculty members will increase the number of submissions to journals and conferences by another 10 percent by 2025. [3a]
- b. Tenure track faculty members will increase the number of accepted journal articles and conference proceedings by another 10 percent by 2025. [3a]
- c. Seventy Five percent of eligible marketing faculty members will apply for research grant support by 2025. [3b]

<p>5. <b><u>Faculty and Staff Development</u></b></p> <ul style="list-style-type: none"> <li>a. Remain current on changes in technology related to marketing.</li> <li>b. Interact with businesses.</li> <li>c. Participation by staff in at least one professional development activity annually.</li> <li>d. Completion of an adequate amount of professional development activities for those faculty that are to maintain their AACSB professionally qualified (PQ) status.</li> </ul>	<p>5. <b><u>Faculty and Staff Development</u></b></p> <ul style="list-style-type: none"> <li>a. Demonstrate improvement in teaching, research, and service. [4a]</li> <li>b. Faculty will stay qualified under AACSB guidelines. [4b]</li> <li>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</li> </ul>	<p>5. <b><u>Faculty and Staff Development</u></b></p> <ul style="list-style-type: none"> <li>a. Demonstrate improvement in teaching, research, and service. [4a]</li> <li>b. Faculty will stay qualified under AACSB guidelines. [4b]</li> <li>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</li> </ul>	<p>5. <b><u>Faculty and Staff Development</u></b></p> <ul style="list-style-type: none"> <li>a. Demonstrate improvement in teaching, research, and service. [4a]</li> <li>b. Faculty will stay qualified under AACSB guidelines. [4b]</li> <li>c. Faculty will allocate at least 5% of their time to professional development activities. [4a, 4b]</li> </ul>
<p>6. <b><u>National Strategic Sales Initiative</u></b></p> <ul style="list-style-type: none"> <li>a. Implement the Professional Strategic Selling (PSS) Certificate.</li> <li>b. Develop a sales major in the College of Business Administration.</li> <li>c. Engage in high-profile public relations activities including an active social-media program.</li> <li>d. Expand K-State Sales Week program and host sales competitions.</li> <li>e. Hire additional support personnel.</li> <li>f. Hire additional sales oriented (teaching and research interests)</li> </ul>	<p>6. <b><u>National Strategic Sales Initiative</u></b></p> <ul style="list-style-type: none"> <li>a. Generate enrollment in the Professional Strategic Selling Certificate of 50 or more by the 2015 academic year. [9a, 9b]</li> <li>b. Increase the number of students enrolled in all sales classes to 500 or more by the 2015 academic year. [9a, 9b]</li> <li>c. Obtain scholarships for PSS Certificate students. [9a, 9b, 8b]</li> <li>d. Develop 20 annual Sales Cat Corporate Partnerships with the business community by 2015. [9a, 9b, 8d]</li> </ul>	<p>6. <b><u>National Strategic Sales Initiative</u></b></p> <ul style="list-style-type: none"> <li>a. Generate enrollment in the Professional Strategic Selling Certificate of 100 or more by the 2020 academic year. [9a, 9b]</li> <li>b. Increase the number of students enrolled in all sales classes to 600 or more by the 2020 academic year. [9a, 9b]</li> <li>c. Obtain scholarships for PSS Certificate students. [9a, 9b, 8b]</li> <li>d. Develop 30 annual Sales Cat Corporate Partnerships with the business community by 2020. [9a, 9b, 8d]</li> </ul>	<p>6. <b><u>National Strategic Sales Initiative</u></b></p> <ul style="list-style-type: none"> <li>a. Generate enrollment in the Professional Strategic Selling Certificate of 200 or more by the 2025 academic year. [9a, 9b]</li> <li>b. Increase the number of students enrolled in all sales classes to 800 or more by the 2025 academic year. [9a, 9b]</li> <li>c. Obtain scholarships for PSS Certificate students. [9a, 9b, 8b]</li> <li>d. Develop 40 annual Sales Cat Corporate Partnerships with the business community by 2025. [9a, 9b, 8d]</li> </ul>

<p>faculty member.</p>			
<p>7. <b><u>Business Partnerships and Fundraising</u></b></p> <p>a. Maintain an advisory council of business executives.</p> <p>b. Actively communicate internship and full time job opportunities from our business partners to our marketing majors.</p> <p>c. Publish a newsletter of activities that will be sent to constituents.</p> <p>d. Sponsor value-added educational events to enhance the skills of business professionals.</p> <p>e. Seek supplemental funding to pay for our academic initiatives.</p> <p>f. Annually nominate a supporter to a “Marketing Hall of Fame”.</p>	<p>7. <b><u>Business Partnerships and Fundraising</u></b></p> <p>a. Increase by 5% the amount of money raised from private sources by 2015. [8b, 8c, 8d]</p> <p>b. Increase the number of advisory council companies by 20% by 2015. [7a, 7b, 7d]</p> <p>c. Increase the number of stakeholders who receive our quarterly newsletter by 10% by 2015. [7d]</p> <p>d. Increase the number of Business professionals who actively engage with the department by 10% by 2015. [7a, 7b]</p> <p>e. Increase the amount of funds available for marketing scholarships by 10% by 2015. [8b]</p>	<p>7. <b><u>Business Partnerships and Fundraising</u></b></p> <p>a. Increase by 10% the amount of money raised from private sources over this 5 year time frame. [8b, 8c, 8d]</p> <p>b. Increase the number of advisory council companies by 20% over this five year time frame. [7a, 7b, 7d]</p> <p>c. Increase the number of stakeholders who receive our quarterly newsletter by 10% by 2020. [7d]</p> <p>d. Increase the number of Business professionals who actively engage with the department by 20% by 2020. [7a, 7b]</p> <p>e. Increase the amount of funds available for marketing scholarships by 10% by 2020. [8b]</p>	<p>7. <b><u>Business Partnerships and Fundraising</u></b></p> <p>a. Increase by 10% the amount of money raised from private sources over this 5 year time frame. [8b, 8c, 8d]</p> <p>b. Increase the number of advisory council companies by 20% over this five year time frame. [7a, 7b, 7d]</p> <p>c. Increase the number of stakeholders who receive our quarterly newsletter by 10% by 2025. [7d]</p> <p>d. Increase the number of Business professionals who actively engage with the department by 20% by 2025. [7a, 7b]</p> <p>e. Increase the amount of funds available for marketing scholarships by 10% by 2025. [8b]</p>

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

The department has a strong faculty and an excellent staff support person. Companies are interested in our graduates. The career of professional selling is rapidly growing. We have a good core advisory council.

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

We will need to expand the number of sales faculty. We will need to have 1 to 2 more support people. We will need continued funding for analytical software. We will need adequate space in the new building for a state-of-the-art sales lab.

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-7 - Six-year graduation rate

Links to Common Elements
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><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b> T1-1 - # of interdisciplinary research projects, institutes, and centers 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-F - Enhanced and systematic approach for UG research</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b> T2-1 - # and % of undergraduate students participating in a meaningful international experience T2-2 - # and % of undergraduate students completing an experiential learning experience T2-3 - Total funding awarded for undergraduate scholarship support T2-6 - % of undergraduate enrollment by demographic group T2-7 - Student satisfaction and utilization rates</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, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching 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-N - Ongoing improvement of six-year graduation rates and retention ratios</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)
	T2-H - Improved six-year graduation rates and retention ratios		
<b>T3 - Graduate Scholarly Experience</b>		T3-I - Increased participation by our graduate students in unique high level learning and experiential training  T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment	
<b>T4 - Engagement, Extension, Outreach and Service</b>	T4-D - Increased numbers and diversity of faculty and staff participating in Engagement  T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community		
<b>T5 - Faculty and Staff</b>  <b>Theme 5 Metrics:</b> T5-4 - # and % of faculty and staff participating in international experiences T5-7 - % of faculty and staff reporting satisfaction in the work environment	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	T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs  T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers
<b>T6 - Facilities and Infrastructure</b>			T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities