

**SCHOOL OF MANAGEMENT
KRANNERT GRADUATE SCHOOL OF MANAGEMENT
PURDUE UNIVERSITY
2009-10**

**STATEMENT OF VISION, MISSION, SHARED PRINCIPLES,
AND STRATEGIC GOALS & PRACTICES**

Approved November 17, 2009

Vision:

The Krannert School of Management will focus on the management of enterprises in a globally competitive environment through its leadership in education and research. Krannert will prepare leaders who transform business through rigorous analysis and innovative insight.

Innovation @ Krannert *Rigorous Analysis, Innovative Insight*

Innovative Insight and Rigorous Analysis are nurtured at Krannert in many different ways

- Innovation in the classroom – through state of the art cases, theory, business applications, simulations emphasizing analysis and insight
- Innovation in the curriculum – with a cutting edge rigorous program of study
- Innovative Research – by faculty who are world leaders in their field of study and occupy leadership positions in scholarly journal editorial boards and international associations.
- Innovative project opportunities – where faculty and/or students team up with local, national and global businesses, perform rigorous analysis and find innovative solutions to problems.
- Innovative collaborations across Purdue for both curricular and research initiatives

Mission:

The Krannert School will educate business leaders, increase the body of knowledge in the various areas of management and economics, and provide outreach activities to the various stakeholders of the School. Reflecting these obligations, the mission of the Krannert School of Management is to:

- ◆ **Create a dynamic environment for learning by attracting and retaining talented, diverse and driven faculty, staff and students**
- ◆ **Provide a world-class management education that will equip students with a foundation for managerial decision making and working effectively in teams to solve complex business problems.**
- ◆ **Create and disseminate research that expands the frontiers of knowledge in management and economics through emphasis on a top quality doctoral program.**
- ◆ **Provide students with the ability to use and interpret economic data; to understand and apply economic principles and policies, and to prepare them for postgraduate studies and analytical careers in government and business.**

- ◆ **Leverage Krannert's location within Purdue, a comprehensive land grant university, by developing synergies with units across the university to "deliver the discoveries" across the university as economic development opportunities for the state.**

Goal statements for the School of Management

- Goal 1: Establish and maintain an environment that enhances the educational and global career opportunities for management and economics students.**
- Goal 2: Enhance and ensure the quality, flexibility, and relevance of the Krannert School's curricular and academic programmatic activities.**
- Goal 3: Establish and maintain an intellectual environment that allows the faculty to achieve preeminence in learning, discovery, and engagement.**
- Goal 4: Leverage Krannert's location within Purdue University to identify synergies and to explore the feasibility of interdisciplinary programs and research opportunities.**
- Goal 5: Engage Krannert's various constituents to promote economic development and increase the School's public recognition and prestige.**
- Goal 6: Establish and maintain initiatives that will promote diversity, and create an awareness and appreciation of differences for both our internal and external stakeholders.**
- Goal 7: Augment and manage the resource base of the School to enhance student education and Krannert's contributions to society.**

Assurance of Learning

The curriculum at Krannert will ensure learning outcomes across the programs that will permit students to do the following:

In Economics:

1. Access existing knowledge.
2. Communicate existing knowledge effectively in written and oral presentations.
3. Interpret and apply existing knowledge.
4. Access, interpret, and manipulate economic data.
5. Use an analytical framework to evaluate the effects of current and proposed public policies.
6. Assess the effects of global and multicultural integration.

In Management:

1. Achieve depth of understanding and application of essential content in business functional areas.
2. Develop analytical and quantitative skills to analyze and formulate business decisions.
3. Understand current business technologies and use common business technology and software in essential tasks.
4. Become familiar with the ethical issues that individuals face in organizations.
5. Develop effective written and oral communication skills.
6. Develop the leadership and teamwork skills to function effectively in a diverse cross-functional environment.
7. Develop awareness of global and multicultural issues relating to business decisions.

Program reviews and learning outcome assessments will ensure adequate development of these capabilities.

SHARED PRINCIPLES: Underlying the School's mission and the implementation of its goals is a set of shared principles that form the platform upon which Krannert's reputation for excellence is built.

- ◆ A commitment to innovation through cutting-edge research in a global context.
- ◆ A commitment to excellence in teaching a rigorous curriculum that provides students with state-of-the-art knowledge.
- ◆ A commitment to provide global experiences and education to students and faculty in recognition of the ever-changing global economy.
- ◆ A commitment to valuing diversity within our community, as characterized by a mutual respect among individuals having different points of view, cultural backgrounds, and specializations.
- ◆ An acknowledgement of the need for and benefits from pursuing a faculty, staff, and student body that reflects the diversity of our primary constituents.
- ◆ An emphasis on using logical principles for managerial decision making and their application to applied problem solving.
- ◆ A commitment to building mutually beneficial relationships with the professional business community, as well as local, state, and federal governments.
- ◆ A commitment to fostering active and collegial relationships among members of the Krannert community.
- ◆ A commitment to advocating, practicing, and communicating the highest ethical standards in all our academic and business endeavors.
- ◆ A commitment to engage with units across Purdue University to foster interdisciplinary research and learning.

ASPIRATION STATEMENT: The Krannert School aspires to achieve a level of preeminence in the upcoming five to ten years. It will have the following characteristics upon reaching this level of excellence.

- ◆ Krannert is consistently ranked in the top 10 overall among public business schools.
- ◆ At least one-third of the faculty will be women and underrepresented minorities.
- ◆ A majority of the Krannert faculty will have an understanding of the challenges of doing business in a global economy.
- ◆ Median faculty and staff salaries will be at least equal to the median salaries of AACSB peer benchmark schools.
- ◆ The number of full-time professional master's students will be 400.
- ◆ The number of undergraduate students in the School of Management will be 2,750.
- ◆ Krannert Doctoral Programs will have a total enrollment of at least 100 funded students.
- ◆ Krannert Executive Education Programs (KEEP) will enroll at least 350 students across all degree programs.
- ◆ GISMA degree program will enroll at least 70 full-time students.
- ◆ The number of endowed faculty positions will be at least 25.
- ◆ The percentage of undergraduate course sections taught by graduate teaching assistants will be no more than 15%.
- ◆ The amount of scholarship support awarded annually to undergraduates and graduate students will be at least \$1.5 million.

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- ◆ Sponsored programs will generate annually at least \$10 million in awards.

- ◆ Ph.D. stipends will increase to \$1,750 per month.

- ◆ Progress will be achieved toward attributes of aspiration schools: University of California-Berkeley, University of Michigan, MIT, UCLA, Carnegie Mellon, and the Wharton School.

Goal 1: Establish and maintain an environment that enhances the educational and global career opportunities for management and economics students.

- ◆ Objective 1.1: Attract and retain students who are bright, ambitious, and possess a strong work ethic.

Strategies:

- 1.1.a Provide scholarships and fellowships to attract and retain high-quality students.
- 1.1.b Offer programs of study compatible with student career needs.
- 1.1.c Market the Krannert School's highly ranked programs to potential students.
- 1.1.d Apply selectivity criteria that ensure high-quality students.
- 1.1.e Provide financial support to help defray the costs of Krannert students who study abroad.
- 1.1.f Participate in and initiate retention programs in conjunction with university.

Metrics:

- 1.1.a Increase the total scholarships and assistantships paid to our undergraduates and master's students by 3 percent per year; increase the stipend paid to Ph.D. students by 2 percent per year.
 - 1.1.b At graduation, 70 percent of master's students will have job offers.
 - 1.1.c Partner with University in Purdue Scholars Day, Purdue's for Me, and college fairs to help recruit Krannert students; participate in MBA fairs; spend at least \$200,000 annually to promote Krannert programs to potential students; develop and distribute publications for each major degree program.
 - 1.1.d Attain an average GMAT score for incoming MBA students of at least 650; attain the average work experience in the MBA program of at least 4 years; attain an average SAT score for incoming undergraduates of at least 1,160.
 - 1.1.e International study abroad financial support of at least \$25,000 per year will be provided.
 - 1.1.f Maintain a one-year university retention rate of at least 88 percent; maintain a six-year graduation rate of at least 75 percent.
- ◆ Objective 1.2: Develop students with strong analytic capabilities.

Strategies:

- 1.2.a Offer development opportunities to enhance the use of interactive pedagogies, such as case studies, data analysis, and experiential learning, to increase problem-solving and analytical skills.
- 1.2.b Offer a strong core of quantitative courses in all programs.
- 1.2.c Offer the opportunity for project courses that require students to apply theory to real-world problems.

- 1.2.d Admit students with strong analytical backgrounds.
- 1.2.e Encourage the use of information technology in the learning environment.

Metrics:

- 1.2.a Support attendance by at least two faculty members to attend teaching development seminars, such as the Harvard Case Teaching Seminar; support faculty interaction with the Center for Instructional Excellence; offer at least one teaching development workshop each fall.
- 1.2.b Undergraduate and master's students will be required to take at least one core course in each quantitative academic area.
- 1.2.c The professional master's programs will offer an array of project courses annually.
- 1.2.d Target at least 50 percent admits into the MBA and MSIA programs with technical undergraduate degrees; using the Management Admission Index (MAI), which includes two calculus courses, require at least a 3.0 GPA (on a 4.0 scale) for management majors and at least a 2.85 GPA for industrial management (BSIM) majors for guaranteed admission into upper-division management courses.
- 1.2.e Each year, the School will support at least one faculty curriculum project to promote innovative pedagogy using IT.

- ◆ Objective 1.3: Provide students with instructors who are accessible and knowledgeable about recent developments in their fields.

Strategies:

- 1.3.a Encourage faculty to be current in their field.
- 1.3.b Ensure quality instruction by graduate teaching assistants.

Metrics:

- 1.3.a All faculty will be expected to have at least a 3.0 (on a 5.0 scale) in the student course evaluations of "knowledge of their field."
- 1.3.b All graduate-level student instructors will be required to attend a CIE teaching workshop and should be mentored by the undergraduate faculty area advisor prior to teaching a class; all graduate-level instructors will be evaluated each semester and will discuss their evaluations with undergraduate area advisors and/or area coordinators; graduate-student teaching awards will be given each semester

- ◆ Objective 1.4: Provide opportunities for international learning and working experiences for students.

Strategies:

- 1.4.a Develop partnerships with international academic institutions for student exchange opportunities.

- 1.4.b Capitalize on corporate partner and alumni relationships to affect international experiences.
- 1.4.c Encourage international student learning through external speakers.

Metrics:

- 1.4.b Maintain at least the current level of exchange programs with international schools; at least 200 undergraduate students will participate annually in international student exchange programs; provide at least one two-week module of international study for students in the IMM and EMBA programs; at least 30 percent of each class graduating from the professional master's program will participate in a study abroad program.
 - 1.4.b Offer at least one international project course annually.
 - 1.4.c Bring in at least two speakers on international topics per semester in the Krannert Executive Forum; at least four speakers will be brought in each academic year to speak to our professional master's students.
- ◆ Objective 1.5: Provide students with real-world working experiences and the opportunity to interact with leading business executives.

Strategies:

- 1.5.a Increase internship opportunities for both undergraduate and graduate programs.
- 1.5.b Provide opportunities for students to have more contact with external stakeholders.
- 1.5.c Develop a strategic plan for alumni relations.

Metrics:

- 1.5.a At least 60 percent of undergraduates will have at least one internship experience by graduation; at least 75 percent of master's students seeking summer internships will have an internship.
 - 1.5.b Include student interaction in each DAC and KSAA meeting; offer the Friday Executive Forum once each semester; students will have the opportunity to engage external stakeholders through guest speakers in the classroom and the Distinguished Executive Lecture.
 - 1.5.c Director of Alumni Affairs will develop a strategic plan.
- ◆ Objective 1.6: Provide high-quality placement, career advising, and interview services and facilities.

Strategies:

- 1.6.a Supplement University undergraduate career resources to ensure availability of outstanding placement opportunities.
- 1.6.b Provide world-class career facilities and services for graduate students.

- 1.6.c Encourage alumni to become more involved by interacting with and mentoring students, as well as hiring students as interns or full-time employees after graduation.
- 1.6.d Actively develop relationships with Indiana-based companies and facilitate placement of students in high-quality jobs in the state.

Metrics:

- 1.6.a Offer MGMT 301 each semester for undergraduates; use DAC and KSAA members to assist in providing internships; make tangible efforts to maximize the number of recruiters for the undergraduate fall and spring career fairs.
- 1.6.b Provide four full-time professional staff to support master's placement, one of whom will be focused on international student placement; each year increase the number of companies recruiting international students; collaborate with other in-state career service programs and initiatives to foster placements within Indiana.
- 1.6.c Participate in university-wide Boilersphere online community; Krannert will participate in a Homecoming event each year for alumni and students; provide opportunities for alumni/student interaction.
- 1.6.d Participate in University's High-Tech Job Fair; collaborate with Indiana companies to offer internships.

- ◆ Objective 1.7: Provide students an opportunity to enhance their leadership skills and understanding of ethical decision-making.

Strategies:

- 1.7.a Offer a leadership and ethics series for master's students.
- 1.7.b Provide opportunities for volunteerism and service learning.
- 1.7.c Provide undergraduate leadership opportunities outside the classroom.
- 1.7.d Develop campus partnerships to promote ethics and leadership.
- 1.7.e Investigate the feasibility of an undergraduate student conduct code for Krannert undergraduate students.

Metrics:

- 1.7.a Speaker evaluations will be used to help determine the effectiveness of Leadership and Ethics Series (LES) program.
- 1.7.b Offer Management Volunteer Program for master's students; through student clubs, offer undergraduates an opportunity for service learning.
- 1.7.c Help students prepare for and offer the biennial Barbara G. Doster Leadership Forum; provide opportunities for case competitions; participate in campus-wide leadership opportunities; continue to support the Student Management Council and Presidents' Club.
- 1.7.d Partner with the Ackerman Center for Democratic Citizenship to conduct The Purdue Series on Corporate Citizenship and Ethics; offer the Krannert Leadership Speakers Series on the Purdue campus.

- 1.7.e Appoint a Task Force to investigate undergraduate student code.
- ◆ Objective 1.8: Innovate by preparing students for job opportunities in emerging growth industries and provide incentives for faculty to undertake cutting-edge research.

Strategies:

- 1.8.a Offer consulting projects in emerging industries.
- 1.8.b Offer critical analytical thinking courses in issues of long-term management and economics importance.
- 1.8.c Summer funding will be offered for at least one faculty member to develop a critical analytical thinking course

Metrics:

- 1.8.a At least 25 consulting projects will be offered to master's students per year.
- 1.8.b Offer at least one critical analytical thinking course to master's students per semester.
- 1.8.c At least one faculty member will be offered 10 percent summer support to develop a critical analytical thinking course.

Goal 2: Enhance and ensure the quality, flexibility, and relevance of the Krannert School's curricular and academic programmatic activities.

- ◆ Objective 2.1: Establish mechanisms by which all programs and centers are reviewed and evaluated on a timely basis.

Strategies:

- 2.1.a Department Heads will be responsible for innovation and competitiveness of academic programs.
- 2.1.b The Associate Dean for Academic Affairs will assure that the contributions of the School's centers and external programs (i.e., Executive Education, GISMA, etc.) are in concert with the overall mission of the School.

Metrics:

- 2.1.a Review at least one degree program annually to assure that it continues to fulfill the mission of the School; use AACSB criteria in the review process of academic programs.
- 2.1.b Annually review center activities and budgets.

- ◆ Objective 2.2: Establish new programs, centers, and initiatives.

Strategies:

- 2.2.a Internally designate resources to develop new programs, centers, and initiatives that fit with the School's mission.
- 2.2.b Ensure new programs, centers and initiatives are self-funding.
- 2.2.c Ensure new programs, centers, and initiatives provide substantive learning experiences for faculty and/or students.
- 2.2.d Focus on new programs that have interdisciplinary potential.

Metrics:

- 2.2.a Fund new initiatives by participating in University reallocation program.
- 2.2.b Within three years of inception, each program and center (other than PCEE) will be self-funded.
- 2.2.c Each initiative and center will support curricular development for the School's programs; each initiative and center will support faculty research through such activities as summer funding, purchase of databases, software, graduate assistants, and faculty travel.
- 2.2.d All new programs, centers, and initiatives will have interdisciplinary components; continue active role in Burton D. Morgan Center for Entrepreneurship in Discovery Park.

- ◆ Objective 2.3: Optimize program enrollments to be consistent with the mission of the School and to take greater advantage of economies of scale and scope.

Strategies:

- 2.3.a Use the Management Admissions Index (MAI) and the admissions committee to help affect desired undergraduate program size.
- 2.3.b Size the master's programs to fit resources and quality requirements..
- 2.3.c Monitor the size of Ph.D. programs to maintain consistency with faculty resources.

Metrics:

- 2.3.a In line with the undergraduate differential enrollment target, total undergraduate management enrollment should not exceed 2,750.
- 2.3.b Recruit a master's program enrollment of at least 350.
- 2.3.c Total enrollment in the doctoral program will be a minimum of .75 doctoral students/1.0 FTE faculty.

- ◆ Objective 2.4: Coordinate the allocation of faculty and other resources across all programs to most effectively leverage the School's capabilities to provide high-quality undergraduate and graduate education.

Strategies:

- 2.4.a Meet or exceed AACSB standards for faculty size, composition, and deployment requirements.
- 2.4.b Deploy faculty to program core courses commensurate with teaching strengths and interests.
- 2.4.c Maintain an effective core curriculum for each degree program.

Metrics:

- 2.4.a At least 50 percent of the faculty will be academically qualified; and 90 percent will be academically qualified or professionally qualified; AACSB section coverage requirements by area and school will be met.
- 2.4.b No faculty teaching in the master's core will receive less than 6.5 combined scores on course and instructor effectiveness; faculty and/or CTLs will serve as course coordinators in undergraduate core courses.
- 2.4.c Core curriculum median teaching evaluations in master's program will exceed 8.0; median teaching evaluations in upper-division core undergraduate courses will exceed 8.0

- ◆ Objective 2.5: Solicit evaluative input on programs and initiatives.

Strategies:

- 2.5.a Actively involve alumni in program reviews.

- 2.5.b Actively involve students and their representatives in course and program evaluations.
- 2.5.c Anticipate AACSB accreditation needs.

Metrics:

- 2.5.a Alumni or advisory board representation will be utilized in program reviews.
- 2.5.b Using KGSA input, options will be explored to allow students to provide anonymous feedback about their courses to administration and faculty; student input will be provided through surveys, student organizations, town hall meetings, state-of-the-program meetings, and other methods.
- 2.5.c Maintain required data for AACSB accreditation.

Goal 3: Establish and maintain an intellectual environment that allows the faculty to achieve preeminence in learning, discovery, and engagement.

- ◆ Objective 3.1: Recruit junior faculty who have the potential to be top scholars in their fields and who will excel in the classroom; and senior faculty who have established top credentials in their field.

Strategies:

- 3.1.a Recruit faculty (tenure-track and tenured) who have earned Ph.D.s or have held faculty appointments within their discipline. They will show good potential for outstanding research contributions.
- 3.1.b Recruit faculty who will create a positive learning environment for students.
- 3.1.c Offer salaries and teaching loads to attract high-quality faculty.
- 3.1.d Monitor faculty recruiting effectiveness.
- 3.1.e As appropriate, recruit more senior faculty to fill named and more advanced positions. Senior appointments will have an outstanding research record.

Metrics:

- 3.1.a 100 percent of new tenured and tenure-track faculty will have earned a Ph.D. within one year of hire; 100 percent of new tenured and tenure-track faculty will achieve an average of at least 4.0 (on a 5.0 scale) on the research component of the interview evaluation form.
 - 3.1.b All new tenured and tenure-track faculty will have prior university teaching experience.
 - 3.1.c 100 percent of newly hired tenured and tenure-track faculty will be compensated at or above the area median for new hires as reported by AACSB for Big Ten institutions; 100 percent of newly hired tenured and tenure-track faculty will be assigned no more than 12 credit hours per year and no more than four different course preparations.
 - 3.1.d The average untenured tenure-track faculty evaluation scores in research, teaching and service for each area will be at least 5 on a 10-point scale.
 - 3.1.e Established scholars with continued potential for research and teaching effectiveness will be hired for advanced positions.
- ◆ Objective 3.2: Retain and recognize high-quality faculty.

Strategies:

- 3.2.a Reward faculty for meritorious research, teaching, and service in order to retain the most-productive faculty.
- 3.2.b Provide support for the mentoring of junior faculty.
- 3.2.c Provide the infrastructure for conducting high-quality research and teaching.
- 3.2.d Provide incentives for faculty to apply for external funding.

Metrics:

- 3.2.a 100 percent of base salary increases will be awarded based on merit and/or equity as determined by the annual faculty evaluation process; at least two Krannert Faculty Fellows will be nominated annually in recognition of meritorious service; median of faculty salaries, by area and rank, will be at least the median of the Big Ten salaries; at least three Young Faculty Scholars will be recognized annually; at least two teaching awards will be presented annually to recognize the top undergraduate instructor and the top professional master's instructor; retain at least 90 percent of faculty who achieved 8.0 or higher on the annual composite evaluation score.
 - 3.2.b Mentoring relationships will be established for pre-tenure faculty in each department; each pre-tenure faculty member will receive a written report from the primary committee in his or her third and fourth year; all assistant and associate professors will receive written feedback from the annual faculty evaluation process; periodic research and teaching seminars will focus on new faculty.
 - 3.2.c The ratio of funded doctoral students to faculty will be at least three-quarters to one; each professor will be provided an annual expense account to support research- and teaching-related expenses; each academic area will be provided an annual expense account to further support research- and teaching-related expenses.
 - 3.2.d All faculty members who apply for grants in accordance with Krannert's Sponsored Research Faculty Incentive Program will be provided additional expense allocations; all faculty who have successful grant proposals will receive additional funding; external funding will be included as part of the research component in annual faculty evaluations.
- ◆ Objective 3.3: Achieve a faculty size that allows for breadth and flexibility in research and instruction.

Strategies:

- 3.3.a Use annual manpower planning to communicate faculty staffing needs to the Provost.
- 3.3.b Achieve faculty capacity to deliver international programs and global presence.
- 3.3.c Achieve faculty capacity to deliver a broad mix of programmatic initiatives.

Metrics:

- 3.3.a All area course staffing will be communicated to the Provost during annual mid-year management review.
- 3.3.b All desired international programs will be fully staffed.
- 3.3.c All degree and non-degree program offerings that meet strategic goals will be fully staffed with an appropriate faculty mix.

- ◆ Objective 3.4: Provide forums for the exchange of ideas about research and current challenges facing managers.

Strategies:

- 3.4.a Use the School's centers and advisory committees to provide opportunities for engagement between faculty and stakeholders.
- 3.4.b Support workshops that foster a dialogue on research issues.
- 3.4.c Provide support and encouragement for faculty members to invite business leaders into their classrooms.

Metrics:

- 3.4.a The Krannert Executive Forum will be offered each fall and spring semester; Dean's Advisory Council (DAC) and Krannert School Alumni Association (KSAA) will meet biannually; each center has an external advisory committee that will meet at least annually; GSCMI will hold two meetings each year, and include research presentations.
- 3.4.b Each year, there will be at least one seminar series in economics and at least one seminar series in management.
- 3.4.c Annually maintain a resource file of external speakers for faculty; annually participate in University's Old Masters Program; annually conclude master's orientation with Krannert Distinguished Executive Lecture.

- ◆ Objective 3.5: Promote integrity in teaching and research activities.

Strategies:

- 3.5.a Provide faculty and doctoral students with information on research integrity.
- 3.5.b Provide faculty and doctoral students with information on teaching integrity.

Metrics:

- 3.5.a Communicate university policy on research and integrity (Executive Memorandum C-22) each fall to all faculty and doctoral students; distribute to faculty and doctoral students information about all university workshops and publications on Responsible Conduct of Research (RCR).
- 3.5.b Include a discussion about dealing with student academic dishonesty in teaching workshops for faculty and doctoral students.

Goal 4: Leverage Krannert's location within Purdue University to identify synergies and to explore the feasibility of interdisciplinary programs and research opportunities.

- ◆ Objective 4.1: Collaborate with other units to offer interdisciplinary degree and non-degree programs.

Strategies:

- 4.1.a Identify potential partnerships with other colleges/schools to provide dual or joint degree programs.
- 4.1.b Explore opportunities of offering short courses and workshops jointly with other units on campus.
- 4.1.c Offer minors and service courses to non-Krannert majors.
- 4.1.d Explore opportunities of offering study abroad programs jointly with other colleges/schools.

Metrics:

- 4.1.a Identify at least one collaboration opportunity with a college or school and initiate a dialogue with the partner college/school.
- 4.1.b Offer at least one short course or workshop jointly with non-Krannert units through KEEP.
- 4.1.c Maintain Management and International Business Minors; continue participation in the Entrepreneurship Certificate program.
- 4.1.d Offer at least one study abroad program jointly with other colleges or schools.

- ◆ Objective 4.2: Promote active involvement in interdisciplinary research opportunities offered by School, Discovery Park, and other units at Purdue.

Strategies:

- 4.2.a Promote faculty involvement in University centers.
- 4.2.b Identify interdisciplinary research opportunities for faculty.
- 4.2.c Recognize and reward faculty for participation in interdisciplinary research.
- 4.2.d Provide incentives for faculty to apply for research funding from Discovery Park and other University resources.
- 4.2.e Promote student involvement in University centers through internships and projects.

Metrics:

- 4.2.a Maintain the current level of advisory capacities and committee membership in Regenstrief Center, e-Enterprise, Center for the Environment, Burton D. Morgan Center for Entrepreneurship, and other University centers.
 - 4.2.b Distribute Discovery Park and VPR grant announcements to faculty.
 - 4.2.c Include and recognize interdisciplinary research activities as part of the research component in annual faculty evaluations.
 - 4.2.d Provide additional STAR allocation for faculty members who apply for research grants from the Discovery Park or other University sources in accordance with Krannert's sponsored research incentive program; include and recognize research funding from the Discovery Park or other University sources as part of the research component in annual faculty evaluations.
 - 4.2.e Provide at least five quarter-time graduate assistants each academic year to support the engagement activities of the Burton D Morgan Center for Entrepreneurship; engage in at least one interdisciplinary masters course project each academic year.
- ◆ Objective 4.3: Commit to facilitating the development of an infrastructure to encourage interdisciplinary cooperation.

Strategies:

- 4.3.a Continue to secure funding for School centers to foster interdisciplinary learning and research programs.
- 4.3.b Sponsor workshops and conferences to bring together business managers, engineers, and experts from other disciplines for discussion of emerging research issues.

Metrics:

- 4.3.a Provide one-to-one matching cost sharing to support for CIBER to secure a renewed grant from DOE; submit at least 4 corporate funding proposals for GSCMI/DCMME each year; provide partnership (\$25,000) support to GSCMI/DCMME.
- 4.4.b Offer at least two events through DCMME, GSCMI, and KEEP each academic year.

Goal 5: Engage Krannert's various constituents to promote economic development and increase the School's public recognition and prestige.

- ◆ Objective 5.1: Provide the State of Indiana information and support for economic improvement.

Strategies:

- 5.1.a Meet with business, civic, and political leaders in Indiana.
- 5.1.b Coordinate news about Krannert with Indiana media.
- 5.1.c Provide expertise and counsel to state industry.

Metrics:

- 5.1.a At least six speakers from Indiana will speak at the Krannert Executive Forum each year; the Dean will meet at least once per month with business, civic, and political leaders in Indianapolis.
- 5.1.b The Krannert School external relations group maintains a searchable database of School faculty experts; press releases will be sent to statewide media.
- 5.1.c Work with the Burton D. Morgan Center for Entrepreneurship to help develop and fund new business opportunities; participate in the University's Technical Assistance Program; use centers and faculty to provide expertise and consulting to Indiana businesses; offer executive degree and non-degree programs to Indiana citizens; assist in conducting the Burton D. Morgan Entrepreneurial Competition to recognize, support, and encourage new business in Indiana; assist in conducting the Purdue Life Sciences Business Plan Competition; provide Krannert students with consulting project opportunities with state and regional businesses.

- ◆ Objective 5.2: Make effective use of outreach activities to communicate and enhance Krannert's image.

Strategies:

- 5.2.a Actively seek to have Krannert's programs included and improved among media rankings of top business schools.
- 5.2.b Establish and maintain a program that effectively markets the distinctive mission and competencies and innovations of the School's programs.
- 5.2.c Encourage faculty members and administrators to occupy high-profile positions in professional societies, editorial boards, and government and business organizations.
- 5.2.d Enhance Krannert's marketing initiatives to key stakeholders to achieve higher national and international visibility.
- 5.2.e In conjunction with Purdue Marketing & Media, develop annual communications plan for the Krannert School.
- 5.2.f Upgrade Krannert Web site to better market array of undergraduate and graduate programs.

Metrics:

- 5.2.a Maintain contact with key personnel at media outlets involved in business-school rankings; respond in a timely and accurate fashion to media surveys; routinely benchmark Krannert's programs with the best in the world; monitor key factors in rankings and consider potential impact on operational decisions.
- 5.2.b The Dean and other staff will visit at least three cities in Indiana each year to communicate news about the Krannert School and to discuss local economic issues; coordinate activities with Purdue Marketing & Media to maintain an integrated external relations program that includes publications, such as *Krannert Magazine*, and the Krannert School Web site; utilize advisory councils, such as DAC and KSAA, to publicize the School; participate in University engagement activities; collect and maintain faculty, staff, and student activities which complement University engagement goals.
- 5.2.c Include external service and editorial board membership in annual faculty evaluations.
- 5.2.d Improve the resources devoted to marketing activities of the Krannert School; coordinate Krannert marketing activities with overall university efforts..
- 5.2.e Implement strategies of annual communications plan.
- 5.2.f Formulate and implement an updated Krannert Web site by the end of the academic year.

Goal 6: Establish and maintain initiatives that will promote diversity, and create an awareness and appreciation of differences for both our internal and external stakeholders.

◆ Objective 6.1: Recruit a diverse instructional staff of faculty and CTLs.

Strategies:

- 6.1.a Aggressively generate a diverse pool of faculty and CTL candidates following procedures consistent with Krannert's goals and University policies.
- 6.1.b Implement Krannert Faculty Diversity Funding program.

Metrics:

- 6.1.a 100 percent of all new CTL, tenured, and tenure-track positions will be advertised in professional journals and other sources consistent with University Affirmative Action Office policies; 100 percent of all CTL, tenured, and tenure-track positions will be posted on the School's Web site; 100 percent of all position announcements will be sent to each of the top 25 schools in the appropriate disciplines; new tenure-track faculty profile should include at least 33 percent female faculty; at least 15 percent of the new tenure-track faculty should be minorities; at least one new tenure-track faculty hire should be an underrepresented minority.
- 6.1.b Apply funds available through the undergraduate tuition differential fee toward enhancing faculty diversity.

◆ Objective 6.2: Recruit and retain students from diverse cultural and ethnic backgrounds.

Strategies:

- 6.2.a Support and market the Dr. Cornell A. Bell Business Opportunity Program (BOP).
- 6.2.b Participate in outreach programs aimed at promoting diversity.
- 6.2.c Enroll and retain a diverse and globally representative student body.

Metrics:

- 6.2.a Provide at least \$350,000 annually for BOP undergraduate and graduate scholarships and fee waivers, and provide at least \$150,000 annually to fund the BOP Summer Program; continue mentoring program for incoming BOP students; actively recruit at least 20 new students for the master's BOP program; actively recruit at least 20 new students for the undergraduate BOP program.
- 6.2.b Participate annually in the University's program to bring students from Historically Black Institutions to campus; participate annually in the Ph.D. Project Conference; participate in University's Summer Research Opportunity Program (SROP); participate annually in the Indiana Black Expo; sponsor

students to attend the National Black MBA Association Conference and the National Society of Hispanic MBA Conference.

- 6.2.c Enroll 30-40 percent international students in the master's programs; achieve underrepresented student enrollment in the master's programs of at least 10 percent each year; achieve at least 35 percent female enrollment in the undergraduate program; achieve underrepresented student enrollment in the undergraduate program of at least 8 percent each year; achieve at least a 30 percent female student enrollment in the master's programs each year; retain underrepresented students at both the one-year and six-year graduation rates at levels equal to or higher than the University; achieve at least 5 percent underrepresented student enrollment in the doctoral program; achieve at least 30 percent female student enrollment in the doctoral program.

◆ Objective 6.3: Recruit and retain a diverse staff.

Strategies:

- 6.3.a Increase the number of minorities in A/P and support staff positions.
- 6.3.b Generate a diverse pool of candidates for each A/P and support staff vacancy.

Metrics:

- 6.3.a Hire at least two minority candidates in A/P positions; hire at least one minority candidate in support staff positions; retain at least the current percentage of minority A/P staff.
- 6.3.b Work closely with Human Resources to disseminate job opportunities to a diverse audience.

◆ Objective 6.4: Design and improve processes for creating a diverse environment at the Krannert School.

Strategies:

- 6.4.a Benchmark best practices internally and externally.
- 6.4.b Participate in campus, community, and professional organizations with missions to enhance diversity.
- 6.4.c Promote diversity awareness and appreciation.

Metrics:

- 6.4.a Krannert programs will continue to be benchmarked against other schools and universities.
- 6.4.b Participate in appropriate diversity programs on- and off-campus.
- 6.4.c All staff and graduate assistants will attend mandatory Equal Access and Equal Opportunity Briefings; all faculty will be strongly encouraged to attend EA/EO briefings and participation will be monitored; Director of Diversity Initiatives will be included in key orientations and meetings; provide workshops to faculty, staff, and students to promote diversity; establish a special event to celebrate diversity within the Krannert School; provide a

diverse spectrum of speakers and topics for the Krannert Executive Forum and the Leadership and Ethics Series.

- ◆ Objective 6.5: Establish and communicate diversity initiatives with external stakeholders.

Strategies:

- 6.5.a Provide opportunities for alumni and other key stakeholders to participate in diversity initiatives .
- 6.5.b Improve communication of diversity initiatives and activities at the Krannert School.

Metrics:

- 6.5.a Expand the participation and scope of the Business Opportunity Program Advisory Board; achieve at least 10 percent underrepresented minority and 25 percent female membership in the Dean's Advisory Council and Krannert School Alumni Association.
- 6.5.b Include information about diversity at the Krannert School in *Krannert Magazine* and e-newsletters sent to advisory groups and key alumni.

Goal 7: Augment and manage the resource base of the School to enhance student education and Krannert's contributions to society.

- ◆ Objective 7.1: Expand external support of the School through the cultivation of alumni, major donors, corporations, and foundations.

Strategies:

- 7.1.a Continue Krannert private fund-raising activities..
- 7.1.b Solicit large gifts within University policies.
- 7.1.c Increase the size of the Krannert School total endowment annually.
- 7.1.d Raise private funds to create endowed faculty positions.
- 7.1.e Increase annual non-endowment, non-capital contributions.
- 7.1.f Increase Alumni Fund participation rate.
- 7.1.g Encourage students to begin donating to the School at an early stage in their careers.

Metrics:

- 7.1.a Raise at least \$6 million annually from all sources.
 - 7.1.b Develop and submit at least 10 proposals a year for at least \$100,000 each.
 - 7.1.c Increase the book value of the Krannert School endowment by at least 5 percent per year.
 - 7.1.d Increase the number of named faculty positions by two.
 - 7.1.e Increase Krannert Fund Unrestricted Gifts by 5 percent each year; increase Annual Fund (any gifts from individuals under \$25,000) by 5 percent annually.
 - 7.1.f Increase alumni giving participation rate by 1 percentage point annually.
 - 7.1.g Each graduating master's class should establish a class gift with a minimum of \$1,000 by time of class graduation; maintain regular contact with Krannert alumni through Purdue online community, *Krannert Magazine* and other School publications.
- ◆ Objective 7.2: Within the University's fundraising structure, review the School's advancement function on a regular basis.

Strategies:

- 7.2.a Conduct formal meetings with University and Krannert advancement staff to review private giving.
- 7.2.b Meet regularly with central University Advancement personnel to coordinate strategies.
- 7.2.c Report information to and seek advice from DAC and KSAA about advancement activities.

Metrics:

- 7.2.a Conduct monthly staff meetings with University and Krannert advancement staff.
- 7.2.b Participate in meetings dealing with strategy with University advancement staff.
- 7.2.c A segment of each DAC and KSAA meeting will be devoted to advancement issues.

- ◆ Objective 7.3: Pursue entrepreneurial initiatives that expand the School's resource base.

Strategies:

- 7.3.a Continue to generate a recurring revenue stream through KEEP.
- 7.3.b Maintain GISMA relationship.
- 7.3.c Expand international partnerships.

Metrics:

- 7.3.a KEEP will generate a net profit to the Dean's Office of at least \$1 million annually.
- 7.3.b Continue the GISMA partnership with the Krannert School .
- 7.3.c At least one new partnership will be formally established.

- ◆ Objective 7.4: Attract funding from central administration for Krannert programs and initiatives.

Strategies:

- 7.4.a Clearly communicate to the University's central administration how the successful pursuit of our strategic goals benefits the University.
- 7.4.b Provide input and committee service when requested by the President and other University academic officers.

Metrics:

- 7.4.a Participate in all "management reviews" conducted by the Provost's Office; participate in programs sponsored by central University administration to inform academic officers and administrators about Krannert's initiatives.
- 7.4.b All requests for representation on University committees will be met in a timely manner by nominations from the Krannert School.

- ◆ Objective 7.5: Create an administrative structure and decision processes that carry out the School's mission in the most effective and efficient manner.

Strategies:

- 7.5.a Maintain a faculty committee structure that is representative and efficient.

- 7.5.b Based on the principles of openness, fairness, and inclusion, establish processes that clearly specify the initiation and approval of major decisions.
- 7.5.c Ensure the School's support units (e.g., admissions, program offices, computing support, and placement) exceed client (e.g., students, faculty, and recruiters) expectations.
- 7.5.d Provide annual financial report of school to faculty.

Metrics:

- 7.5.a Annual committee assignments will be made based on input from area coordinators and based on needs of the School.
- 7.5.b At the beginning of each academic year, the Dean's Office will distribute a document describing the major decision processes within the Krannert School.
- 7.5.c Conduct client-oriented annual evaluations of all administrative offices.
- 7.5.d Report will be distributed by second faculty meeting of academic year.

- ◆ Objective 7.6: Establish procedures that promote efficiency and effectiveness in resource utilization.

Strategies:

- 7.6.a Encourage flexibility in budgeting for faculty activities such as travel, computer support, communications, and other research-related expenses.
- 7.6.b Initiate programs to increase the flexibility of staff utilization across the School's activities.
- 7.6.c Embrace sustainable environmental approaches in the delivery of Krannert's programs and services.

Metrics:

- 7.6.a Assign each faculty member a supplement for teaching and research (STAR) account; a standing faculty committee will review the STAR program at least once a year.
- 7.6.b Allow each faculty member to select a "no secretary" option, which will result in a supplement to the STAR account.
- 7.6.c Implement at least one "green" initiative each semester.

- ◆ Objective 7.7: Recruit, train, and retain high-quality administrative and support staff.

Strategies:

- 7.7.a Enhance programs that foster the recruitment and retention of high-quality staff.
- 7.7.b Provide training programs and enrichment opportunities for administrative and support staff.

Metrics:

- 7.7.a Utilize professional organizations and interest groups to recruit qualified applicants; conduct annual performance reviews and provide feedback to all staff; retain at least 90 percent of the top 20 percent of the School's support staff as measured by annual performance reviews; the School will benchmark and compensate staff in line with University and Big Ten standards; conduct exit interviews with all outgoing staff.
- 7.7.b Offer School wide training at least three times a year for all support staff; all A/P staff will participate annually in at least one professional development activity; the Dean's Office will meet annually with the VOICE (a school support staff advisory committee) committee to discuss staff concerns; Dean's Office will meet annually with A/P staff to discuss School strategies and staff concerns.