Kansas State University | College of Business

STRATEGIC PLAN

2030

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VISION

To be a transformational leader in business thought and education through knowledge creation, innovative programs, and extraordinary experiences.

We will support students by providing high-quality faculty and staff, strong student advising and co-curricular programs, innovative career development services, successful and involved alumni and corporate partners, and by building applied academic programs and pursuing targeted initiatives. Our academic programs will have an experiential focus and be competitive with the best programs among our peer institutions. The college will play an integral part in the University's strategic plan by striving for high-quality undergraduate and graduate programs that serve our land-grant mission, multi-faceted interaction with the business community, and research endeavors that influence business practice and inform business education.

MISSION

To create value for students, business, and society through activities that lead to career success and the advancement of knowledge.

The College of Business Administration operates under the administration of the Kansas Board of Regents and Kansas State University. The long-term purpose of the college is to provide excellent undergraduate and graduate degree programs that will prepare students to become successful business professionals in an increasingly complex and interconnected workplace.

The College is committed to conducting and disseminating research that improves the practice of business, providing experiential learning opportunities for students, and strengthening a strong academic reputation for purposes of student recruitment and placement.

The College's comparative advantage derives from a strong family culture, a well-qualified student population, a faculty committed to high-quality research and teaching, dedicated staff, and strong support from alumni and the business community. The achievement of our mission is dependent upon the joint efforts of all individuals in each of these constituent groups working together toward beneficial outcomes.

Strategic Plan Structure

The 2024-2030 strategic plan is structured around three primary goals that are core to our vision and mission:

(1) deliver a highly impactful educational experience

(2) provide value and build strong relationships with our constituents, and

(3) create positive outcomes for our employees and beyond.

There are three more specific goals associated with each primary goal, for a total of nine college goals. Strategies for achieving these nine goals are listed in our strategic plan, while tactic level activities for accomplishing the strategies are provided in the college's operating plan. The strategic plan is illustrated in a figure and table below. The figure provides a high-level view to quickly communicate the basics of the plan. The table provides additional detail by illustrating how each strategy aligns with the NextGen K-State strategic imperatives and provides metrics for each strategy (2027 goal and 2030 goal).

VALUES	
CONNECTION	**We are stronger together** — cultivating trust and building relationships to connect our K-State community with our state, nation and world.
COURAGE	**We lead with bold conviction** — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.
IMPACT	**We listen, adapt and challenge the status quo** — leading change through learning and discovery that transforms lives and creates shared prosperity for all.
LEARNER-FOCUSED	**We welcome all who seek to learn and grow** — providing an exceptional experience that helps all achieve their potential.
PEOPLE-CENTERED	**We are everything because of our people** — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.
STEWARDSHIP	**We are committed to our futur**e — using our resources responsibly to leave a positive, lasting legacy.

Strategic Plan Development

In parallel to the creation of a new university strategic plan we solicited input from various constituents on an updated Business College strategic plan for the next 5-year period. Specifically, we solicited structured feedback from Business Advisory Council (BAC) members at spring and fall BAC meetings, college faculty and staff at our annual All- College retreat, senior college leadership team at a summer executive council retreat, and student leaders from the Dean's Student Advisory Council. Drafts were prepared from this input and shared over the 23-24 academic year with relevant stakeholders to solicit additional feedback, leading to the final draft from the college. At the start of the fall 2024 semester, the Dean reviewed the plan with university leadership and received final plan approval from the President in September 2024.

COLLEGE OF BUSINESS GOALS

Goal 1: Deliver a highly impactful educational experience

Goal 1.1: Provide a rigorous and in-demand undergraduate curriculum

Goal 1.2: Provide opportunities for advanced studies through masters degree programs and certificates

Goal 1.3: Develop and market a robust set of offerings for adult learners

Goal 2: Provide value and build strong relationships with our constituents

Goal 2.1: Enhance prospective student recruitment

Goal 2.2: Support current students in navigating their path to a degree and career

Goal 2.3: Strengthen alumni and corporate engagement

Goal 3: Create positive outcomes for our employees and beyond

Goal 3.1: Strengthen our organizational culture and physical work environment

Goal 3.2: Impact economic development through scholarly research and outreach

Goal 3.3: Grow our financial resources

GOAL 1

Goal 1: Deliver a highly impactful educational experience

Goal 1.1: Provide a rigorous and in-demand undergraduate curriculum

Strategy 1.1.1: Innovate the content and delivery of the curriculum based on marketplace needs.

Strategy 1.1.2: Increase the number of students participating in at least one applied learning experience.

Strategy 1.1.3: Provide programs that foster a learning environment that is welcoming and engaging for all students.

Goal 1.2: Provide opportunities for advanced studies through masters degree programs and certificates

Strategy 1.2.1: Grow online masters and enhance the program ranking/reputation.

Strategy 1.2.2: Develop joint degree programs (1+1 & 4+1) with academic units across campus and international schools.

Strategy 1.2.3: Enhance capstone graduate program experience to support the Kansas business community.

Goal 1.3: Develop and market a robust set of offerings for adult learners

Strategy 1.3.1: Build a corporate training initiative to bring business faculty expertise to organizations.

Strategy 1.3.2: Develop a portfolio of industry demanded micro-credentials.

Strategy 1.3.3: Create conference offerings to engage targeted industry sectors.

Goal 2: Provide value and build strong relationships with our constituents

Goal 2.1: Enhance prospective student recruitment

Strategy 2.1.1: Enhance messaging of our unique capabilities to prospective students, alumni, and employers.

Strategy 2.1.2: Increase awareness of minors and certificate programs among students.

Strategy 2.1.3: Enhance out-of-state and transfer student recruitment.

Goal 2.2: Support current students in navigating their path to a degree and career

Strategy 2.2.1: Innovate and grow our student-focused advising.

Strategy 2.2.2: Provide comprehensive career readiness programs including impactful extracurricular programs to enhance student learning and employability.

Strategy 2.2.3: Expand financial resources for students.

Goal 2.3: Strengthen alumni and corporate engagement

Strategy 2.3.1: Increase alumni participation in college engagement activities.

Strategy 2.3.2: Increase faculty and student involvement with alumni.

Strategy 2.3.3: Grow quality relationships with companies.

Goal 3: Create positive outcomes for our employees and beyond

Goal 3.1: Strengthen our organizational culture and physical work environment

Strategy 3.1.1: Foster a strong sense of belonging and collegiality through a professional and positive work environment for faculty, staff, and students.

Strategy 3.1.2: Provide competitive salary and non-salary incentives across all college employees.

Strategy 3.1.3: Maintain building at high level of operations, cleanliness, and functionality.

Goal 3.2: Impact economic development through scholarly research and outreach

Strategy 3.2.1: Provide funding, developmental support, and infrastructure to strengthen and grow impactful research projects.

Strategy 3.2.2: Increase support and incentives for faculty to engage in interdisciplinary research and program development resulting in extramural funding.

Strategy 3.2.3: Assist Kansas businesses to drive economic development in the state.

Goal 3.3: Grow our financial resources

Strategy 3.3.1: Create new and expand existing revenue streams.

Strategy 3.3.2: Grow the college endowment.

Strategy 3.3.3: Maximize college fundraising efforts to meet our mission and needs.

Alignment with University Imperatives and Success Metrics

Business College Goals and Strategies	Alignment With K-State Strategic Imperative	2027 Outcome Target	2030 Outcome Target
GOAL 1: Deliver a highly impactful educational experience for undergraduate students, masters students, and non-degree seeking adult learners.			
Goal 1.1 Provide a rigorous and in demand undergraduate curriculum through the development and continuous evaluation of innovative academic programs, adoption of applied learning experiences as a college wide signature element, and providing engagement opportunities for all students to create a welcoming and supportive environment.			
Strategy 1.1.1 Innovate the content and delivery of the curriculum based on marketplace needs.	Imperative 1: grow our total enrollment to 30,000 learners Imperative 5: meet the needs of learners, employers and society	3,372 business students On campus goal UG: 2,863 GR: 158 Online goal UG: 151 GR: 201	3,469 business students On campus goal UG: 2,909 GR: 179 Online goal UG: 153 GR: 228
Strategy 1.1.2 Increase the number of students participating in at least one applied learning experience (e.g., internships, study abroad, undergraduate research experience, interdisciplinary experiences).	Imperative 2: improve our retention and graduation rates Imperative 3: applied learning experiences	All students have access to applied learning experiences	Applied learning experience required for graduation
Strategy 1.1.3 Provide programs that foster a learning environment that is welcoming and engaging for all students.	Imperative 1: grow our total enrollment to 30,000 learners Imperative 2: improve our retention and graduation rates	First year retention rate: 92%	First year retention rate: 94%
Goal 1.2 Provide opportunities for advanced studies through master's degree programs and certificates by growing the reputation of online programs, exploring partnerships with other academic units, and leveraging the curriculum to assist economic growth in the state.			
Strategy 1.2.1 Grow online masters and enhance the program ranking/reputation.	Imperative 1: grow our total enrollment to 30,000 learners Imperative 5: meet the needs of learners, employers and society	Online masters enrollment (PMBA, Macc, and MSDA) of 200	Online masters enrollment (PMBA, Macc, and MSDA) of 300
Strategy 1.2.2 Develop joint degree programs (1+1 & 4+1) with academic units across campus and international schools.	Imperative 1: grow our total enrollment to 30,000 learners	Enrollment in joint degree programs (1+1 & 4+1) of 35 students	Enrollment in joint degree programs (1+1 & 4+1) of 40 students
Strategy 1.2.3 Enhance capstone graduate program experience to support the Kansas business community.	Imperative 3: applied learning experiences Imperative 7: economic impact for the state	30 organizations impacted annually	35 organizations impacted annually

Alignment with University Imperatives and Success Metrics

Business College Goals and Strategies	Alignment With K-State Strategic Imperative	2027 Outcome Target	2030 Outcome Target
Goal 1.3 Develop and market a robust set of offerings for adult learners to grow this area to a $5000K annual revenue stream through expansion of corporate training activity, micro-credential offerings, and development of industry conferences.			
Strategy 1.3.1 Build a corporate training initiative to bring business faculty expertise to organizations.	Imperative 5: meet the needs of learners, employers and society Imperative 6: aggressively pursues partnerships Imperative 7: economic impact for the state	Expand number of companies participating in corporate training to 5	Expand number of companies participating in corporate training to 10
Strategy 1.3.2 Develop a portfolio of industry demanded micro-credentials.	Imperative 1: grow our total enrollment to 30,000 learners Imperative 5: meet the needs of learners, employers and society Imperative 7: economic impact for the state	250 adult learners earning non-credit MCs annually	500 adult learners earning non-credit MCs annually
Strategy 1.3.3 Create conference offerings to engage targeted industry sectors.	Imperative 1: grow our total enrollment to 30,000 learners Imperative 5: meet the needs of learners, employers and society Imperative 7: economic impact for the state	2 annual conferences hosted by the college	3 annual conferences hosted by the college

Alignment with University Imperatives and Success Metrics

Business College Goals and Strategies	Alignment With K-State Strategic Imperative	2027 Outcome Target	2030 Outcome Target
Goal 2: Provide value and build strong relationships with our constituents to include prospective students, current students, alumni, and corporations.			
Goal 2.1: Enhance prospective student recruitment			
Strategy 2.1.1 Enhance messaging of our unique capabilities to prospective students, alumni, and employers.	Imperative 1: grow our total enrollment to 30,000 learners	Increase admitted CBA freshmen students to 1,600 per year	Increase admitted CBA freshmen students to 2,000 per year.
Strategy 2.1.2 Increase awareness of minors and certificate programs among students.	Imperative 1: grow our total enrollment to 30,000 learners	Increase number of students enrolled in a business minor or certificate to 1000	Increase number of students earning minors and certificates to 1050
Strategy 2.1.3 Enhance out-of-state and transfer student recruitment	Imperative 1: grow our total enrollment to 30,000 learners	Increase number of Business college OOS and transfer students to 630	Increase number of Business college OOS and transfer students to 660
Goal 2.2 Support current students in navigating their path to a degree and career by enhancing student advising, innovating career development initiatives, and growing scholarship awards.			
Strategy 2.2.1 Innovate and grow our student-focused advising.	Imperative 2: improve our retention (92%) and graduation rates (55%)	First year retention rate: 92% 4-year UG graduation rate of 60%	First year retention rate: 94% 4-year UG graduation rate of 65%
Strategy 2.2.2 Provide comprehensive career readiness programs including impactful extracurricular programs to enhance student learning and employability.	Imperative 2: improve our retention and graduation rates Imperative 3: applied learning experiences	70% accepted job, starting a business, or going to graduate school at graduation	75% accepted job, starting a business, or going to graduate school at. graduation
Strategy 2.2.3 Expand financial resources for students.	Imperative 2: improve our retention and graduation rates	Award $1.8M annually in Business College scholarships	Award $2.2M annually in Business College scholarships
Goal 2.3 Strengthen alumni and corporate engagement to have greater interactions with alumni and growth in how companies engage with the college.			
Strategy 2.3.1 Increase alumni participation in college engagement activities.	Imperative 6: aggressively pursues partnerships	Establish baseline	Show positive growth from baseline (targets to be determined)
Strategy 2.3.2 Increase faculty and student involvement with alumni.	Imperative 6: aggressively pursues partnerships	Establish baseline	Show positive growth from baseline (targets to be determined)
Strategy 2.3.3 Grow quality relationships with companies.	Imperative 6: aggressively pursues partnerships	69 Corporate partners providing $2.17M	76 Corporate partners providing $2.38M

Alignment with University Imperatives and Success Metrics

Business College Goals and Strategies	Alignment With K-State Strategic Imperative	2027 Outcome Target	2030 Outcome Target
Goal 3: Create positive outcomes for our employees and beyond through workplace initiatives, economic development, and resource growth.			
Goal 3.1 Strengthen our organizational culture and physical work environment by becoming a preferred employer on campus, offering competitive compensation and maintaining a high quality work environment.			
Strategy 3.1.1 Foster a strong sense of belonging and collegiality through a professional and positive work environment for faculty, staff and students.	Imperative 9: employer of choice	Establish baseline with survey of faculty, staff, and students	Show positive growth from baseline (targets to be determined)
Strategy 3.1.2 Provide competitive salary and non-salary incentives across all college employees.	Imperative 9: employer of choice	Reach targeted salary levels for all staff employees Develop non-salary incentives	Faculty salaries competitive with business college peer institutions. Staff salaries fully aligned with HR ranges and commensurate expertise levels
Strategy 3.1.3 Maintain the business building at a high level of operations, cleanliness, and functionality.	Imperative 8: operational excellence	Annually invest $400K in building and technology renovation/upgrades	Annually invest $600K in building and technology renovation/upgrades
Goal 3.2 Impact economic development through scholarly research and outreach by supporting faculty research efforts, encouraging pursuit of extramural funding, and helping Kansas companies thrive.			
Strategy 3.2.1 Provide funding, developmental support, and infrastructure to strengthen and grow impactful research projects.	Imperative 4: annual research expenditures	All tenured and tenure track faculty on track to achieve AACSB SA status	Publish over 500 intellectual contributions from 2026 to 2030.
Strategy 3.2.2 Increase support and incentives for faculty to engage in interdisciplinary research and program development resulting in extramural funding.	Imperative 4: annual research expenditures	Grow annual extramural funding to mean of B-Schools in university peer list (~$500K)	Grow annual extramural funding to top quartile of B-Schools in university peer list (~$850K)
Strategy 3.2.3 Assist Kansas businesses to drive economic development in the state.	Imperative 6: aggressively pursues partnerships Imperative 7: economic impact for the state	Annually assist in creating new companies and advancing existing companies for at least 25 Kansas entities	Annually assist in creating new companies and advancing existing companies for at least 50 Kansas entities
Goal 3.3 Grow our financial resources by selectively developing new product offerings, focusing on long term endowed funds, and utilizing best practices in driving philanthropy.			
Strategy 3.3.1 Create new and expand existing revenue streams.	Imperative 10: Grow fundraising	Optimize needed organizational infrastructure	Grow non-credit micro-credentials. conferences, and company training to $500K in revenue annually
Strategy 3.3.2 Grow the college endowment.	Imperative 10: Grow fundraising	Grow college endowment to $110M	Grow college endowment to $150M
Strategy 3.3.3 Maximize college fundraising efforts to meet our mission and needs.	Imperative 10: Grow fundraising	Consistently meet the annual college fundraising goal	Consistently exceed the annual college fundraising goal