



Executive Summary

Continuous Improvement Review Report

2020

The Department of Business (DoB) at the University of Wisconsin-Parkside (UW-Parkside) primarily serves Wisconsin's southeastern region that includes the vibrant Chicago to Milwaukee business corridor. This economic region is base for many international companies including Abbott Laboratories, Abbvie, Cree, Case IH, InSinkErator, Jockey, Runzheimer, S.C. Johnson, Snap-on, and Uline. The department, housed within the College of Business, Economics, and Computing (CBEC), employs 19 tenured/tenure-track faculty members, four lecturers, an instructional specialist, an SBDC Director, and an SBDC outreach specialist. The Dean, Senior Associate Dean, Associate Dean for Nontraditional Programs, and Department Chair are included in the counts of tenured faculty. The department also employs two undergraduate advisors, a graduate student advisor, dean's assistant, and academic department associate. Percentagewise, UW-Parkside is the most diverse university of the 13 universities that make up the University of Wisconsin System.

Historically, the DoB has enrolled about 700 undergraduate and 80 MBA students. Nearly 60% of these students are from Racine or Kenosha County. However, new online programs have grown dramatically. A new online MBA program has grown to about 375 students in two years. In addition, the UW Flexible Option Bachelor of Science in Business Administration (Flex BSBA), started in March 2019, has grown to over 120 students. An online undergraduate Business degree completion program (BUSO) also shows promise and has grown to about 60 students. These new programs still primarily attract Wisconsin residents but they allow students to obtain a degree while balancing their work and family lives.

In addition to growth, optimism in the DoB is due to a generally positive economic outlook in the region. Symbolized by the June 2018 groundbreaking of the four-square mile Foxconn campus in Racine, many believe the region has the potential to be transformed from old industrial manufacturing to modern industry 4.0 innovation. A key to realizing this potential is an available pool of educated talent who thrive in a modern, global, and changing business world. The DoB at UW-Parkside is positioned to significantly contribute to this pool.

The DoB is student-centered, regionally focused, values diversity, globally attentive, and effectively uses community-based learning.

Vision

The Department of Business at UW-Parkside will be the leading source for business education, knowledge, collaboration, and advice in Southeast Wisconsin.

Mission

Dedicated to preparing successful business graduates, our AACSB-accredited Department of Business is committed to providing student-centered education with a purposeful emphasis on community engaged learning. Located in the economically vibrant Chicago-Milwaukee corridor, our engaged and diverse business faculty, staff, and students work closely with many organizations in the region to advance economic development and best business practices. We also strive to develop global business leaders through our international partnerships and educational programs.

The DoB achieves this mission through strong connections with the community, three active advisory boards, support for community-based learning, establishing international partnerships, continuously improving its curriculum, diligent attention to student achievement, developing innovative programs, and performing relevant research. The result of this effort has led to an improvement in six-year graduation rates from 30% to 44% and a record number of graduates over the last five years. The new programs, and the service-based pricing model associated with these programs, have led to diversified sources of budget revenue and increased budget amounts.

Developing strategic partnerships within the last five years is one reason for the DoB's growth. The DoB partnered with Academic Partnerships (AP) to help develop and market the online MBA. AP provides marketing resources and expertise that is not available internally. They also worked with UW-Parkside to improve the efficiency of several of its admissions, registration, and financial aid processes. The DoB partners with UW Extended Campus in the administration of the Flex BSBA. UW Extended Campus helps market the program, provides technical support, and employs academic success coaches that work with students to support their retention and graduation. Finally, the DoB has developed many MOUs with international universities. These MOUs lead to study abroad opportunities, visiting faculty, and enrolled students. The partnership with N.L. Dalmia Institute of Management Studies and Research brings approximately 25 new students to the face-to-face MBA each year.

Strategic Plan

The current strategic plan was approved in October 2016. The plan is organized by UW-Parkside's three strategic pillars: 1- Become a Premier Regional University that Transforms Lives; 2- Achieve Sustainable Growth; 3- Advance Economic Growth Through Community Engagement and Partnerships. In 2019, UW-Parkside established the bold goal of increasing the number of graduates by 50% by 2025. The DoB strategic plan works toward these pillars and bold goal by focusing on its distinctive elements: Student-Centered; Regional Focus; Community-Engaged Learning; Global Leaders; Serve a Diverse Population of Student Profiles.

Measures of the outcomes of the strategic initiatives are related to one or more of the pillars and distinct areas. These measures include number of graduates, graduation rates, retention rates, number of community-based learning (CBL) projects, number of coauthored student papers, research related to a regional need, and number of students with an international experience.

Innovation, Impact, and Engagement

The DoB seeks to innovate in order to improve its mission driven outcomes. From 2015-2020, the DoB has undertaken many initiatives:

- The MBA competencies, curriculum, and delivery methods were revised. The new MBA competencies were updated with significant input from the CBEC advisory board and focus on knowledge and skills needed by upper level management. These competencies include developing strategy based on innovation, managing disruption, and demonstrating professional conduct. The curriculum was revised to include mini concentrations that allow students to focus on a particular area. The impact of the revision is a growing MBA program and early signs of improvement in critical thinking assurance of learning outcomes.
- The Flex BSBA from UW Extension was transferred to UW-Parkside in March 2019. The Flex BSBA is the only competency-based education (CBE) business degree in the world that falls under AACSB accreditation. CBE programs require students to master each competency in a class. Unlike traditional programs, CBE programs are not semester dependent. Once a student masters all the competencies in a class, that student can move on to the next class. Since its inception at UW-Parkside, Flex BSBA students are eligible for Federal Financial Aid. In addition, the retention rate in the program has improved from 46% to 70%.
- The DoB created an undergraduate online degree completion program in Business (BUSO). Using a traditional semester approach, this program is designed to help students with some college credit earn a Business degree online. To date, 38 students have graduated from the BUSO program.
- With the help of significant donations, the DoB created the Innovation Corridor. The Innovation Corridor is home to the Ralph Jaeschke Solutions for Economic Growth (SEG) Center, SBDC, Innovation Commons, Sales Center, Cybersecurity Lab, Data Analytics Lab, and App Factory. The space is designed to support collaboration among students as they work on live projects and brainstorm entrepreneurial ideas.
- The DoB developed a Sales Center to support the education of students involved in the Sales Certificate. The Sales Center consists of offices with cameras and displays that allow students and judges to review students' sales performance. The sales program was admitted to the University Sales Center Alliance in 2019. UW-Parkside students have won 59 national sales competition awards since 2009. Approximately, 100 students have been involved in UW-Parkside's internal sales competitions.
- The DoB is the primary organizer of the International Conference on Sustainable Globalization (ICSG) in Kerala, India. This conference attracts students and academics from the Americas, Europe, and Asia. Eighteen students and seven faculty have participated in this conference.

In addition to these innovations, the DoB continues its high impact practices that support student and faculty engagement and lead to successful outcomes. Over 300 students completed SEG Center projects for the Racine and Kenosha community last year. In addition, the award-winning App Factory employs students to work on web or mobile apps for paying customers. Approximately 40 computer science, MIS, accounting, graphic design, and marketing students work in the App Factory each year. As demonstrated by the ICSG, the DoB supports undergraduate and graduate student research. Carolyn Eastman, Business Management major, coauthored the study, *Determinants of the City of Racine's Labor*

Market Performance, that resulted in \$1.5 million grant to help Racine improve its educational outcomes.

UW-Parkside faculty regularly publish and present intellectual contributions. During the review period, the faculty created 211 distinct intellectual contributions. Aligning with the mission, 38% were applied contributions, 32% were related to teaching and learning, and 30% were discovery or discipline oriented. The articles published in this time period were cited 402 times.

Effective Practices

Effective practices of the DoB include:

- Working with active advisory boards
- The use of CBL through the SEG Center and App Factory to improve student learning and contribute to regional organizations
- Developing MOUs with international universities to support learning about global culture and the economy
- Developing partnerships that support the development of innovative programs like the online MBA and Flex BSBA

Innovation, engagement, connections to the community, high impact practices, and experience with online classes are key strengths of the DoB. Over the last five years, the DoB has cancelled some programs, scaled back other programs, and implemented new programs that enabled students to learn and complete a degree.

The weakness of the DoB is the small number of faculty and staff. The small number adds risk to many endeavors. However, growth through innovation has increased the budget. This increase allows the DoB to invest in faculty so that goals for producing more global talent for the region can be achieved.