

**SCHOOL OF MANAGEMENT
KRANNERT GRADUATE SCHOOL OF MANAGEMENT
PURDUE UNIVERSITY
2008-09**

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

“The Krannert School was important in my life. It provided me, a young engineering graduate, with vastly broadened horizons and opportunities. It helped me develop the understanding of what was involved in building and running a business enterprise.”

Jerry S. Rawls, MSIA '68

VISION STATEMENT

The Krannert School will be internationally recognized as a premier institution for management and economics education, scholarly research, and the development of career opportunities for those interested in becoming leaders of technology-driven, globally competitive enterprises. Krannert will be distinct from most business schools by having the highest-quality expertise in the leadership and management of technology-intensive organizations.

MISSION STATEMENT

The Krannert School will educate tomorrow's 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:

- ◆ Provide a world-class management education that will equip students with a strong analytical foundation. Krannert graduates will have the ability to manage a technologically oriented business and will possess strong team leadership skills, global awareness, and the ability to apply knowledge from the basic functional areas of management (accounting, business law, finance, marketing, management information systems, operations management, organizational behavior and human resources, quantitative methods, strategic management) and economics.
- ◆ Undertake and disseminate research that expands the frontiers of knowledge in management and economics. As a management school with a commitment to providing knowledge about important management and economics issues, much of this research is relevant to improving the analytical skills of practicing managers, governmental decision makers, and public policy-makers. In addition, our mission encompasses a commitment to train others to undertake research that refines and expands the existing bodies of knowledge in management and economics.
- ◆ Recognizing that Krannert is housed in a comprehensive land grant university, conduct selected outreach and economic development activities that enhance the lives and productivity of the School's many constituents. These constituents include members of the university, local, state, and global business and social communities in which we operate.

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.
- ◆ A commitment to recruiting and retaining students who have strong analytical capabilities.
- ◆ An emphasis on critical-thinking skills, problem-solving capabilities, and cross-functional awareness.
- ◆ A commitment to building skills in teamwork and leadership.
- ◆ 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 determination to be leaders in understanding and applying the management of technology to business and education.
- ◆ A commitment to advocating, practicing, and communicating the highest ethical standards in all our academic and business endeavors.
- ◆ A commitment to 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.

- ◆ At least one-third of additional new faculty hires will be women and underrepresented minorities.
- ◆ At least one-third of the Krannert faculty will have special skills in the application of their functional areas to global business.
- ◆ Median faculty and staff salaries will be at least equal to the median salaries of our aspiration benchmark schools.
- ◆ The number of full-time professional master's students will be 400.
- ◆ The number of undergraduate management majors will be 2,800.
- ◆ Krannert Doctoral Programs will have a total enrollment of at least 100 students.
- ◆ Krannert Executive Education Programs (KEEP) will enroll at least 350 students across all degree programs.
- ◆ GISMA program will enroll at least 70 full-time students.
- ◆ Krannert School facilities will be state-of-the-art.
- ◆ The number of endowed faculty positions will increase to 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.
- ◆ Sponsored programs will generate annually at least \$10 million in awards.
- ◆ Ph.D. stipends will increase to \$1,750 per month.
- ◆ Krannert will play an ongoing leadership role in the interdisciplinary entrepreneurship and other key programs in the Purdue Discovery Park.
- ◆ Krannert is consistently ranked in the top 10 overall among public business schools.

Aspiration benchmark business schools include: University of California-Berkeley, University of Michigan, MIT, UCLA, and the Wharton School.

KRANNERT SPECIAL INITIATIVE FOR 2008-09

The current Krannert Strategic Plan emanated from a faculty and staff task force empowered by Dean Cosier in 1999. Krannert's Strategic Plan was introduced in 2000 and has been a "rolling plan" since, being subject to yearly revisions and annual faculty input and endorsement. From 2000-01 to 2007-08, the plan was crafted to not only meet the needs of the Krannert School, but to meet or exceed AACSB accreditation requirements and to be consistent with the Purdue University Strategic Plan 2001-07. By most standards the current plan has succeeded, especially given the successful AACSB accreditation visits in 2003 and 2008.

Now, however, is a good time to once again review and assess our Krannert School Strategic Plan and associated processes. The University has new leadership under President France Córdova, who assumed office in Summer 2007. This summer, a new University Strategic Plan was unveiled – "New Synergies: Launching Tomorrow's Leaders, Discovery with Delivery, and Meeting Global Challenges." Also, Krannert has adopted a revised Constitution and the faculty has unanimously voted to have two formal departments – Economics and Management. **Therefore, the Krannert Special Initiative for 2008-09 is to empower a faculty and staff task force (including advisory council and student input) to review the strategic plan format and the current state of strategic planning at Krannert; then make recommendations to the Dean, Department Heads, and faculty for any needed changes in the plan's format and the process that will be used to create the 2009-10 Krannert Strategic Plan.** Consideration should be given to making the next Krannert Strategic Plan complementary to the new University Strategic Plan. Other concerns, such as continuing AACSB requirements, revenue generation and addressing future key issues facing global business schools, should affect the task force's deliberations as well. Assumptions may reflect the University's continued focus on discovery, learning, engagement, and diversity in a premier land-grant institution.

Goal statements for the School of Management

- Goal 1: Establish and maintain an intellectual environment that allows the faculty to achieve preeminence in learning, discovery, and engagement.**
- Goal 2: Establish and maintain an environment that enhances the educational and career opportunities in a global context for management and economics students.**
- Goal 3: Enhance and ensure the quality, flexibility, and relevance of the Krannert School's curricular and academic programmatic activities.**
- Goal 4: Augment the resource base of the School.**
- Goal 5: Engage Krannert's various constituents to promote economic development and increase the School's public recognition and prestige.**
- Goal 6: Increase the efficiency and effectiveness of the Krannert School's administrative activities.**
- Goal 7: Establish and maintain initiatives that will promote diversity, and create an awareness and appreciation of differences for both our internal and external stakeholders.**

Goal 1: Establish and maintain an intellectual environment that allows the faculty to achieve preeminence in learning, discovery, and engagement.

- ◆ Objective 1.1: Recruit diverse (see goal 7) and internationally renowned scholars who excel in the classroom and are also respected by industry.

Strategies:

- 1.1.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 or, for senior appointments, will have established an outstanding research record.
- 1.1.b Recruit faculty who will create a positive learning environment for students.
- 1.1.c Offer salaries and teaching loads to attract high-quality faculty.
- 1.1.d Monitor faculty recruiting effectiveness.

Metrics:

- 1.1.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.
- 1.1.b All new tenured and tenure-track faculty will have prior university teaching experience.
- 1.1.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.
- 1.1.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.

- ◆ Objective 1.2: Retain and recognize high-quality faculty.

Strategies:

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

Metrics:

- 1.2.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.

- 1.2.b A mentoring program will be established for pre-tenure faculty in each area; 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.
- 1.2.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.
- 1.2.d All faculty members who apply for grants in accordance with Krannert's research 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.
- 1.2.e Interdisciplinary research activities will be included and recognized as part of the research component in annual faculty evaluations.

- ◆ Objective 1.3: Maintain the size of the faculty to allow for breadth and flexibility in research and instruction.

Strategies:

- 1.3.a Use annual manpower planning to communicate faculty staffing needs to the Provost.
- 1.3.b Supplement faculty staffing needs within the School's deficit-reduction spending plan.
- 1.3.c Maintain faculty capacity to deliver international programs and global presence.
- 1.3.d Maintain faculty capacity to deliver a broad mix of programmatic initiatives.

Metrics:

- 1.3.a All area course staffing will be communicated to the Provost during annual mid-year management review.
- 1.3.b Supplemental faculty needs will be met in accordance with the deficit-reduction spending plan to facilitate meeting AACSB and University staffing standards.
- 1.3.c All desired international programs will be fully staffed.
- 1.3.d All degree and non-degree program offerings will be fully staffed.

- ◆ Objective 1.4: Provide forums for the exchange of ideas about research and current challenges facing managers.

Strategies:

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

Metrics:

- 1.4.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.
- 1.4.b Each year, there will be at least one seminar series in economics and at least one seminar series in management.
- 1.4.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 1.5: Promote integrity in teaching and research activities.

Strategies:

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

Metrics:

- 1.5.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).
- 1.5.b Include a discussion about dealing with student academic dishonesty in teaching workshops for faculty and doctoral students.

Goal 2: Establish and maintain an environment that enhances the educational and career opportunities in a global context for management and economics students.

- ◆ Objective 2.1: Attract and retain students who are bright, ambitious, and possess a strong work ethic.

Strategies:

- 2.1.a Provide scholarships and fellowships to attract and retain high-quality students.
- 2.1.b Offer programs of study compatible with student career needs.
- 2.1.c Market the Krannert School's highly ranked programs to potential students.
- 2.1.d Establish selectivity criteria that ensure high-quality students.
- 2.1.e. Establish a scholarship fund to help defray the costs of Krannert students who study abroad.

Metrics:

- 2.1.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; increase one-year retention rate to 88 percent and six-year graduation rate to 75 percent.
- 2.1.b At graduation, 80 percent of master's students will have job offers.
- 2.1.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.
- 2.1.d Attain an average GMAT score for incoming MBA students of 660; 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.
- 2.1.e. An international study abroad scholarship fund of at least \$25,000 per year will be established.

- ◆ Objective 2.2: Develop students with strong analytic capabilities.

Strategies:

- 2.2.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.
- 2.2.b Offer a strong core of quantitative courses in all programs.
- 2.2.c Offer the opportunity for project courses that require students to apply theory to real-world problems.
- 2.2.d Admit students with strong analytical backgrounds.
- 2.2.e Encourage the use of information technology in the learning environment.

Metrics:

- 2.2.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.

- 2.2.b Undergraduate and master's students will be required to take at least one core course in each quantitative academic area.
- 2.2.c The undergraduate and professional master's programs will offer at least one project course annually.
- 2.2.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.
- 2.2.e Allocate at least \$100,000 annually to support instructional infrastructure.

- ◆ Objective 2.3: Provide students with instructors who are accessible and knowledgeable about recent developments in their fields.

Strategies:

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

Metrics:

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

- ◆ Objective 2.4: Provide opportunities for international learning and working experiences for students.

Strategies:

- 2.4.a Develop partnerships with international academic institutions for student exchange opportunities.
- 2.4.b Capitalize on corporate partner and alumni relationships to affect international experiences.
- 2.4.c Encourage international student learning through external speakers.

Metrics:

- 2.4.a Maintain at least the current level of exchange programs with international schools; at least 200 undergraduates 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 10 percent of each class graduating from the professional master's program will participate in a study abroad program.
- 2.4.b Offer at least one international project course annually.

- 2.4.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 2.5: Provide students with real-world working experiences and the opportunity to interact with leading business executives.

Strategies:

- 2.5.a Increase internship opportunities for both undergraduate and graduate programs.
- 2.5.b Provide opportunities for students to have more contact with external stakeholders.

Metrics:

- 2.5.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.
- 2.5.b Include a student panel 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.
- ◆ Objective 2.6: Provide high-quality placement, career advising, and interview services and facilities.

Strategies:

- 2.6.a Supplement University undergraduate career resources to ensure availability of outstanding placement opportunities.
- 2.6.b Provide world-class career facilities and services for graduate students.
- 2.6.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.
- 2.6.d Actively develop relationships with Indiana-based companies and facilitate placement of students in high-quality jobs in the state.

Metrics:

- 2.6.a Offer MGMT 301 each semester for undergraduates; use DAC and KSAA members to assist in providing internships; maintain the number of recruiters for the undergraduate fall and spring career fairs.
- 2.6.b Provide four full-time professional staff to support master's placement, one of which will be employed full-time for 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.
- 2.6.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; provide programming for alumni and students in celebration of Krannert Executive Education Programs' (KEEP) 25th anniversary.

- 2.6.d Participate in University's High-Tech Job Fair; collaborate with Indiana companies to offer internships.
- ◆ Objective 2.7: Provide students an opportunity to enhance their leadership skills and understanding of ethical decision-making.

Strategies:

- 2.7.a Offer a leadership and ethics series for master's students.
- 2.7.b Provide opportunities for volunteerism and service learning.
- 2.7.c Provide undergraduate leadership opportunities outside the classroom.
- 2.7.d Develop campus partnerships to promote ethics and leadership.

Metrics:

- 2.7.a Speaker evaluations will reflect effectiveness of Leadership and Ethics Series (LES) program.
- 2.7.b Offer Management Volunteer Program for master's students; through student clubs, offer undergraduates an opportunity for service learning.
- 2.7.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.
- 2.7.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.

Goal 3: Enhance and ensure the quality, flexibility, and relevance of the Krannert School's curricular and academic program activities.

- ◆ Objective 3.1: Establish mechanisms by which all programs and centers are reviewed and evaluated on a timely basis.

Strategies:

- 3.1.a Empower Management and Economic Policy Committees with continuous program improvement responsibilities.
- 3.1.b The Office of the Senior Associate Dean 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:

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

- ◆ Objective 3.2: Establish new programs, centers, and initiatives.

Strategies:

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

Metrics:

- 3.2.a Participate in University reallocation program to fund new initiatives.
- 3.2.b Within three years of inception, each program and center (other than PCEE) will be self-funded.
- 3.2.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.
- 3.2.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 3.3: Optimize program enrollments to be consistent with the mission of the School and to take greater advantage of economies of scale and scope.

Strategies:

- 3.3.a Use the Management Admissions Index (MAI) and the admissions committee to help affect desired undergraduate program size.
- 3.3.b Increase the overall size of master's programs.

- 3.3.c Monitor the size of Ph.D. programs to maintain consistency with faculty resources.

Metrics:

- 3.3.a In line with the undergraduate differential enrollment target, total undergraduate management enrollment should not exceed 2,800.
- 3.3.b Recruit a master's program enrollment of at least 380 by fall 2008.
- 3.3.c Total enrollment in the doctoral program will be a minimum of .75 doctoral students/1.0 FTE faculty.

- ◆ Objective 3.4: 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:

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

Metrics:

- 3.4.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.
- 3.4.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.
- 3.4.c Core curriculum meets or exceeds AACSB standards.

- ◆ Objective 3.5: Solicit evaluative input on programs and initiatives.

Strategies:

- 3.5.a Actively involve alumni in program reviews.
- 3.5.b Actively involve students and their representatives in course and program evaluations.
- 3.5.c Maintain AACSB accreditation.

Metrics:

- 3.5.a Alumni or advisory board representation will be utilized in program reviews.
- 3.5.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.
- 3.5.c Host AACSB accreditation visits as scheduled; maintain required data for AACSB accreditation.

Goal 4: Augment the resource base of the School.

- ◆ Objective 4.1: Expand external support of the School through the cultivation of alumni, major donors, corporations, and foundations.

Strategies:

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

Metrics:

- 4.1.a Raise at least \$10 million annually from all sources.
- 4.1.b Develop and submit at least 10 proposals a year for at least \$100,000 each.
- 4.1.c Increase the book value of the Krannert School endowment by at least 5 percent per year.
- 4.1.d The number of named faculty positions should be at least 25 percent of all tenured and tenure-track faculty positions.
- 4.1.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.
- 4.1.f Increase alumni giving participation rate by 1 percentage point annually.
- 4.1.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 4.2: Within the University's fundraising structure, review the School's advancement function on a regular basis.

Strategies:

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

Metrics:

- 4.2.a Conduct monthly staff meetings with University and Krannert advancement staff.
- 4.2.b Participate in meetings dealing with strategy with University advancement staff.

- 4.2.c A segment of each DAC and KSAA meeting will be devoted to advancement issues.
- ◆ Objective 4.3: Pursue entrepreneurial initiatives that expand the School's resource base.

Strategies:

- 4.3.a Generate a recurring revenue stream through KEEP.
- 4.3.b Maintain GISMA relationship and seek other international partnerships.

Metrics:

- 4.3.a KEEP will generate a net profit to the Dean's Office of at least \$1 million annually.
 - 4.3.b The GISMA partnership with the Krannert School will continue; fourth agreement will be signed by all parties; sign at least one new MOU (Memorandum of Understanding).
- ◆ Objective 4.4: Attract funding from central administration for Krannert programs and initiatives.

Strategies:

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

Metrics:

- 4.4.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.
- 4.4.b All requests for representation on University committees will be met in a timely manner by nominations from the Krannert School.

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.

- ◆ 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 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 Develop annual communications plan for the Krannert School.

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; 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.
- 5.2.e Implement strategies of annual communications plan.

Goal 6. Increase the efficiency and effectiveness of the Krannert School's administrative activities.

- ◆ Objective 6.1: Create an administrative structure and decision processes that carry out the School's mission in the most effective and efficient manner.

Strategies:

- 6.1.a Periodically review the School's structure for consistency with respect to accomplishing the School's mission.
- 6.1.b Maintain a faculty committee structure that is representative and efficient.
- 6.1.c Based on the principles of openness, fairness, and inclusion, establish processes that clearly specify the initiation and approval of major decisions.
- 6.1.d Ensure the School's support units (e.g., admissions, program offices, computing support, and placement) exceed client (e.g., students, faculty, and recruiters) expectations.
- 6.1.e Provide annual financial report of school to faculty.
- 6.1.f Implement the new department head structure and allocate duties between the department heads and associate deans.

Metrics:

- 6.1.a Solicit input from policy and advisory committees regarding School's structure.
- 6.1.b Annual committee assignments will be made based on input from area coordinators and based on needs of the School.
- 6.1.c At the beginning of each academic year, the Dean's Office will distribute a document describing the major decision processes within the Krannert School.
- 6.1.d Conduct client-oriented annual evaluations of all administrative offices.
- 6.1.e Report will be distributed by second faculty meeting of academic year.
- 6.1.f New structure will be fully operational by Summer 2009.

- ◆ Objective 6.2: Establish procedures that promote efficiency and effectiveness in resource utilization.

Strategies:

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

Metrics:

- 6.2.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.

- 6.2.b Allow each faculty member to select a “no secretary” option, which will result in a supplement to the STAR account.
- 6.2.c Implement at least one “green” initiative each semester.

- ◆ Objective 6.3: Recruit, train, and retain high-quality administrative and support staff.

Strategies:

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

Metrics:

- 6.3.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.
- 6.3.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.

- ◆ Objective 6.4: Enable the Krannert Computing Center (KCC) to be the standard by which other institutions measure their computing organizations.

Strategies:

- 6.4.a Focus more KCC resources to support empirical research.
- 6.4.b Reduce administrative computing costs across the school.
- 6.4.c Align the Krannert Computing Center with ITaP to eliminate redundant infrastructure services in order to improve efficiency.
- 6.4.d Transform the KCC from a cost center into a revenue center.

Metrics:

- 6.4.a Allocate KCC resources to support at least two new faculty research projects each year, charging faculty accounts.
- 6.4.b Reduce number of duplicated systems; standardize desktops.
- 6.4.c Continue to capitalize on opportunities to migrate core services to ITaP.
- 6.4.d Establish a contract or contracts with an external research entity to exceed \$500,000 revenue per year.

- ◆ Objective 6.5: Actively participate in University’s implementation of ERP programs.

Strategies:

- 6.5.a Implement mandated ERP programs for Krannert.
- 6.5.b Participate in ERP committees and task forces.
- 6.5.c Participate in University training programs for ERP implementation.

Metrics:

- 6.5.a Meet or beat University deadlines for transfer of current School business processes to ERP systems.
- 6.5.b Have at least one Krannert representative on all University task forces and committees dealing with ERP systems.
- 6.5.c Meet or beat University deadlines for faculty and staff training dealing with ERP systems.

- ◆ Objective 6.6: Provide high-quality physical facilities and data resources to allow the School to achieve its mission.

Strategies:

- 6.6.a Work with the University's architects and Space Management to obtain repair and rehabilitation funding.
- 6.6.b Annually review Krannert facilities and target projects for Krannert funding that will not be covered by University funds.
- 6.6.c Advance plans for a major upgrade for the second and third floors of the Krannert Building to provide enhanced space for undergraduate programs.
- 6.6.d Allocate funds to purchase research and instructional data sets for faculty uses.

Metrics:

- 6.6.a At least one project per year will be funded by University repair and rehabilitation.
- 6.6.b Identify projects and provide private funding to accomplish annual facilities renovation goals.
- 6.6.c At least a portion of undergraduate administrative personnel and offices will be moved to the third floor of the Krannert Building.
- 6.6.d At least \$100,000 will be devoted annually to data sets.

Goal 7. Establish and maintain initiatives that will promote diversity, and create an awareness and appreciation of differences for both our internal and external stakeholders.

- ◆ Objective 7.1: Recruit a diverse instructional staff of faculty and CTLs.

Strategies:

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

Metrics:

- 7.1.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 sources for underrepresented faculty will be investigated and incorporated into search processes; tenure-track faculty profile should include at least 33 percent female faculty; at least 15 percent of the faculty should be minorities; at least 3 percent of the faculty should be underrepresented minorities.
- 7.1.b Apply funds available through the undergraduate tuition differential fee toward enhancing faculty diversity.

- ◆ Objective 7.2: Recruit and retain students from diverse cultural and ethnic backgrounds.

Strategies:

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

Metrics:

- 7.2.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.
- 7.2.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.

- 7.2.c Enroll 35-45 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 a rate 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 7.3: Recruit and retain a diverse staff.

Strategies:

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

Metrics:

- 7.3.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.
- 7.3.b Work closely with Human Resources to disseminate job opportunities to a diverse audience.

◆ Objective 7.4: Design and improve processes for creating a diverse environment at the Krannert School.

Strategies:

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

Metrics:

- 7.4.a Krannert programs will continue to be benchmarked against other schools and universities.
- 7.4.b Participate in appropriate diversity programs on- and off-campus.
- 7.4.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 7.5: Establish and maintain diversity initiatives with external stakeholders.

Strategies:

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

Metrics:

- 7.5.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.
- 7.5.b Include information about diversity at the Krannert School in *Krannert Magazine* and e-newsletters sent to advisory groups and key alumni.