



W. Frank Barton School of Business Strategic Plan

September 22, 2016

Mission

The Barton School prepares students for lifelong learning and success in the global marketplace, advances the knowledge and practice of business, and supports economic growth through research, outreach and knowledge transfer.

Vision

The Barton School strives to be internationally recognized as a model of research, knowledge transfer, and applied business learning.

Core Values

The Barton School values:

- Being student centered and business driven
- Fostering integrity and intellectual curiosity

Celebrating the development of critical thinking, innovation, and an entrepreneurial mindset

Wichita State University
W. Frank Barton School of Business Strategic Plan

Adopted by unanimous vote of the Barton School Faculty on, 9/22/2016

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

Barton School Goal 1: Provide an applied learning or research experience that increases employability skills for every Barton School student by August 2019.

Strategy 1.1: Strengthen relationships with area employers to increase applied learning opportunities.

Strategy 1.2: Expand use of real world/live business cases, simulations, and executive guest lectures in the curriculum.

Strategy 1.3: Expand applied research opportunities for students in both in and outside of the classroom.

Action Items, Metrics and Targets

1. Engage area employers to increase internships/cooperative education/ professional employment opportunities for students.
2. All departments and centers will have an active advisory board to foster engagement of students and faculty.
3. Create a Professor-for-a-Day program and sustain speaker series to invite business representatives to share their expertise.
4. Provide opportunities to external clients for engagement in upper level classes through applied projects that involve class discussion, research, or consulting.
5. Review use of real world/live business cases and simulations to ensure appropriate coverage.
6. Expand research-oriented opportunities through courses or School's Centers as applicable.

Additional Resources Needed (if applicable): One new faculty position to offer research oriented course in economics and assist with strengthening relationships with employers. Also fill the vacant endowed Barton Chair.

Source of Additional Resources: Academic Affairs for faculty positions, along with private funding.

Evaluative Processes

1. Document engagement activities with employers by all members of the School.
2. Departments will document engagement of advisory board members annually.
3. Executive committee will track student engagement through activities such as invited speakers, Professor for a Day program, and other student organization sponsored activities
4. Departments will track and document all applied learning activities described above, including number of students participating, as appropriate.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

Barton School Goal 2: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

Strategy 2.1: Explore and develop interdisciplinary programs.

Strategy 2.2: Develop and promote interdisciplinary co-curricular initiatives.

Strategy 2.3: Explore opportunities to continue to develop specializations/certificates jointly with other colleges in the University.

Action Items, Metrics and Targets

1. Explore development of interdisciplinary degree programs in Data Analytics.
2. Explore development of interdisciplinary degree programs in Supply Chain area.
3. Explore feasibility of interdisciplinary certificate program or concentrations in data analytics and program management.
4. Decision on at least one inter-disciplinary program to be made by December 2016.

Additional Resources Needed (if applicable): We will need either overloads or part time instructors to teach classes to make this happen

Source of Additional Resources: TBD

Evaluative Processes

1. Begin offering at least one interdisciplinary degree program by 2018.
2. Begin offering at least one interdisciplinary certificate by 2018.
3. Continue to assess demand for potential new interdisciplinary programs.

University Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

Barton School Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

Strategy 3.1: Implement innovative instructional delivery mechanisms for degree programs.

Strategy 3.2: Offer customized curriculum for working professionals.

Strategy 3.3: Relocate the Barton School in a state-of-the-art new building that serves all of the school's stakeholders.

Strategy 3.4: Create opportunities to expose students to contemporary business management perspectives.

Action Items, Metrics and Targets

1. In Fall 2016, offer a fully on-line high quality undergraduate degree program with majors in general business and management.
2. In fall 2016, offer the MBA program in hybrid format
3. Explore and design customized curriculum (for credit or non-credit) for area employers.
4. Create a new required undergraduate business foundations class by fall 2017

Additional Resources Needed (if applicable): Current target funding for new building is \$70 million. One new faculty position will be required for the business foundations class.

Source of Additional Resources: Based on current estimates, the new building will require \$35 million from private sources and the rest from the University. Funding for business foundations course will be obtained from private sources.

Evaluative Processes

1. Review progress on the use of alternative delivery mechanisms for degree programs and new curriculum.
2. Monitor implementation of the undergraduate business foundations class.
3. Monitor private fund raising activities.

University Goal 4: Accelerate the discovery, creation and transfer of new knowledge.

Barton School Goal 4: Accelerate the discovery, creation and transfer of new knowledge.

Strategy 4.1: Increase number of intellectual contributions by the Barton School faculty and their impact.

Strategy 4.2: Disseminate the value and application of faculty intellectual contributions to external stakeholders.

Strategy 4.3: Incentivize faculty to increase research productivity, innovation in (interdisciplinary) program development, engagement with external stakeholders, and other non-traditional activities.

Strategy 4.4: Enhance the outreach activities of the Barton School's Centers to accelerate knowledge transfer.

Action Items, Metrics and Targets

1. Increase number and stipend of summer grant support to 10 grants at \$10,000 each by summer 2019.
2. Increase travel support for conference paper presentations to \$100,000 by 2019.
3. Provide professional development grants to non-tenure track faculty and staff.
4. Create a Research Bulletin for external stakeholders in electronic form.
5. Use teaching load realignment to incentivize overall faculty productivity in non-teaching areas.
6. Increase engagement of faculty and students in the outreach activities of centers.

Additional Resources Needed (if applicable): Additional \$40,000 needed for summer grants; additional \$50,000 for faculty and staff development.

Source of Additional Resources: Annual fund, course/program fees.

Evaluative Processes

1. Track faculty intellectual contributions in high quality journals, maintain citation counts and impact factors where available.
2. Publish Research Bulletin at least one per year (in summer).
3. Department chairs to document how faculty teaching loads are determined.
4. Department chairs and center directors to track engagement of faculty and students.

University Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

Barton School Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

Strategy 5.1: Create co-curricular programs to provide lifelong, transferable skills for student success.

Strategy 5.2: Facilitate student interactions with faculty, alumni, businesses, and each other.

Action Items, Metrics and Targets

1. Establish a 'Professional Edge' program to provide students with the soft-skills for success.
2. Provide student-centric space in the new building.
3. Hold career fairs, and business days, alumni days and other related activities in the new building.
4. Every three years, survey students to determine their needs.

Additional Resources Needed (if applicable): When fully implemented, the Professional Edge program will require 2.5 FTE staff, one graduate student, operating expenses and student hourly help.

Source of Additional Resources: Initial seed funding for one staff member, graduate student, operating expenses and student hourly help will be obtained from private sources.

Evaluative Processes

1. The Professional Edge program's success will be measured through several metrics: participation rates, improved employment opportunities for program graduates, increased recruiting of business graduates by employers, and employer surveys. The ultimate goal is to strive for making this program a requirement for graduation.
2. Participation of students, alumni, and businesses at events held in the new building.

University Goal 6: *Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.*

Barton School Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

Strategy 6.1: Increase efforts to recruit diverse faculty and staff.

Strategy 6.2: Increase diversity of students to mirror that of the region and the University.

Action Items, Metrics and Targets

1. Establish baseline metrics using FY16 data for diversity of students, faculty, and staff.
2. Establish target proportions for diverse faculty, staff, and students.
3. Enhance student diversity by actively partnering with the University Office of Admissions to recruit students from underserved populations.
4. Establish procedures to enhance recruiting of students along the I-35 corridor.
5. Hire a recruiting coordinator for undergraduate students by December 2017.
6. Establish scholarships targeted for recruiting and retention of students from underserved populations (including first generation) and for those with financial need.

Additional Resources Needed (if applicable): Additional funding for recruiting faculty (above current base funding), recruiting budget, recruiting coordinator, scholarships.

Source of Additional Resources: Funding for recruiting faculty (above current base funding) from academic affairs. Recruiting budget from course/program fees. Scholarships will be funded from private sources.

Evaluative Processes

1. Establish baseline data and targets by December 2016
2. Review information on diversity and related initiatives to evaluate progress.
3. Monitor fund raising activities for supporting diversity initiatives.
4. Track growth in scholarships awarded to underserved student populations.

University Goal 7: Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.

Barton School Goal 7: Create a new model of assessment, incentive and reward processes to accomplish our vision and goals by May 2017.

Strategy 7.1: Align Barton School's tenure and promotion policies with University's guidelines.

Strategy 7.2: Align departmental annual evaluation criteria with the Barton School's tenure and promotion policy and strategic plan.

Action Items, Metrics and Targets

1. Recognize innovation in program development and implementation (both interdisciplinary and within discipline), engagement with external stakeholders, and other activities beyond traditional research, teaching, and service within the university, the profession, and the community.
2. Revise Barton School's tenure and promotion policy to incorporate additional activity areas and the Uniscope Model of Scholarship.
3. Departments will review and modify internal evaluation criteria to be consistent with the School's tenure and promotion policy and the strategic plan.
4. Departments will create evaluation documents based on the above review.

Additional Resources Needed (if applicable): Faculty time

Source of Additional Resources: School and Departments

Evaluative Processes

1. The School's Tenure and Promotion Committee will spearhead the effort to revise the tenure and promotion policy in fall 2016.
2. Faculty committees in each department will revise internal evaluation criteria and documents in spring 2017.