



Department of Business
College of Business, Economics, and Computing
Strategic Plan
August 27, 2015

Faculty and Staff

Dean: Dirk Baldwin

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Associate Professors: Karen Crooker (Human Resources), Parag Dhumal (Quantitative Methods) Chi-Wing Fok (Finance), Peter Knight (Marketing and Department Chair), Abey Kuruvilla (Quantitative Methods), Michele Gee (Management-Strategy, International Business and Interim Associate Dean), Michael T. Manion (Marketing), Rizvana Zameeruddin (Accounting and Law), Wei-jun Zheng (MIS)

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Background

The Department of Business serves Wisconsin's Southeast Business Region, which includes Kenosha, Racine, Walworth, Milwaukee, and Waukesha Counties in Wisconsin, and Lake and McHenry Counties in Illinois. The Department of Business at the University of Wisconsin-Parkside is the only school in a three county area that is accredited by the Association to Advance Collegiate Schools of Business (AACSB)-International.

Wisconsin's Southeast Business Region includes the Chicago to Milwaukee corridor, which is a base of operations for many international corporations, such as, Abbott Laboratories, ABB Inc, A.O. Smith, Briggs & Stratton, Cree, CNH Global, GE Medical, Harley-Davidson, InSink-Erator, Jockey, Johnson Controls, Johnson Outdoors, Kenall, Modine, Nestle, Putzmeister, Rockwell, Rustoleum, S.C. Johnson & Son, Snap-on, Tenneco, Twin Disc, and Uline,. In addition, many distribution centers have recently come into the area such as Amazon.

The diverse economic region includes major organizations that provide commercial and retail services, such as, Associated Banc-Corp, Aurora Health Care, Birchwood, CDW, Chase, Fiserv, Froedert, Hewitt, Manpower, Marcus, BMO Harris, MGIC, Midwest Air, Northwestern Mutual, Roundy's, Runzheimer, SuperValu, Trustmark, U.S. Bank, and WE Energies.

The Department of Business (DoB) enrolls over 700 undergraduate students and over 80 MBAs as of Fall 2015. Undergraduate students major in Accounting, Management Information Systems (MIS), Marketing or in Business Management (with concentrations available in Finance, General Business, and Human Resource Management). Over 20% of undergraduate students are over 25 years old, and over 80% commute. Approximately 28% of undergraduates and MBAs are students of color, and about 5% are international students. The typical Business graduate declared business in the sophomore year. More than 95% of graduating students are employed while in school, working a median of 28 hours per week, and studying a median of 12 hours outside of class per week. Approximately two-thirds of graduates primarily plan to focus on work after graduation, while most of the remaining one-third plan to simultaneously work and continue their education on a part-time basis.

The MBA program conducts evening courses to address the needs of full-time employees of regional businesses, and full-time international students from several countries. The DoB is increasingly focused on developing managerial talent to enhance business operations in the region. Indeed, over 80% of UW-Parkside graduates remain in the region and contribute to local economic development.

The Department is chaired by Peter Knight and includes 17 tenured/tenure-track faculty members and 4 full-time lecturers. Michele Gee, Interim Associate Dean of the College of Business, Economics, and Computing (CBEC), is a DoB faculty member.

Vision

The Department of Business will be recognized as a leading provider of academic programs, qualified graduates, quality research, and technical expertise for the regional economy. The department will be an engine of growth for Wisconsin's Southeast Business Region and contribute to the *Growth Agenda for Wisconsin*. The department will enhance the perception of UW-Parkside, and will expand its presence globally through international initiatives.

Mission

The mission of the Department of Business is to prepare undergraduate and MBA students to graduate in their business fields and excel in their chosen careers. An excellent curriculum and outstanding faculty enable the department to effectively teach current business practices, offer opportunities for all students to tailor their programs, research important issues, and engage with the growing number of businesses in our region and throughout the world. The department, located in the strategic Chicago-Milwaukee corridor, serves a diverse array of students and also provides opportunities for global management studies and experiences.

Core Values

The Department of Business commits to provide quality academic programs in the key Business disciplines, including each of its majors, concentrations, certificates, and minors. The department seeks to provide an educational experience that leads to the success of its graduates through excellent instruction, relevant community engagement, innovative learning methods, learning assessment, and continuous curriculum improvement.

The Department of Business seeks to maintain its strong position as a leading educational provider in the local area, improve its perception in Wisconsin's southeastern business region, and provide innovative programs in collaboration with international institutions.

The Department of Business pursues opportunities of economic development in the Chicago to Milwaukee business corridor. The department firmly believes that community partnerships enrich student learning and faculty performance in teaching, research, and service while making valuable contributions to area organizations

The Department of Business values relevant, on-going scholarship (including basic, applied, and pedagogical contributions) by the business faculty, integrating knowledge among faculty members, and a shared governance form of decision-making.

The Department of Business fosters an environment of mutual respect for diverse ideas, cultures, and life styles, and provides opportunities for the development of knowledge and skills critical for the increasingly complex, competitive global arena.

SWOT

Strengths

- Department of Business program accreditation by the Association to Advance the Collegiate Schools of Business (AACSB) International: The Department of Business at the University of Wisconsin-Parkside offers the only AACSB-accredited business program in the region, which includes Racine and Kenosha Counties in Wisconsin, and Lake and McHenry Counties in Illinois.
- There is significant growth in undergraduate business enrollment.
- The Department of Business awards more degrees than any other department in the university.
- Many students graduate with more than one concentration, major, and/or certificate indicating successful collaboration between disciplines within the Department, and greater career opportunities for students.
- Online, inter-institutional MBA collaboration with the University of Wisconsin System (UWS): The Department of Business is one of four UWS campuses participating in the AACSB accredited, web-based MBA Consortium degree program. Our MBA Consortium is ranked in the Top 10 of the Best Online MBA Programs by the U.S. News & World Report. Thus, the Department is better able to meet student demand for more MBA electives and the flexibility of online courses in a high quality program.
- Business faculty members have access to training and course designers provided by the MBA Consortium to support online course development and teaching.
- The Department has introduced many online courses for undergraduates and certificate programs. Support for this development is available through UW-Parkside and UW Extension online development initiatives and training.
- The Department successfully obtained UW System approval to convert the Accounting and Marketing concentrations into separate majors to meet growing workforce demand for individuals knowledgeable in this area.
- A new minor in Global Management was developed and approved to address important regional workforce needs, and to meet student demand.
- Certificates in Sales (new), Project Management, Retail Management (new) and Entrepreneurship provides specialized skills highly valued by employers.
- Strategic location in the Chicago-Milwaukee industrial corridor increases students' opportunities, and supports faculty/staff/students interaction with the community.
- The availability of many internships provides students with business experiences that are attractive to prospective employers, and contribute to a high placement rate.
- Two of the most active student clubs in the department have significant achievements: The American Marketing Association cited as best student club; and the Graduate Business Student and Alumni Association that offers scholarships.
- Many undergraduate business students advance to the MBA Program and complete their graduate degree at UW-Parkside.
- Increased diversity in both undergraduate business program and MBA program enrollment, particularly with growth in the number of international students.
- Successful MBA Program is the largest graduate program at UW-Parkside.

- The Department is providing increased “managerial talent” to the region given the growing number of graduates who remain in the communities served by UW-Parkside.
- UW-Parkside has lower tuition compared to many other universities. Also, grants are available to Illinois residents that result in lower tuition and fees than at competing institutions in their home state (Illinois).
- The Department of Business, as a leader in community-based learning for the campus, strongly supports UW-Parkside’s mission and 2015 Community Engagement Classification by the Carnegie Foundation. In addition, Departmental community engagement efforts significantly contribute to UW-Parkside’s inclusion on the President’s Higher Education Community Honor Roll.
- Solutions for Economic Growth Center (SEG Center), Information Technology Practice Center (ITPC), and Continuing Education and Community Engagement (CECE) significantly increase experiential/project based learning and the engagement with community. The SEG Center oversees community-based projects in the department and the college. The ITPC plays a similar role to the SEG center especially for information technology projects, and the CCP supports community projects for the entire university.
- Very involved College of Business, Economics, and Computing (CBEC) Advisory Board plays an active role in strategic planning. The Advisory Board recommends curriculum changes and learning goal updates. The ITPC Board also provides guidance for the MIS curriculum. The Sales Advisory Board provides advice to the Sales Certificate program and actively participates in classes and sales competition preparation.
- New transfer agreements have been approved with Gateway Technical College in Kenosha/Racine, College of Lake County, IL & Milwaukee Area Technical College.
- Active faculty members maintain their AACSB qualifications through quality research and extensive service activities.
- Small classes enable students’ direct contact with faculty members. Class size was the highest rated factor in the Educational Benchmark Instrument (EBI) survey of graduating students with a 6.25 rating out of a 7 point scale.
- Success obtaining scholarship money to support study abroad tours (\$30,000 in SC Johnson money and \$50,000 in scholarships for study abroad to Italy) has been achieved.
- The College Advisory Board established a new scholarship, initially with \$18,000. In addition, a former accounting professor established the William Moy Endowed Travel Scholarship in the amount of \$15,000.
- MBA students’ satisfaction as rated in the EBI survey increased for many factors in 2014 including Overall Program Effectiveness and Overall Satisfaction.
- College and university retention rates have significantly improved. In 2013, CBEC retention rates were the highest in the university. The CBEC first to second year retention rates significantly improved from 54.2% in Fall 2011 to 74% in Fall 2013.
- Undergraduate students rate the following factors high on the 2012 EBI survey: Size of enrollments in classes (Score 6.25/7), Faculty responsiveness (Score 6.08/7). In addition, there are upward trends in overall program effectiveness (5.22/7) and Advising (5.32/7).
- The Small Business Development Center (SBDC) is housed within CBEC and significantly supports the development of small businesses in the local community. In addition, to support developing business and commercialization plans, SBDC developed expertise in social networking, and provides numerous workshops concerning entrepreneurship. In FY 2014, SBDC supported 14 business startups with a capital infusion of \$1.04 million.

- Increasing number of Memorandums of Understanding (MOUs) have been signed including institutions in China, India, Australia, Germany, Italy, Finland, and Russia.
- A growing number of students participate in Department of Business study tours abroad.
- National and regional student recognition achieved in sales competitions, including winning the national team sales competition in 2013 and many other awards to-date.
- UW-Parkside administration is expanding its infrastructure to better support international students including: appointing an Assistant to the Chancellor for International Relations; submitting a J1 Visa application; and exploring an ESL program.

Weaknesses

- Decreasing satisfaction with quality of the Department's business classrooms, computing resources and laboratory facilities. (EBI MBA Survey shows small decrease in satisfaction from 5.8/7 to 5.4/7 in 2014.)
- Relatively low faculty salaries: Average salaries in the Department are in the lower quartile of AACSB accredited programs, and there are very limited opportunities for summer research money. This negatively impacts our recruitment of new faculty.
- Lack of specializations and majors in MBA program
- Small dollar amounts of available scholarships designated for undergraduate business and MBA students. The endowed value of business scholarships in 2014-2015 was \$55,466 and the total dollar value of scholarships to business students was \$9350. (This does not include the grant program available for out-of-state and international students.)
- Although EBI scores have improved, undergraduate students and MBA students are still not satisfied with opportunities for extracurricular activities and alumni networking. MBA students rate this as 4.8/7 and the undergraduate rating is 5.37/7.
- Undergraduate EBI scores are high in marketing and general business, but lower in other areas.
- Only 28% of the University's entering freshmen graduate in five years, compared to 59% for the UW system as a whole.
- More advising staff needed, and the Career Center needs to be improved to assist undergraduates and MBA students. The Career Center is the lowest rated item in the EBI survey ranking 4.19 for undergraduate and 4.14 out of 7 for MBA.
- Small number of faculty: The number of faculty in the Department of Business is relatively small compared to the great majority of AACSB International accredited programs.
- Small CBEC-Department of Business administrative structure exists for the largest undergraduate majors and, by far, the largest graduate program at UW-Parkside.
- Teaching load increased to 24 credits per year for faculty and 30 credits per year for lecturers. Prospects for a reduced teaching load are not clear. This hinders faculty recruitment and retention.
- EBI scores for the breadth of the MBA curriculum declined from 5.52 in 2004 to 4.33 in 2014. Analysis of this score shows a desire for more practical/live projects and expanded curriculum.
- Lack of brand awareness and visibility for UW-Parkside and its business program

Opportunities

- Increasing interest from universities in other countries to collaborate with UW-Parkside, including China, India, Germany, Finland, Russia and Italy. Thus, there is significant potential to increase the number of MOUs by capitalizing on faculty expertise, the CBEC Global Education Center, and the university's interest.
- Expanding opportunities continue to grow for significantly increasing international student enrollment, the number of UW-Parkside students studying abroad, and faculty exchanges/partnerships given global demand & increased university support.
- Increasing demand for converting concentrations and minor into majors, e.g., Finance concentration, HRM concentration, and the global management minor.
- UW System grants and external grants are available to expand the number of course delivery formats, particularly online offerings and non-traditional competency-based learning to meet the demands of students who are seeking more flexibility in their educational programs.
- Corporations and society increasingly recognize the importance of cross-disciplinary programs resulting in more students seeking multiple or interdisciplinary majors, minors, concentrations and certificates.
- The Graduate Business Students and Alumni Association desires to increase outreach and networking activities that can enhance recruitment efforts in the surrounding communities.
- The Department and two-year colleges in the region desire increase collaboration as evidenced by recent articulation agreements. Agreements in Illinois can provide increased visibility related to the tuition remission scholarships for Illinois residents and the number of transfer students (e.g., College of Lake County graduates).
- Growing percentage of underrepresented minorities at UW-Parkside allows the business department to use it strength in attracting a diverse student body.
- Increasing student competition opportunities allow UW-Parkside to participate and continue to build reputation and enthusiasm for majors (e.g. Sales Competitions).
- Executives in the area are willing to serve as adjuncts and guest lecturers.
- Retiring baby boomers contribute to the demand for new employees.
- Growth in number and size of corporations in Southeast Wisconsin, including Amazon, Uline, and Costco offers more opportunities to partner with industry for internships, jobs, and possibly new majors such as global management and certificates/minors, e.g., supply chain.

Threats

- Uncertain effects of economic recovery: Wisconsin has had a slower recovery than most of the nation, and Racine County has the highest unemployment in the state of Wisconsin.
- Significantly decreased state funding and increased attention to student credit hour metrics results in:
 - Decreased funding to modernize classrooms and computer labs
 - Difficulty funding new initiatives
 - Challenges funding research
 - Challenges funding and recruiting for new positions
 - Challenges funding merit and salary increases
- Reduced funding for local feeder high schools and community colleges
- Declining number of high school graduates in the state and the region
- The rising cost of education and national concerns about student loan indebtedness cause an uncertain future ability of students and their families to finance college
- Substantial competition for students from local, online, and other universities
- Serious faculty recruitment and hiring challenges: UW-Parkside lower salary structure and new workload policy make faculty hiring and retention a problem. Changes in state law that redefine tenure and faculty governance may exacerbate this problem.
- Budget cuts, lack of merit raises, reward structures, and teaching load increases have contributed to declining faculty morale. These items have challenged the department's ability to complete important service processes.
- Uncertainty regarding the provision of employer-paid tuition for MBA students

Summary Strategic Challenge

How do we maintain quality and develop innovative programs given the needs of our changing students, increased competition, current faculty expertise, and declining resources?

Summary of Strategic Response

The department of business will engage with its diverse study body and community to seek and develop innovative programs that impact student learning, student success, and the economic development of the region. Collectively, these programs should provide significant opportunities for short term and long term revenue generation. Example programs include enhancing and supporting international partnerships that provide global learning opportunities for UW-P students and provide revenue generation through additional students and special programs; enhancing the innovation corridor (SEG Center, SBDC, App Factory) through grants and donations; creating degree completion options using on-site, online, and competency based formats (Flex); creating business conferences that address important topics for areas businesses; enhancing and maintaining articulation agreements with educational partners; and updating majors to address the changing needs of the business community. A key to successfully execute these initiatives is to cultivate an environment where faculty members are eager to work together on these programs. Faculty, students, and community should benefit from the outcome of these programs.

Measures and Objectives

The measures and objectives are organized within the three strategic pillars of excellence identified by the university strategic plan: Transforming Lives, Sustainable Growth, and Community Engagement. Three different types of measures are used to measure impact with pillars. Direct measures are attributes of the impact, predictive measures are correlated with an impact, and satisfaction measures provide some evidence as to whether stakeholders have recognized the impact.

The current and target columns of the tables below establish long term objectives. If the target is different from the current state, the objective is to improve the metric to the target. If the target is the same as the current state, the objective is to maintain the current state. This strategic plan does not specify actions for each measure. Rather, strategic actions are determined periodically to address the gaps between the current state and target.

University Strategic Pillar 1: Become a Premier Regional University that Transforms Lives: Through offering high-quality, high-impact, career-relevant academic and co-curricular programs, and state-of-the-art facilities, deeply engage our learners and provide them a transformative learning experience that prepares individuals for the complexity of 21st Century life.

Department of Business Interpretation: The department's primary goal is to help undergraduate and MBA students graduate with the knowledge, skills, values, and network relationship that prepare them for success in life and productive careers in the global economy. This is demonstrated through graduation rates, the number of graduates, placement rates, and proficiency measures identified in the various assessment plans. Keys to achieving this outcome include quality academic programs and the use of high impact practices such as community-based learning, study abroad, internships, and co-curricular activities. High quality faculty members as demonstrated through various activities including publications and consulting are also keys to success. Measures related to these strategic pillars are highlighted below.

Direct Measures and Objectives

Measure	Current	Target	Date	Description
Undergraduate 4yr graduation rate (also broken down by various demographics including gender and ethnicity).	All:10% URM: 10% Non-URM: 10%	All:15% URM: 15% Non-URM: 15%	Fall 2019	A degree impacts the student's life.
Undergraduate 6 yr graduation rate (also broken down by various demographics including gender and ethnicity).	All: 30% URM: 20% Non-URM 34%	All: 40% URM: 40% Non-URM 40%	Fall 2019	UWP students commonly work full time, so a 6 year graduate rate is consistent with many students' needs.
Total number of graduates per year (MBA and undergraduate)	UG: 157 MBA: 32	UG: 170 MBA: 40	Spring 2018	The total number of graduates represents how many lives the business program impacts.
Career and Graduate Student Placement Rates	89%	95%	Fall 2017	Attribute of success after graduation.
Average salaries of MBA and undergraduate graduates	Not currently collected	TBD	Set up by Fall 2017	Indicates financial success of students. This is not currently collected.
Undergraduate and MBA student proficiency measures via assessment plan	See Assessment Reports	80% proficient or better	Continuous	Direct measure of student's competencies as defined in the learning objectives.

Predictive Measures and Objectives

Measure	Current	Target	Date	Description
Freshman-to-Sophomore retention rate	All: 76% URM: 65% Non-URM: 79%	All: 80% URM: 80% Non-URM: 80%	Fall 2017	Predicts the likelihood of graduation.
Retained or Graduated after 45 credits	All: 81% URM: 76% Non-URM: 82%	All: 85% URM: 85% Non-URM: 85%	Fall 2017	Predicts the likelihood of graduation
Faculty Qualification Percentage	91.52 %	100%	Fall 2016	Percent of faculty in AACSB qualification categories. Qualified faculty lead to higher attainment in students.
Number of students that study abroad/year	28 (111 students since 2012)	25	Fall 2016	Study abroad is a high impact practice.
Number of students involved in SEG projects	293	300	Fall 2016	Work on live projects is a high impact practice.
Number of publications with students/5 years	9	15	July 2020	Student involvement in research is a high impact practice.
Number of internships per year (for credit)	45 averaged over 5 years	50	Fall 2017	Internships are a high impact practice.
Number of awards received by UWP business students.	22 in 5 years	25 in 5 years	Fall 2020	Participation in co-curricular activities is a high impact practice. Awards impact publicity that enhances the reputation of the university.
Research Citations or impact measures	Not currently collected	TBD	Fall 2016	Indicator of the reputation of the UWP business program.
#Community based learning research	7 in 5 years	7 in 5 years	Fall 2020	Establishes qualifications of faculty using this pedagogy.
#Pedagogical research	16 in 5 years	20 in 5 years	Fall 2020	Indicates currency of teaching pedagogy.
#Cross Disciplinary research	11 in 5 years	20 in 5 years	Fall 2020	Indicates breadth of faculty knowledge
#Invited presentations, visiting lectures, and publications	15 in 5 years	20 in 5 years	Fall 2020	Indicates impact of research on academic community and quality of research

#Research Awards	5 awards in 5 years	6 awards in 5 years	Fall 2020	Indicates impact of research on academic community and quality of research
# and dollar amount of academic business scholarships	7 scholarships \$9350 total	10 scholarships \$14,000	July 2018	Availability of financial supports is important to student retention and graduation.
Dollar amount of specialized scholarships (e.g. study abroad)	\$80,000 in five years	\$100,000 over five years	July 2020	Supports students ability to finance special opportunities such as study abroad.

Satisfaction Measures and Objectives

Measure	Current	Target	Date	Description
No. of alumni contacts/year	Not measured	TBD	System set up by Fall 2017	Alumni contacts with UWP represent a level of satisfaction with the university. Contacts include LinkedIn contacts, donations, alumni memberships, speaker engagements at UWP.
Undergraduate EBI measure of overall program effectiveness	5.22 on a 7 pt. scale	5.75	Fall 2018	General satisfaction may signify the impact UWP has on graduates' lives.
Undergraduate EBI measure of satisfaction with advising	5.32	5.75	Fall 2018	Satisfaction with advising is a target area for continuous improvement.
Undergraduate EBI measure of satisfaction with career placement	4.19	5.75	Fall 2018	Satisfaction with the career center is a target area for continuous improvement.
MBA EBI measure of overall program effectiveness	5.33	5.75	Fall 2019	General satisfaction may signify the impact UWP has on graduates' lives.
MBA EBI measure of satisfaction with career placement	4.14	5.75	Fall 2019	Satisfaction with the career center is a target area for continuous improvement.
MBA EBI measure of breadth of MBA curriculum	4.33	5.75	Fall 2019	Addresses a recent weakness perceived by MBA students.

University Strategic Pillar 2: Achieve Sustainable Growth: Achieve institutional sustainability through evidence-based approaches that support the University's students, prioritize programs, and maximize human resource potential.

Department of Business Interpretation: The primary driver of sustainability is student enrollment. The department of business will grow and manage undergraduate and MBA enrollment effectively over the short- and long-term by attracting and retaining a diverse local and international student population. The department will carefully monitor class sizes, student credit hours, and number of majors to allocate human and physically resources strategically and efficiently.

Direct Measures

Measure	Current	Target	Date	Description
Number of undergraduate majors	760	840	Fall 2017	Number of majors positively impact budget.
Number of MBA students	90	105	Fall 2017	Number of MBA students positively impacts budget.
Total Student Credit Hours/year	19,839	20,600	Fall 2017	Directly correlated to budget.
SCH/FTE per semester	Overall: 295 Faculty: 264	Overall: 300 Faculty: 275	Fall 2017	Indicates budget based efficiency
Grant Amount Received	\$458,000 in 5 yrs.	\$500,000/5 yrs.	July 2020	Positive impact on budget
Generated Revenue	\$80,000	\$90,000	July 2017	Positively impacts budget
Donations/year	\$8250	\$10,000	July 2016	Positively impacts budget

Predictive Measures

Measure	Current	Target	Date	Description
Number of applicants	382	400	Fall 2016	Number of applicants predicts number of new admissions
Number of active transfer MOU's	13	18	May 2016	Relationship leads to increased number of prospects
Number of active International MOUs	10	12	July 2017	International relationships lead to increased number of international students
Number of international students	42	60	July 2018	Number of international students impact total number of students.
Number of new transfer students	Approx. 50	55	Sept. 1 2016	Number of transfer students increase enrollment and tend to persist.
Admission to enrollment yield rate	47%	47%	Evaluated each year	Indicates attractiveness of program.
Number of companies directing employees to business programs	4	6	July 2017	Enhances long term growth

Satisfaction Measures

Measure	Current	Target	Date	Description
Faculty/staff satisfaction in climate survey	Not current	TBD	July 2017	Indicates positive work climate.
Reassign Time for faculty and staff	0	As specified in the business reassign time plan	July 2017	Indicates time available to devote to research and service activities. Indicator of employee satisfaction.
Faculty Salaries	Lower quartile of AACSB programs	50 percentile of peer universities	July 2020	Supports a positive work climate and ability to retain and attract faculty.

University Strategic Pillar 3: Advance Economic Growth Through Community Engagement and Partnerships: Pursue initiatives that address current and future educational needs in Southeastern Wisconsin and continually build high-quality and sustainable partnerships that support excellent learning experiences.

Department of Business Interpretation: The primary driver of economic impact is qualified graduates in the workforce. The Department of Business will work with its regional partners to understand their needs, and develop graduates who meet those needs. The Department of Business faculty and students will further contribute to the community through SEG projects, consulting, service, and relevant practice oriented research.

Direct Measures

Measure	Current	Target	Date	Description
Percent of students accepting position in region	83%	83%	Evaluated each year	Indicator of local economic impact
Number of new business start-ups through SBDC/year	13	13	Evaluated each year	Indicates economic impact
Capital infusion through SBDC/year	\$1,038,785	\$3,600,000	Evaluated each year	Indicator of economic impact

Predictive Measures

Measure	Current	Target	Date	Description
Number of Faculty/Staff Consulting projects	11 in 5 years	2 per year	July 2016	Number of projects impacts the community
Number of SEG Projects	99	99	July 2016	Student impact on community
SEG Center Economic impact	Not determined	TBD	Determined by July 2016	Measures possible impact of SEG projects (e.g., hours)
Research involving community partner	11 in 5 yrs.	2/yr.	July 2016	Indicates potential impact of faculty research on business practices.
Requested copies of publications by business	Not currently collected	4/yr.	July 2016	Indicates readership of faculty publications by business

Satisfaction Measures

Measure	Current	Target	Date	Description
SEG partner satisfaction survey	Not currently collected	TBD	Determined by July 2017	Indicates impact on partner
Number of repeat partners	Need to set up system to collect	4/yr.	Setup by July 2016	Indicates level of partner/client satisfaction and impact past projects have had on client
Donations to SEG Center	0 last year	\$2000/yr	July 2016	Indicates satisfaction with SEG Center projects
Number of guest lectures in organizations	14 in 5 years	4/yr	July 2016	Indicator of faculty credibility
Number of media appearances	5/yr	5/yr	Evaluated each year	Indicator of faculty credibility

Strategies

The following paragraphs highlight the strategies that the department of business will use to achieve the above objectives.

Current Strategies

The department of business engages in several activities on an ongoing basis that are designed to impact the above objectives. Key continued activities are highlighted below:

- 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 senior academic advisor is responsible for this strategy. Funds for the initiative are provided by general funds.
- 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 senior academic advisor is responsible for this strategy. Funds for the initiative are provided by general funds.
- 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 will lead this activity. Funds for the initiative are provided by current operations, generated revenue from international initiatives, and community donations.
- The department of business will continue and improve the assurance of learning process. Each year assessment results are reviewed and changes proposed to enhance student outcomes. The department of business will continue to investigate using student portfolio and an automated assessment tool to enhance student assessment. Particular attention will be paid to implementing strategies to enhance student writing and critical thinking skills. The associate dean leads this initiative and it is funded through general funds.
- The department of business will continue to improve the quality and quantity of SEG Center projects. This impacts Strategic Pillars 1 and 3. The director of the SEG Center is responsible for this initiative. Funds for the SEG Center are provided by an endowed donation, corporate donations, and general funds.
- The department of business will continue to investigate converting current concentrations to majors (e.g., Finance, Human Resources, General Business) to enhance visibility and enrollment. The department chair of business is responsible for this initiative. Funds are provided from the general fund.
- The department of business will continue to seek opportunities for students to engage in competitions (e.g., sales, marketing, business plan) to enhance program visibility and student learning. This enhances Strategic Pillars 1 and 2. The department chair of business is responsible for these initiatives. Funding is provided from current operations and corporate donations.

- The department of business will continue to seek additional scholarships to support student success. The Dean of CBEC is responsible for this initiative. Funding is provided from general funds.
- 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 general funds.

New Strategic Initiatives

Nontraditional Programs: The department of business will enhance curriculum delivery to include online and competency based education to meet the needs of the high number of students with some college completion in the state of Wisconsin. Curriculum delivery updates include two related initiatives:

1. Online business program-The department will continue to develop online business classes so that all required classes and many business electives are available online so that students can complete an online business degree. Online versions of the following classes will be completed by August 2016: Legal Environment of Business (BUS 272), Managerial Accounting (ACCT 202), Managerial Finance (FIN 330) and Business Strategy (BUS 495).
2. Flex Option (Competency Based Education). The department of business will work with UW Extension to develop a competency based business program. UW System and UW-Parkside market studies indicate that there is demand for competency based education. The department of business has completed a competency based sales certificate and is in the process of creating a competency based project management certificate. Experience with the certificates can be leveraged to develop further Flex (competency based) classes.
3. Stackable certificates. The department of business will organize at least one business major to consist of stackable certificates. The first two certificates will be tentatively called Business 1 (prebusiness classes) and Business 2 (Business Foundation classes). Students must finish Business 1 and Business 2 and several other certificates (e.g., Sales, Project Management) to complete a business degree. The certificates will be available in onsite, online, and Flex format.

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 initiative has the potential to support all three strategic pillars. That is, it helps more students finish degrees (Pillar I), enhances revenue for the department of business through increased student SCH (Pillar II), and supports economic growth in Wisconsin by increasing the percentage of workers with college degrees (Pillar III).

Timeline: Online classes will be completed by August 2016, Flex classes will be completed by December 2016, and Stackable certificates will be approved for degrees during academic year 2016-2017.

Responsible: Dean of the College of Business, Economics, and Computing and Director of Flex (to be appointed).

Funding: Funds for program development will be provided through currently available grants, new grants from UW-Extension, and available money from MBA consortium revenue. This funding has been secured.

Innovation Corridor: The Department of Business, along with the other departments in CBEC, will seek funding to develop an innovation corridor. Innovation corridor is located on the D1 level of Molinaro. Currently, the corridor consists of the following CBEC resources: business computer lab, computer science computer lab, cyber security lab, Makerspace, App Factory, Ralph Jaeschke SEG Center, and Small Business Development Center (SBDC). In addition, the 3D art studio and Institute for Professional Educator Development (IPED) are located in the hall and will be incorporated into the corridor. The purpose of the corridor is to support innovative thinking/innovation amongst UW-Parkside students, K-12 students, and the community. The center will be modeled after some aspects of 3M's innovation centers.

Justification: The state of Wisconsin ranks near the bottom in business starts in the U.S. A once vital, innovative industrial hub is now seen as weak for high technology ventures. The rich history of innovation in SE Wisconsin can be honored through an innovation corridor that not only provides resources to support innovation, but displays artifacts of innovation in Wisconsin. These artifacts will motivate K-12 students and UWP students to innovate. In addition, several prominent educators state that K-12 inhibits innovation. The innovation corridor attempts to overcome this weakness. The Innovation Corridor will strive to enhance all three strategic pillars. The corridor will strive enhance innovation skills for UW-Parkside students (Pillar 1), attract donations from local companies (Pillar II), and contribute to economic growth and partnerships (Pillar III).

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

Timeline: Dependent upon donations. Incremental improvement throughout 2015-2016.

Funding: The university has committed some general funds for improvement. SEG Center funds also will be used. Donation from national and regional organizations are being solicited to support this corridor.

Revenue Generating Programs: The department of business will seek to create short noncredit revenue generating programs. These programs are targeted to meet two groups: International students on short term study programs and organizations in the region. Example programs include "Doing business in the U.S." to be hosted fall 2015 for students from Russia and sales seminars for local businesses.

Justification: Recent inquiries by international universities and by businesses seeking short courses indicate a potential demand for revenue generating programs. The department of business increasingly needs to find ways to generate additional resources. Partnering with international universities and business partners, noncredit programs can be developed to meet the needs of our international partner universities and local organizations. This strategy impact strategic pillar II (sustainability) and III (economic development).

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

Timeline: Program for Russian students in Fall 2015. Additional program targeted for Summer 2016.

Funding: Startup funding will be provided by general funds. Additional funding will be generated from the programs.

Supply Chain Management: The department of business will determine the feasibility of offering a supply chain certificate or concentration at the undergraduate or graduate level.

Justification: SE Wisconsin is rapidly becoming home to many logistics oriented organizations including Amazon and Uline. Advisory Board and members of the university Foundation Board have suggested a supply chain program to meet the needs of these organizations. A supply chain program supports all three strategic pillars: Students can obtain a relevant, career ready major; relevant programs have the potential to increase student credit hours and company donations, and the major satisfies a business need.

Responsible Party: Chair of the Department of Business and faculty in operations management.

Timeline: Complete feasibility study by February 2016. If feasible, propose program by May 2016.

Funding: The initial funding will be provided by reallocation of current resources. Additional SCH will generate funds for possible new positions.

Improve Advising and Update Advising Method: The department of business will investigate alternative forms of advising and seek to improve overall advising.

Justification: Increases in teaching load, changes in available advising resources, and need to improve further improve advising to meet the needs of the departments students require a reexamining advising in the department. This initiative enhances strategic pillar I. Areas for examination include group advising, additional use of technology, mentoring, and better coordination between various university groups and department advising.

Responsible Party: Associate Dean and Senior Academic Advisor

Timeline: This action will proceed incrementally. First changes should take place in 2015-2016 academic year.

Funding: Current general fund.

Continuous Improvement: The Department of Business firmly believes in continuous improvement. In light of the new AACSB standards and changes in UW-Parkside workload requirements, the department of business will evaluate, develop, and implement internal policies that lead to enhanced and distributed participation in business processes such as assessment, catalog design, scheduling, advising, and planning. These policies include merit, advising, workload, and promotion and tenure.

Justification: Improvement in processes facilitate the completion of operational processes and strategic initiatives.

Responsible Party: Dean, Associate Dean, and Department Chair

Timeline: Continuously evaluated. Updated procedures by December 2016.

Funding: Current general fund

Updating the Strategic Plan and Continuous Improvement

The department recognizes that the strategic plan is a “living” document. The ideas in the plan need to be reviewed, discussed and revised on a continuous basis, especially in these turbulent economic times. Strategic Planning Committee will have the responsibility to review and recommend changes to the strategic plan. Updates to the actions will occur annually. The strategic plan will be discussed extensively with members of the College of Business, Economics, and Computing (CBEC) advisory board members, alumni and students on a regular basis. An ad-hoc sub-committee of the CBEC advisory board will periodically conduct an in-depth review of this strategic plan and provide ideas for revision in the near term. Feedback on the strategic plan will be sought from Graduate Business Student & Alumni Association (GBSAA) and from students in a few select courses. Changes suggested by different stakeholders will be discussed by the department for future versions of the strategic plan. In addition to the actions specified in this strategic plan, the Department of Business works continuously to improve teaching, advising, research, service, and work process effectiveness.