



## K-State 2025 Strategic Direction Action Plan and Alignment Template for the College of Business Administration

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

**Response:** The mission of the College of Business Administration at Kansas State University is excellence in the advancement and dissemination of knowledge consistent with the needs of students, business, faculty, and society. The vision of the College is to be the school of choice for the best students in the region and to be a school that attracts highly qualified students from the USA and the world by providing an environment where every student can succeed. The College of Business Administration will contribute to K-State 2025 by providing outstanding educational opportunities to our students and making strong contributions to the knowledge base of the various disciplines that make up the domain of business administration. Key areas of this contribution include substantive improvements in student retention and graduation rates, greater involvement of students in the research process, and international recognition for our (1) outstanding contributions to our students, (2) contributions to improved global business practices, and (3) continuing contributions to the scientific disciplines of business administration.

**2. What are your College's/Major Unit's/Department's key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets. (If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary)**

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p><b>What we plan to do...</b></p> <p><b>1. Undergraduate Programs</b></p> <p>a. Continually assess curriculum structure, content, and quality.</p> <p>b. Encourage interaction between the business community and students.</p> <p>c. Increase undergraduate involvement in faculty research.</p> <p>d. Improve freshmen to sophomore retention rate and 6-year graduation rates.</p>	<p><b>What do we expect to happen in 5 years?</b></p> <p><b>1. Undergraduate Programs</b></p> <p>a. Our graduates will have the knowledge and skills necessary to meet the demands of the business environment.</p> <p>b. More than 80% of our undergraduates will have an Executive Mentor, and more than 20% will engage in internships. <b>[T2-4, T2-2]</b></p> <p>c. Achieve a 3% improvement in the three-year annual average for undergraduate involvement in research by 2015. <b>[B-8]</b></p> <p>d. Have five examples of student involvement in research that involves presenting research at an academic or practitioner conference. <b>[T2-4]</b></p> <p>e. By 2016, improve the freshman to sophomore retention rate from 82.26% to a three year rolling average of 85%. <b>[B-6]</b></p>	<p><b>1. Undergraduate Programs</b></p> <p>a. Continue to ensure that our graduates will have the knowledge and skills necessary to meet the demands of the business environment.</p> <p>b. Increase Executive Mentor participation to 85% of undergraduates by end of 10 years. <b>[T2-4]</b></p> <p>c. Continue to achieve a 1% improvement annually in the average for undergraduate involvement in research. <b>[B-8]</b></p> <p>d. Continue to increase the number of presentations at academic or practitioner conferences. <b>[2-4]</b></p> <p>e. Maintain the three year rolling average retention rate at 85%. <b>[B-6]</b></p>	<p><b>1. Undergraduate Programs</b></p> <p>a. Continue to ensure that our graduates will have the knowledge and skills necessary to meet the demands of the business environment.</p> <p>b. Increase Executive Mentor participation to 90% of undergraduates by end of 15 years. <b>[T2-4]</b></p> <p>c. Continue to achieve a 1% improvement annually in the average for undergraduate involvement in research. <b>[B-8]</b></p> <p>d. Continue to increase the number of presentations at academic or practitioner conferences. <b>[2-4]</b></p> <p>e. Maintain the three year rolling average retention rate at 85%. <b>[B-6]</b></p>

<p><b>2. Master's Programs</b></p> <ul style="list-style-type: none"> <li>a. Work to ensure that both the MBA and the MAcc programs continue to be accredited by AACSB.</li> <li>b. Expand recruiting efforts to attract additional highly qualified students.</li> <li>c. Explore and develop international study tours and exchanges for graduate students.</li> <li>d. Identify market niches for special programs to enhance the regional and national stature of the College.</li> </ul> <p><b>3. Intellectual Contributions</b></p> <ul style="list-style-type: none"> <li>a. Recruit and retain faculty that actively produce and disseminate intellectual contributions in a variety of forms.</li> <li>b. Support faculty member's intellectual activities through summer support, workshops and colloquia, and access to computing resources and databases.</li> <li>c. Disseminate faculty scholarly activity to internal and external constituents.</li> </ul>	<p>f. Improve the six-year graduation rate from 59.96% to a three-year rolling average of 62%. <b>[B-7]</b></p> <p><b>2. Master's Programs</b></p> <ul style="list-style-type: none"> <li>a. Both MBA and MAcc programs will continue to be accredited by AACSB.</li> <li>b. Increase enrollment in our on-campus graduate programs by 10 students at the end of the five-year period. <b>[T3-6]</b></li> <li>c. Maintain average GMAT score of 550 for students enrolling in our on-campus graduate programs.</li> <li>d. Have at least one annual faculty led international study tour. <b>[T3-4]</b></li> <li>e. Have one or two special programs offered that extend our reach to the K-State Olathe campus and/or other added markets. <b>[T3-5]</b></li> </ul> <p><b>3. Intellectual Contributions</b></p> <ul style="list-style-type: none"> <li>a. Increase the number of academic publications by 5 percent. <b>[T1-4]</b></li> <li>b. 25% of tenured and tenure-track faculty will have summer support. Commonly used databases will be purchased. <b>[T5-3]</b></li> </ul>	<p>f. Improve the six-year graduation rate from 62% to a three-year rolling average of 67%. <b>[B-7]</b></p> <p><b>2. Master's Programs</b></p> <ul style="list-style-type: none"> <li>a. Both MBA and MAcc programs will continue to be accredited by AACSB.</li> <li>b. Maintain enrollment in on-campus graduate programs. <b>[T3-6]</b></li> <li>c. Increase average GMAT score of 575 for students enrolling in our on-campus graduate programs.</li> <li>d. Have at least two annual faculty led international study tours. <b>[T3-4]</b></li> <li>e. Develop and offer an Executive and/or Professional MBA program either on-line or in the Kansas City market. <b>[T3-5]</b></li> </ul> <p><b>3. Intellectual Contributions</b></p> <ul style="list-style-type: none"> <li>a. Increase the number of academic publications by 5 percent. <b>[T1-4]</b></li> <li>b. 35% of tenured and tenure-track faculty will have summer support. Commonly used databases will be purchased. <b>[T5-3]</b></li> </ul>	<p>f. Improve the six-year graduation rate from 67% to a three-year rolling average of 70%. <b>[B-7]</b></p> <p><b>2. Master's Programs</b></p> <ul style="list-style-type: none"> <li>a. Both MBA and MAcc programs will continue to be accredited by AACSB.</li> <li>b. Maintain enrollment in on-campus graduate programs. <b>[T3-6]</b></li> <li>c. Increase average GMAT score of 600 for students enrolling in our on-campus graduate programs.</li> <li>d. Have at least 3 annual faculty led international study tours. <b>[T3-4]</b></li> <li>e. Offer an Executive and/or Professional MBA program either on-line or in the Kansas City market. <b>[T3-5]</b></li> </ul> <p><b>3. Intellectual Contributions</b></p> <ul style="list-style-type: none"> <li>a. Increase the number of academic publications by 5%. <b>[T1-4]</b></li> <li>b. 40% of tenured and tenure-track faculty will have summer support. Commonly used databases will be purchased. <b>[T5-3]</b></li> </ul>
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<p><b>4. Faculty and Staff Development</b></p> <p>a. Faculty will participate in conferences, short courses, business internships, and other activities necessary to improve their research, teaching, and/or service.</p> <p>b. Faculty will be supported in their efforts to provide service to their respective disciplines through participation in academic and professional organizations.</p> <p>c. Faculty will be encouraged to engage in interdisciplinary collaboration in curriculum development, teaching, and research.</p> <p>d. The professional development of staff will be encouraged to participate in (1) a variety of developmental activities such as formal educational programs and workshops, and (2) cross-departmental working teams to enhance college communications, projects and processes.</p> <p><b>5. Internationalization</b></p> <p>a. Faculty in all departments will continually work toward expanding international dimensions of the curriculum. This could include: offering international-focused courses, infusing international content throughout the curricula, and enhancing the Certificate of international Business (CIB).</p> <p>b. Faculty and student participation in study abroad, and faculty involvement in international exchange programs and international conferences and workshops will be encouraged.</p>	<p>c. Internal communication will be held by regular seminars. External constituents will be reached via the College's Calvin Today magazine and electronic media.</p> <p><b>4. Faculty and Staff Development</b></p> <p>a. All faculty members will document their professional development activities each year and demonstrate improvement in their research, teaching, and/or service as identified in their annual evaluations. <b>[T5-7]</b></p> <p>b. All professionally qualified faculty will satisfy the minimum requirements for maintaining this status. <b>[T5-7]</b></p> <p>c. Staff will participate in a minimum of one professional development activities and one cross-departmental team annually.</p> <p><b>5. Internationalization</b></p> <p>a. The percentage of faculty and staff involvement in international research, teaching, and developmental activities will increase by 10% at the end of this period. <b>[T5-4]</b></p> <p>b. Student participation in study abroad experiences will increase by 10% at the end of this period. <b>[T2-1, T3-5]</b></p>	<p><b>4. Faculty and Staff Development</b></p> <p>a. Continue at 100% <b>[T5-7]</b></p> <p>b. Continue at 100% <b>[T5-7]</b></p> <p>c. Continue staff development and engagement.</p> <p><b>5. Internationalization</b></p> <p>a. The percentage of faculty and staff involvement in international activities will increase from the short term by 10% at the end of this period. <b>[T5-4]</b></p> <p>b. Student participation in study abroad experiences will increase from the short term by 10% at the end of this period. <b>[T2-1, T3-5]</b></p>	<p><b>4. Faculty &amp; Staff Development</b></p> <p>a. Continue at 100% <b>[T5-7]</b></p> <p>b. Continue at 100% <b>[T5-7]</b></p> <p>c. Continue staff development and engagement.</p> <p><b>5. Internationalization</b></p> <p>a. The percentage of faculty and staff involvement in international activities will increase from the intermediate term by 10% at the end of this period. <b>[T5-4]</b></p> <p>b. Student participation in study abroad experiences will increase from the intermediate term by 10% at the end of this period. <b>[T2-1, T3-5]</b></p>
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<p><b>6. Diversity, Inclusion, and Multicultural Awareness</b></p> <p>a. We will develop and enhance undergraduate and graduate curricula to ensure that students are exposed to issues of demographic and cultural diversity, and provide opportunities to develop multicultural competencies.</p> <p>b. Additional activities will be focused on increasing the (1) diversity of the student body, staff, and faculty through recruitment and retention efforts, and (2) retention and 6-year graduation rates of students from under-represented groups. This will be done by facilitating placement of students in established programs (Developing Scholars, McNair Scholars), pairing students with faculty mentors and developing additional students' research opportunities with corporate partners.</p> <p><b>7. Business Partnership Development and Outreach</b></p> <p>a. Strengthen and maintain relationships with the business community through advisory boards and councils, company and alumni contacts, and faculty-in residence programs.</p> <p>b. Increase business participation in the Executive Mentoring Program and create more internship opportunities for students.</p> <p>c. Develop active collaboration between business professionals and faculty to enhance applied research and disseminate practical implications of academic research to the business community through newsletters, web site, and presentations.</p> <p>d. Strengthen relationships with alumni of the College of Business Administration.</p> <p>e. Provide value-added non-degree courses and programs to enhance the skills and careers of KSU alumni.</p>	<p><b>6. Diversity, Inclusion, and Multicultural Awareness</b></p> <p>a. Increase the freshman-to-sophomore retention rate of students from under-represented groups from 60% to 65% <b>[B-6]</b></p> <p>b. Increase the six-year graduation rate of under-represented groups from 30% to 40%. <b>[B-7]</b></p> <p><b>7. Business Partnership Development and Outreach</b></p> <p>a. Increase attendance at advisory council meetings to at least 65% of members attending. <b>[T4-4]</b></p> <p>b. Increase the number of students with Executive Mentors by 15% each year. <b>[T2-4]</b></p> <p>c. In five years, have at least one faculty-in-residence program with business partners each year. <b>[T4-3]</b></p> <p>d. Increase by 20% the CBA alumni who are five years removed from graduation who renew their membership or join the KSU Alumni Association. <b>[T4-4]</b></p> <p>e. Offer at least three professional education seminars/workshops each semester. <b>[T4-4]</b></p>	<p><b>6. Diversity, Inclusion, and Multicultural Awareness</b></p> <p>a. Increase the freshman-to-sophomore retention rate of students from under-represented groups to 70%. <b>[B-6]</b></p> <p>b. Increase the six-year graduation rate of under-represented groups to 50%. <b>[B-7]</b></p> <p><b>7. Business Partnership Development and Outreach</b></p> <p>a. Increase attendance at advisory council meetings to at least 70% of members attending. <b>[T4-4]</b></p> <p>b. Increase the number of students with Executive Mentors by 15% each year. <b>[T2-4]</b></p> <p>c. In five years, have at least two faculty-in-residence programs each year. <b>[T4-3]</b></p> <p>d. Increase by 25% the CBA alumni who are five years removed from graduation who renew their membership or join the KSU Alumni Association. <b>[T4-4]</b></p> <p>e. Continue to offer at least three professional education seminars/workshops each semester. <b>[T4-4]</b></p>	<p><b>6. Diversity, Inclusion, and Multicultural Awareness</b></p> <p>a. Maintain the freshman-to-sophomore retention rate of students from under-represented groups to 75%. <b>[B-6]</b></p> <p>b. Increase the six-year graduation rate of under-represented groups to 55%. <b>[B-7]</b></p> <p><b>7. Business Partnership Development and Outreach</b></p> <p>a. Maintain attendance at advisory council meetings to at least 75%. <b>[T4-4]</b></p> <p>b. More than 90% of students will have an Executive Mentor. <b>[T2-4]</b></p> <p>c. Continue to have at least two faculty-in-residence programs each year. <b>[T4-3]</b></p> <p>d. More than 40% of CBA alumni who are five years removed from graduation maintain their membership in KSU Alumni Association. <b>[T4-4]</b></p> <p>e. Continue to offer at least three professional education seminars/workshops each semester. <b>[T4-4]</b></p>
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<p><b>8. CBA's Fundraising Priorities: Every Student Can Succeed</b></p> <ul style="list-style-type: none"> <li>a. New, state of the art 120,000 square feet building at a total cost of \$50 million, with \$35 million funded from private sources.</li> <li>b. Provide scholarships to high quality students and those in need of financial assistance.</li> <li>c. Provide competitive compensation packages and research support to attract and retain top faculty and staff.</li> <li>d. Have the financial resources to support innovative and applied academic programs.</li> </ul> <p><b>9. Targeted Initiatives</b></p> <ul style="list-style-type: none"> <li>a. Develop and implement four targeted initiatives: (1) Ethics and Responsible Business Citizenship (2) Integrated Investment management (3) Entrepreneurship (4) National Strategic Selling Institute.</li> </ul>	<p><b>8. CBA's Fundraising Priorities: Every Student Can Succeed</b></p> <ul style="list-style-type: none"> <li>a. Raise \$50 million from public and private sources and complete construction of new building. <b>[T6-1, T6-2]</b></li> <li>b. Raise \$15 million for student scholarships. <b>[T2-3, T3-1, T3-2]</b></li> <li>c. Raise \$15 million for faculty and staff development, recruitment, and retention. <b>[T5-2, T5-3]</b></li> <li>d. Raise \$10 million for innovative and academic programs.</li> </ul> <p><b>9. Targeted Initiatives</b></p> <ul style="list-style-type: none"> <li>a. Gain national recognition in each targeted niche area. <b>[T1-1]</b></li> <li>b. Evaluate feasibility of initiatives continuously, modifying them as appropriate. <b>[T1-1]</b></li> </ul>	<p><b>8. CBA's Fundraising Priorities: Every Student Can Succeed</b></p> <ul style="list-style-type: none"> <li>b. Raise additional \$10 million for student scholarships. <b>[T2-3, T3-1, T3-2]</b></li> <li>c. Raise additional \$10 million for faculty &amp; staff development, recruitment, and retention. <b>[T5-2, T5-3]</b></li> <li>d. Raise additional \$5 million for innovative and practical programs.</li> </ul> <p><b>9. Targeted Initiatives</b></p> <ul style="list-style-type: none"> <li>a. Continue to gain national recognition in each targeted niche area. <b>[T1-1]</b></li> <li>b. Evaluate feasibility of initiatives continuously, modifying them as appropriate. <b>[T1-1]</b></li> </ul>	<p><b>8. CBA's Fundraising Priorities: Every Student Can Succeed</b></p> <ul style="list-style-type: none"> <li>b. Continue fundraising to sustain student scholarships. <b>[T2-3, T3-1, T3-2]</b></li> <li>c. Continue fundraising to further enhance faculty and staff development. <b>[T5-2, T5-3]</b></li> <li>d. Continue fundraising to sustain innovative and practical programs.</li> </ul> <p><b>9. Targeted Initiatives</b></p> <p>Continue to gain national recognition in each targeted niche area. <b>[T1-1]</b></p> <ul style="list-style-type: none"> <li>b. Evaluate feasibility of initiatives continuously, modifying them as appropriate. <b>[T1-1]</b></li> </ul>
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<p><b>T-3. Graduate Scholarly Experience</b></p>	<p><b>T3-E</b> Expectation of excellence for the graduate scholarly experience.  <b>T3-H</b> Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students.</p>	<p><b>T3-J</b> Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment.</p>	<p><b>T3-N</b> National and international reputation for outstanding graduates with demonstrable career success.</p>
<p><b>T-4. Engagement, Extension, Outreach, and Service</b></p>	<p><b>T4-B</b> Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences.  <b>T4-C</b> Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide.  <b>T4-D</b> Increased numbers and diversity of faculty and staff participating in Engagement.</p>	<p><b>T4-K</b> Increased appreciation by K-State graduates for lifelong involvement in engagement and service.</p>	
<p><b>T-5. Faculty and Staff</b></p>	<p><b>T5-A</b> Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas.  <b>T5-B</b> Efficient, effective and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time.  <b>T5-C</b> Career-long learning recognized by the university and its employees as a shared value and responsibility.</p>	<p><b>T5-E</b> Total compensation competitive with aspirant university and regional employers for all employees.  <b>T5-F</b> Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs.</p>	<p><b>T5-H</b> Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers.  <b>T5-I</b> Stable funding available for recruitment and retention of top level faculty and staff.</p>





**3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).**

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|---|--|--|
| <input checked="" type="checkbox"/> Total research & development expenditures | <input checked="" type="checkbox"/> Endowment pool   | <input type="checkbox"/> Number of National Academy members              |
| <input type="checkbox"/> Number of faculty awards                             | <input type="checkbox"/> Number of doctorates granted annually                             | <input checked="" type="checkbox"/> Freshman to sophomore retention rate |
| <input checked="" type="checkbox"/> Six-year graduation rate                  | <input checked="" type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None  |

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

**Response:**

We have talented and faculty and staff who are dedicated to achieving our vision and raise the College's national reputation and stature.

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

**Response:**

A comparison of student/FTE ratios against our peers competitors, and aspirant colleges of business, it is apparent that we do not compare favorably with them in terms of student/faculty ratios or space per student. Similarly, faculty salaries significantly lag national averages. Additional faculty and staff will be needed to achieve our vision. A new building will be needed to house the additional faculty/staff and innovative programs.

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

**Response:**

It is our expectation that funding for additional faculty/staff and the new building will be a public-private partnership.

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