

**Department of Business**  
**Business Strategies, Actions, and Budget**  
**2020**

The following describes the current strategies, future actions, and budget priorities that the Department of Business strives to implement in 2020-2021 to achieve its mission, goals, and objectives as specified in its strategic plan.

Current Strategies

The department of business engages in several activities on an ongoing basis. Key continued activities include:

- The department of business will continue the assurance of learning process. Each year assessment results are reviewed and changes proposed to enhance student outcomes. Particular attention will be paid to implementing strategies to enhance student writing, critical thinking, technology, and interdisciplinary thinking skills. The associate deans lead this initiative and it is funded through base funds. This action is related to 1.2 (effective learning) in the department's strategic plan and to "providing a transformative education" UWP's strategic initiatives.
- The department of business will implement the newly agreed upon math pathway. This action includes updating prerequisites and finalizing the design of a new course on Applied Quantitative Analysis in Business. The dean and department chair are responsible for this initiative and it is funded from base funds. This action is related to 1.2 (effective learning) and to continuously improve student success in UWP's strategic initiatives.
- The department of business will continue to use student interns to engage and present to local high schools and two-year colleges. The interns also manage the department's social media. This initiative is designed to increase the number of student majors and student credit hours. The department graduate student advisor is responsible for this strategy. The action is supported by base college funds. The interns are unpaid. This action is related to goal 1.3 (high impact practices) and 2.2 (relationships with other institutions). The action is related to UWP's "providing a transformative education", "partnering with communities" and directly related to its bold goal of achieving 50% increase in graduates.
- The department of business will maintain, update, and create relevant articulation agreements with local two-year colleges. This initiative is designed to increase the number of student majors, student credit hours, and number of graduates. The department graduate student advisor is responsible for this strategy. This action is related to goal 2.2 (relationships with other institutions) and 2.3 (diverse student population). The action is supported by base college funds. The action is related to UWP's "providing a transformative education", "partnering with communities" and directly related to its bold goal of achieving 50% increase in graduates.
- The department of business will maintain, update, and create mutually beneficial MOUs with international universities. The department will seek to increase the number of business students participating in study abroad. The director of global education and the special assistant to the chancellor for international programs lead this activity. This action is related to goal 1.3 (high impact practices) and 2.2 (relationships with other institutions). Funds for the initiative are provided by base funds, generated revenue from international initiatives,

internal grants from the university (\$135,000) and community donations. The action is related to UWP's strategic initiative, "providing a transformative education".

- The department of business will continue to improve the quality and quantity of SEG Center projects. The director of the SEG Center is responsible for this initiative. Funds for the SEG Center are provided by an endowment, corporate donations, and base funds. This action is related to goals 1.1 (community-based learning) and 3.1 (community-based learning). The action also is related to UWP's strategic initiative of "partnering with communities".
- The department of business will work to further enhance its award-winning Sales Center and continue to seek opportunities for students to engage in competitions (e.g., sales, marketing, business plan) to enhance program visibility and student learning. The department chair of business and the director of the sales center are responsible for these initiatives. Funding is provided from current operations and corporate donations. This action is related to goal 1.3 (high impact practices) and providing a "transformative education"
- The department of business will work with university relations to identify new donors in order to seek additional scholarships and raise the amount in endowed scholarships including the CBEC Advisory Board Scholarship. The Dean of CBEC is responsible for this initiative. Funding is provided from base funds. This action is related to goal 1.5 (scholarships) and UWP's strategic initiative "continuously improve student success".
- The department of business will seek ways to enhance student engagement with community members through the executive in residence program, student groups, and alumni programs. The Dean of CBEC is responsible for this initiative. Funding is provided from foundation funds and base funds. This action is related to goal 1.3 (high impact practices) and "partnering with communities".

### New Strategic Initiatives

New initiatives are specified below:

***Online MBA Program.*** The online MBA program began in Fall 2018 and has grown to over 375 students without negatively affecting the face to face MBA program. The use of an outside firm to support marketing and admissions has dramatically increased the number of students interested in the program. The department of business will:

- Investigate new concentrations to stay current with market demand
- Investigate ways to support higher enrollment through cost effective and value-added personnel and resources. A plan will be developed by May 2021.
- Continuously improve the program through assurance of learning and surveys of students.

Justification: Enrollment growth is being driven by interest in online programs. Growth in the online MBA supports the department's mission by supporting learning for working professionals. This action is related to UWP's bold goal and the strategic initiative of "continuously improving student success."

Timeline: Planning will occur in 2020-2021. Plans will be implemented for Fall 2021.

Responsibility: Senior Associate Dean of the College of Business, Economics, and Computing

Funding: Investigation will come from base funds. Revenue associated with MBA Online program will be invested in new resources. The target investment amount is \$200,000.

***Undergraduate Online Business Program:*** The online business degree completion program (BUSO) was implemented in Fall 2016. With limited marketing, the university received over 30 applications and 16 applicants enrolled. Currently, 59 students are enrolled in the program. The University of Wisconsin-Parkside signed an MOU with UW System Extended Campus, effective April 1, 2020. This MOU will bring additional marketing, admissions, success coaching, technical, and instructional design support to the program in exchange for revenue sharing. The Department of Business and Extended Campus will continue to develop this program through:

1. Increased marketing and outreach efforts
2. Improved advising
3. Continued development of online electives
4. Incorporation of community-based learning into business online classes
5. Adding concentrations in project management, business data analytics, and human resource management to BUSO over the next five years.

Justification: The increasing number of nontraditional students and the large population of students in Wisconsin with some college credit emphasizes the need to develop innovative delivery methods (see the online business program feasibility study). In addition, the high number of working UW-Parkside students supports the need for multifaceted delivery. This strategic action is related to providing a transformative education, continuously improve student success, and the bold goal. It is related to multiple department goals including: goals 1.2, 2.1, and 2.4. The action also supports economic growth in Wisconsin by increasing the percentage of workers with college degrees goals 3.1 and 3.3). CBL work in these courses is essential in order to align with the department's mission.

Timeline: Reach 150 students by 2024. Implement one concentration per year beginning in 2021.

Responsible: Associate Dean of the College of Business, Economics, and Computing. Department Chair of Business.

Funding: Funds for program development provided by Extended Campus, base funds, and program revenue. Extended Campus provides \$37,000 to UW-Parkside to support administrative functions in addition to funds per course for new course development, updating classes, and teaching. Extended Campus also funds academic success coaches, technical support, and general-purpose advertising.

***Undergraduate Flex BSBA Program:*** The Flex BSBA program started at UW-Parkside in March 2019 and has grown to over 80 students. This program is the only competency-based business degree accredited by AACSB. The program is offered through a relationship with UW System Extended Campus. The Department of Business and Extended Campus will continue to develop this program through:

1. Increased marketing and outreach efforts
2. Increased financial aid for students
3. Continued development of online electives
4. Further enhancing assurance of learning and using these findings to improve outcomes, retention, and graduation rates
5. Investigating the possibility of offering concentrations

Justification: The increasing number of nontraditional students and the large population of students in Wisconsin with some college credit emphasizes the need to develop innovative delivery methods. In addition, the high number of working UW-Parkside students supports the need for multifaceted

delivery. This strategic action is related to providing a transformative education, continuously improve student success, and the bold goal. It is related to multiple department goals including: goals 1.2, 2.1, and 2.4. The action also supports economic growth in Wisconsin by increasing the percentage of workers with college degrees goals 3.1 and 3.3). This innovative program also enhances the awareness of CBEC's brand.

Timeline: Reach 180 students by 2024.

Responsible: Associate Dean of the College of Business, Economics, and Computing.

Funding: Funds will be provided by Extended Campus and program revenue. Extended Campus covers 50% of the associate dean's salary, money for course development, and compensation for teaching each class.

***New Undergraduate Programs in Data Analytics and Supply Chain.*** Southeastern Wisconsin has witnessed significant business growth over the last five years. Companies such as Foxconn, Amazon, and Haribo, as well as long-time businesses, need professionals in data analytics and supply chain. The department of business has developed expertise in these areas but lacks certificates, concentrations, and majors at the undergraduate level. The department of business will develop a feasibility study and curriculum for data analytics and supply chain programs at the undergraduate level. The investigation will include both face-to-face and online classes.

Justification: Developing new programs in data analytics and supply chain is consistent with the university strategic guiding principles of partnering with communities, providing a transformative education and continuously improve student success. In addition, it will help the department achieve goals related to innovative curriculum (2.1) and relevant programs (3.3). Progress on these areas will further enhance the department's contribution to the region.

Timeline: Feasibility study completed by March 2020. New programs implemented by Fall 2022.

Responsible: Department Chair of Business working with an Associate Dean

Funding: The creation of the feasibility study will be covered by base funds and require a minor level of funding. New programs will require at least one new faculty member in data analytics and supply chain management. The estimated cost for these positions is \$350,000 (including fringe). Source of the funding will be determined (Base other sources of program revenue).

***Additional Faculty and Compensation.*** New faculty in the department of business have been hired at competitive rates which has resulted in salary inversion. New faculty are needed in accounting, MIS, and finance to support undergraduate and graduate programs. With program growth, new faculty may be needed in data analytics and supply chain management.

- Create an equity and merit adjustment plan for existing faculty members.
- Hire new faculty or instructional academic staff in accounting, finance, and MIS

- Hire additional faculty as needed to support new programs and program growth (e.g., Data Analytics and Supply Chain)

Justification: Faculty compensation contributes to a positive environment and is required to support the students and programs. Increasing compensation and hiring faculty is related to the university's best places to work strategic guiding principle. The action is related to the department's goals of employing and retaining faculty (2.5) and experts relevant to SE Wisconsin (3.2).

Timeline: New faculty hired by Fall 2021. Equity and merit increase by Fall 2021.

Responsible: Dean

Funding: Funding will be provided by online MBA program and base funds. Estimated costs are \$450,000 for new faculty (excluding fringe) and \$220,000 for raises.

***Enhancing Community Relationships:*** The Department of Business will capitalize on its existing infrastructure and relationships to further enhance its relationships with businesses, nonprofits, and government agencies in the local community. The Solutions for Economics Growth Center (SEG Center), Small Business Development Center (SBDC), Sales Center, App Factory, Innovation Corridor, and advisory boards provide a solid foundation for this action. This action will enhance several of these areas. In particular, the department will perform the following:

- Redesign the physical SEG Center to create a modern work area that supports collaboration. The redesigned center will be modeled after 3M innovation centers. The SEG Center is part of the Innovation Corridor. Other areas within the corridor have been remodeled
- Develop additional consulting capacity in the SEG Center. Currently the SEG Center conducts many projects in the areas of IT, business process improvement, business plans, and marketing. The department will develop capacity in data analytics, simulation, human resources, and finance.
- Work with the advisory boards to further its reputation with companies in the region.

Justification: These actions will increase the opportunity for high-impact community based learning and further the department's relationship with the community (goals 1.1, 1.3, 1.4, 3.1, 3.2) It is related to UWP's guiding principles by providing a transformative education and partnering with our communities.

Responsible Party: Dean of the College of Business, Economics, and Computing

Timeline: SEG Center redesign by 2022. Enhancement to consulting capacity through 2023. Report on activities to enhance reputation by spring 2022

Funding: Redesigning the SEG Center estimated at \$100,000. This will provided through the SEG Center foundation and donations. Enhancing consulting capacity will be provided through base funds. Base funds will be used to develop a plan to further enhance the relationship with large companies.

## Budget Priorities

Department of Business budget includes several sources:

- Base Budget allocated from the university. The largest portion of the budget is allocated from university funds. The budget allocated is based upon student credit hours taught (undergraduate and graduate), number of majors, number of graduates and relative cost for the department's programs based on national data.
- MBA Consortium Revenue
- Online MBA program
- Distance Ed Fees
- Budget provided by UW Extended Campus
- Revenue generated by online Business Degree and Flex BSBA
- Special Program Revenue
- Donations and Grants
- One Time University Funds obtained by the Dean through the Provost Office.

The funds above are restricted to particular uses. For example, revenue from distance education fees can be used for expenses related to the delivery of distance education programs.

### Priorities

1. Replacement of Accounting, Finance, Management, and MIS faculty/staff position due to retirements. Graduates in these areas are vital to meet the demand for IT professionals. Faculty in these areas teach in undergraduate, graduate, and online programs (Approximate Amount \$350,000; Funding Source: Allocation from Base Budget and online MBA)
2. Salary Adjustment for faculty and staff. Business faculty and staff salaries are significantly behind market salaries in several disciplines (bottom 10%). Well qualified faculty are vital for excellent teaching, service, and research. (Budget Needed: \$220,000; Will implement in small stages; Funding Source: Reallocation of base budget and online MBA).
3. New faculty hire in Supply Chain and Data Analytics. Supply Chain and Data Analytics will help the department achieve growth goals in the undergraduate and MBA programs. These areas are in high demand in SE Wisconsin. (Approximate Amount: \$300,000; Funding Source: Increased base budget primary. Secondary funding from MBA Online)
4. Support for undergraduate Online Business program and Flex BSBA. Additional marketing, admissions, and advising will help grow these programs (Amount: \$150,000, Funding Source: UW Extended Campus and program revenue).

5. SEG Center Redesign – Modernization of SEG Center will be used to further enhance community-engaged learning. (Approximate Amount: \$100,000)