A MESSAGE FROM THE DEAN

The mission of the Arthur J. Kania School of Management is to provide a Jesuit-inspired business education within a culture of excellence that prepares women and men for success. To achieve this mission, the Kania School of Management of the University of Scranton is committed to:

• Instilling intellectual curiosity and life-long learning.
• Facilitating student development of business skills and independent critical thinking.
• Fostering a comprehension of, and sensitivity to, international issues and social justice.
• Promoting and modeling personal integrity and ethical decision-making.
• Providing and promoting opportunities for impactful community service to Northeastern Pennsylvania and the broader community.
• Complementing excellence in teaching with faculty scholarly productivity that will primarily impact practice and pedagogy while also valuing discipline-based research.

MISSION STATEMENT

The Kania School of Management will be a top-tier, master’s level business school that attracts students from across the globe and transforms them into responsible business leaders in the Jesuit tradition. It will be the major academic resource for business and economic development in Northeastern Pennsylvania.

VISION STATEMENT

The Kania School of Management will have the capability to be a leading institution of excellence in providing a Jesuit-inspired education that prepares women and men for success. The Kania School of Management will be a top-tier, master’s level business school that attracts students from across the globe and transforms them into responsible business leaders in the Jesuit tradition. It will be the major academic resource for business and economic development in Northeastern Pennsylvania.

Dear Kania School colleagues and supporters,

Enclosed is the Kania School of Management strategic plan for 2015-2020: Engagement, Innovation, and Impact, a plan that has resulted from broad conversations with our students, alumni, faculty, staff, university administrators, and supporters from the broader business community. The plan is well informed by careful analyses of trends in higher education and global business and career developments, and is also inspired by the university’s own 2015-2020 strategic plan: An Engaged, Integrated, and Global Student Experience.

In our strategic plan of 2005-2010 and 2010-2015, we focused quite successfully on enhancing our identity as a Jesuit Business School, integrating our Jesuit values strongly into our curricula, sharpening student academic and professional skills with the aid of a well-established assurance of learning program, and creating an innovation culture that has resulted in a richer learning environment and many highly ranked programs that are flourishing and serving students well.

The current plan builds on our successes with renewed emphasis on engaging our students with even richer experiential learning opportunities that will further enhance and integrate their learning, and sharply increase the number and quality of internships, co-ops, and career opportunities made to them. This emphasis on experiential learning also includes steps to boost student participation in study abroad programs.

The plan will also keep us competitive by engaging and supporting our faculty and staff to continue innovating teaching, academic and co-curricular programs, scholarship, and service with a willingness to work across departments and with our colleagues in the other colleges. Our goal is to work with our alumni and other supporters from the business world to create really distinctive and integrated learning experiences for our undergraduate, graduate, and online students.

Finally, for the first time, this plan will measure the impact of our teaching, scholarship, and service on the populations we purport to serve.

I am thankful for your attention and support. Please contact me with any ideas that may improve this plan.

Sincerely,

MICHAEL O. MENSAH, PH.D.
Dean

The Arthur J. Kania School of Management

The University of Scranton
I. We will enhance student learning through experiential activities beyond the local classroom for undergraduate students and for graduate students where applicable.

A. We will work to create more opportunities for internships and co-ops.
   1. We will develop policies and procedures for all programs to facilitate experiential learning, including for-credit internships and co-ops, and develop integrated course grids to guide students.
   2. We will work with the Assistant Director of Internships to develop a plan for increasing internship opportunities that will engage faculty, alumni, Career Services, the President’s Business Council and the Kania Advisory Board. The Assistant Director of Internships will provide a written progress report to the Dean and faculty twice a year.

B. We will work to create more opportunities for study abroad.
   1. We will develop study abroad promotion materials that list acceptable schools and courses that are well integrated with each program’s curriculum.
   2. We will develop policies, procedures, and flexible course grids to facilitate study abroad for all programs.

C. We will implement an incentive based professional “Passport” program.
   1. We will work with the Passport Program Coordinator to explore ways to simplify and assess the program, track student participation, integrate passport events with academics where appropriate, and report on student engagement once a year to the Dean and faculty.
   2. We will provide incentives to encourage student completion of the Kania School professional development Passport Program.

D. We will double the number of students who, prior to graduation, are engaged in the Kania School PBC Coaching Program as mentees.
   1. We will work to bring the Kania School PBC Coaching Program under direct control of the Dean and faculty and develop an assessment program to monitor participation rates and learning outcomes.

II. We will encourage and enhance active student participation in the classroom.

A. We will encourage faculty to develop participation-oriented class sessions.
   1. We will identify relevant AACSB and other seminars and encourage faculty members to attend.
   2. We will encourage faculty to have a “Participation” section in all their syllabi that describes the participation that is expected from students, and explains how the instructor plans to have participation-oriented class sessions.
   3. We will explore and experiment with classroom technologies that enhance sustained student participation in class, including the use of BYOD.

III. We will engage and support Kania School student organizations in the learning process.

A. Student officers will constitute the Kania School Student Leadership Group, which will review annual plans, service commitments, and resource needs.
   1. We will hold a meeting of student officers each semester to review plans and encourage cooperation among organizations and with alumni.
   2. Club activities and participation will be integrated with the Passport Program where appropriate.

IV. We will engage alumni and business organizations in the learning process.

A. We will encourage all programs to engage alumni and business partners as much as possible in their annual activities.
   1. We will recruit and organize a specialized alumni group for each Kania School program so that alumni can share success stories, offer advice, and mentor students on becoming successful professionals.
I. We will create programs and courses that are both mission and market sensitive.
   A. We will create and enhance innovative undergraduate and graduate programs, majors, minors, concentrations, and courses.
      1. We will establish a schedule of reviews of all programs in KSOM to facilitate making decisions about course and program offerings.
   B. We will continue to build distinctive classroom-based and online graduate programs that integrate seamlessly with undergraduate education.
      1. We will cross-list undergraduate and graduate courses where appropriate.
      2. We will integrate the student interaction experience in our online courses through group assignments, discussion forums, and other integrative techniques.
      3. We will examine the feasibility of establishing an M.S. in Finance program that integrates with our undergraduate programs.
      4. We will explore opportunities for joint programs with other colleges on campus.
   C. We will ensure all Kania School graduates have a high level of proficiency in the use of business technologies, especially spreadsheets.
      1. We will designate “spreadsheet intensive” courses to provide advanced skills relevant to the discipline.
      2. We will offer a new business analytics program that covers current and emerging technology topics such as data analytics, big data, etc.
      3. We will encourage faculty to incorporate industry specific technologies in their courses that are relevant to their discipline.
      4. We will hire an Alperin Center manager/instructor to develop, with the help of faculty, a curriculum on cutting-edge skills such as Bloomberg.

THEME: INNOVATION

II. We will encourage and support transformative pedagogies that promote student learning.
   A. We will support faculty who participate in seminars that explore and implement transformative pedagogies that enhance our students’ abilities to integrate across functional areas.
      1. We will support faculty who attend professional conferences that explore transformative pedagogies.
      2. We will encourage faculty to share successful strategies with colleagues by making short presentations at the KSOM faculty staff meetings on their experiences with transformative pedagogies.
      3. We will encourage faculty to use scholarly materials in their courses and support faculty and student collaboration on research projects.
I. We will define and support the impact of faculty scholarship.
   A. We will develop a statement outlining areas of impact and their measurement for Kania School faculty scholarship.
      1. Departments and programs will develop lists of quality publications based on the school’s impact statement on scholarship.
   B. The Kania School will develop a funding policy to support faculty scholarship and other developmental efforts.
      1. KSONM will provide each faculty member with a stipend for each article published in a high quality refereed journal for a maximum of 3 articles in a 5 year period.
      2. The Kania School will work with University Advancement and other partners to develop one or more endowed chairs during this period.

II. We will define and support the impact of faculty teaching.
   A. We will develop a statement outlining areas of impact and their measurement for Kania School faculty teaching.
      1. We will ask each program to develop a statement of teaching impact and measurement.
   B. We will develop funding plans in support of faculty development efforts in the area of teaching.
      1. We will further develop and enhance the effectiveness of our Faculty Advancement Plan.
      2. We will continue to implement the Kania School Advisory Board Program for outstanding teaching and innovation.
   C. We will have a renewed emphasis on forming women and men who are engaged on questions of ethics and justice and the welfare of the poor and underserved.
      1. We will continue to emphasize and support ethics, justice, and welfare in our courses.
      2. Kania School clubs will include mandatory service activities as a condition of membership.
      3. We will continue to expand the number of Kania School courses that have a mandatory service requirement.

III. We will engage with the community and work to enhance our impact on it.
   A. We will develop academic programs that will have an impact on, and meet the needs of, professional and corporate entities, including non-profits, in our region.
      1. We will encourage Kania School faculty to list their expertise and make it available to the community and on the department website.
      2. We will continue implementation and possible expansion of the Geisinger Health Systems cohort-based MBA program.
   B. We will continue to develop community partnerships in support of low-income constituents.
      1. We will continue to develop and engage students on the VITA program.
      2. We will continue to develop and engage students on the Women’s Entrepreneurship program.
## IMPLEMENTATION

### Engagement

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Resources</th>
<th>Timelines</th>
<th>Assessment Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will develop policies and procedures for all programs to facilitate experiential learning, including for credit internships and co-ops, and develop integrated course grids to guide students.</td>
<td>Current Personnel</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>Effective policies and course grids for all programs</td>
</tr>
<tr>
<td>We will develop study abroad promotion materials that list acceptable schools and courses that are well integrated with each program’s curriculum.</td>
<td>Current Personnel</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>We will develop policies, procedures, and flexible course grids to facilitate study abroad for all programs.</td>
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<td>We will develop study abroad promotion materials that list acceptable schools and courses that are well integrated with each program’s curriculum.</td>
<td>Current Personnel</td>
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<td>We will develop policies, procedures, and flexible course grids to facilitate study abroad for all programs.</td>
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<td>We will work with the Assistant Director of Internships to develop a plan for increasing internship opportunities that will engage faculty, alumni, Career Services, the President’s Business Council and the Kania Advisory Board. The Assistant Director of Internships will provide a written progress report to the Dean and faculty twice a year.</td>
<td>Current Personnel</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>The number of students completing the Passport Program.</td>
</tr>
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<td>We will work with the Passport Program Coordinator to explore ways to simplify and assess the program, track student participation, integrate passport events with academics where appropriate, and report on student engagement once a year to the Dean and faculty.</td>
<td>Current Personnel</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>The number of students completing the Passport Program.</td>
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<th>Assessment Measures</th>
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<tr>
<td>$22,000 yearly budget from Provost</td>
<td>2015/2016 academic year</td>
<td>Completion of promotional materials and school lists.</td>
<td>100%</td>
</tr>
<tr>
<td>$22,000 yearly budget from Provost</td>
<td>2015/2016 academic year</td>
<td>Completion of plan and number of internships created.</td>
<td>100% of Kania students seeking internships will have obtained one prior to graduation.</td>
</tr>
<tr>
<td>$22,000 yearly budget from Provost</td>
<td>2015/2016 academic year</td>
<td>Completion of plan and number of internships created.</td>
<td>100% of Kania students seeking internships will have obtained one prior to graduation.</td>
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### Current Personnel

<table>
<thead>
<tr>
<th>2015/2016 academic year</th>
<th>2016/2017 academic year</th>
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</thead>
<tbody>
<tr>
<td>The number of students completing the Passport Program.</td>
<td>The number of students studying abroad</td>
</tr>
<tr>
<td>100% of those who want to study abroad will be able to do so.</td>
<td>95%</td>
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<table>
<thead>
<tr>
<th>2015/2016 academic year</th>
<th>2016/2017 academic year</th>
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<tbody>
<tr>
<td>Completion of promotional materials and school lists.</td>
<td>Completion of promotional materials and school lists.</td>
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<tr>
<td>IMPLEMENTATION</td>
<td>THESE: Engagement</td>
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<tr>
<td><strong>Action Items</strong></td>
<td><strong>Resources</strong></td>
</tr>
<tr>
<td>We will provide incentives to encourage student completion of the Kania School professional development Passport Program.</td>
<td>Current Personnel</td>
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<td>We will work to bring the Kania School PBC Coaching Program under direct control of the dean and faculty and develop an assessment program to monitor participation rates and learning outcomes.</td>
<td>Current Personnel</td>
</tr>
<tr>
<td>We will identify relevant AACSB and other seminars and encourage faculty members to attend.</td>
<td>$8000 per year from program development funds</td>
</tr>
<tr>
<td><strong>Action Items</strong></td>
<td><strong>Resources</strong></td>
</tr>
<tr>
<td>We will encourage faculty to have a “Participation” section in all their syllabi that describes the participation that is expected from students, and explains how the instructor plans to have participation-oriented class sessions.</td>
<td>Current Personnel</td>
</tr>
<tr>
<td>We will explore and experiment with classroom technologies that enhance sustained student participation in class, including the use of BYOD.</td>
<td>$5000 per year from Dean’s Discretionary Fund</td>
</tr>
<tr>
<td>We will hold a meeting of student officers to review plans and encourage cooperation among organizations and with alumni.</td>
<td>Current Personnel</td>
</tr>
<tr>
<td>Action Items</td>
<td>Resources</td>
</tr>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>Club activities and participation will be integrated with the Passport Program where appropriate.</td>
<td>Current Personnel</td>
</tr>
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<td>We will recruit and organize a specialized alumni group for each Kania School program so that alumni can share success stories, offer advice, and mentor students on becoming successful professionals.</td>
<td>Current Personnel</td>
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**THEME:** Engagement
**IMPLEMENTATION**

### Innovation

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<tr>
<td>We will establish a schedule of reviews of all programs in KSOM to facilitate making decisions about course and program offerings.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>The number of programs reviewed</td>
<td>One department per academic year</td>
</tr>
<tr>
<td>We will explore opportunities for joint programs with other colleges on campus.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Number of courses cross listed</td>
<td>20%</td>
</tr>
<tr>
<td>We will designate &quot;spreadsheet intensive&quot; courses to provide advanced skills relevant to the discipline.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Number of integrated courses</td>
<td>20%</td>
</tr>
<tr>
<td>We will examine the feasibility of establishing an M.S. in Finance program that integrates with our undergraduate programs.</td>
<td>$5000 from Program Development Funds</td>
<td>2016/2017 academic year</td>
<td>Completion</td>
<td>Addition of M.S in Finance</td>
</tr>
<tr>
<td>We will offer a new business analytics program that covers current and emerging technology topics such as data analytics, big data, etc.</td>
<td>Current Personnel, $10,000 software costs from Program Development Fund</td>
<td>2016/2017 academic year</td>
<td>Course offered</td>
<td>20%</td>
</tr>
<tr>
<td>We will encourage faculty to incorporate industry specific technologies in their courses that are relevant to their discipline.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Number of courses</td>
<td>20%</td>
</tr>
</tbody>
</table>
### IMPLEMENTATION
**THEME: Innovation**

<table>
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<tbody>
<tr>
<td>We will hire an Alperin Center manager/instructor to develop, with the help of faculty, a curriculum on cutting edge skills such as Bloomberg.</td>
<td>$60,000 per year from Provost’s Budget</td>
<td>2016/2017 academic year</td>
<td>Completion</td>
<td>Manager/Instructor Hired</td>
</tr>
<tr>
<td>We will encourage faculty to share successful strategies with colleagues by making short presentations at the KSOM faculty staff meetings on their experiences with transformative pedagogies.</td>
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<tr>
<td>We will support faculty who attend professional conferences that explore transformative pedagogies.</td>
<td>$8,000 per year from Dean’s Discretionary Fund</td>
<td>2016/2017 academic year</td>
<td>Number of faculty supported</td>
<td>One per department per academic year</td>
</tr>
<tr>
<td>We will encourage faculty to use scholarly materials in their courses and support faculty and student collaboration on research projects.</td>
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</tbody>
</table>

**Themes:**
- Innovation

**Resources:**
- Provost’s Budget
- Dean’s Discretionary Fund
- Current Personnel
- Scholarly Materials

**Timelines:**
- 2016/2017 academic year

**Assessment Measures:**
- Number of shared experiences
- Number of courses using scholarly materials

**Targets:**
- One per department per academic year

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**THE UNIVERSITY OF SCRANTON KANIA SCHOOL OF MANAGEMENT STRATEGIC PLAN 2015-2020**
## IMPLEMENTATION

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<tbody>
<tr>
<td>Departments and programs will develop lists of quality publications based on the school’s impact statement on scholarship.</td>
<td>Current Personnel</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>One list per department</td>
</tr>
<tr>
<td>KSOA will provide each faculty member with a stipend for each article published in a high quality refereed journal for a maximum of 3 articles in a 5 year period.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Completion</td>
<td>One award per faculty member</td>
</tr>
<tr>
<td>The Kania School will work with University Advancement and other partners to develop one or more endowed chairs during this period.</td>
<td>$10,000 per year from Dean’s Discretionary Fund</td>
<td>2015/2016 academic year</td>
<td>Completion</td>
<td>One per department</td>
</tr>
<tr>
<td>We will ask each program to develop a statement of teaching impact and measurement.</td>
<td>Current Personnel</td>
<td>2016–2020</td>
<td>Number of endowed chairs</td>
<td>One per department</td>
</tr>
<tr>
<td>We will further develop and enhance the effectiveness of our Faculty Advancement Plan.</td>
<td>Current Personnel, $10,000/year from Provost’s budget</td>
<td>2016/2017 academic year</td>
<td>Completion</td>
<td>Completed Faculty Advancement Plans for all faculty</td>
</tr>
<tr>
<td>We will continue to implement the Kania School Advisory Board Award Program for outstanding teaching and innovation.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Number of awards</td>
<td>One per academic year</td>
</tr>
<tr>
<td>We will continue to emphasize and support ethics, justice, and welfare in our courses.</td>
<td>Current Personnel</td>
<td>2015–2020</td>
<td>Number of courses</td>
<td>50%</td>
</tr>
<tr>
<td>Kania School clubs will include mandatory service activities as a condition of membership.</td>
<td>Current Personnel</td>
<td>2016/2017 academic year</td>
<td>Number of clubs</td>
<td>50%</td>
</tr>
<tr>
<td>We will continue to expand the number of Kania School courses that have a mandatory service requirement.</td>
<td>Current Personnel</td>
<td>2016–2020</td>
<td>Number of courses</td>
<td>20%</td>
</tr>
</tbody>
</table>
IMPLEMENTATION

Action Items

We will encourage Kania School faculty to list their expertise and make it available to the community and on the department website.

We will continue implementation and possible expansion of the Geisinger Health Systems cohort-based MBA program.

We will continue to develop and engage students on the Women’s Entrepreneurship program.

Resources

Current Personnel

Current Personnel

Number of faculty listing their expertise

Number of cohort programs

Number of students engaged

2015/2016 academic year

2016/2017 academic year

2015/2016 academic year

Number of students in VITA Program

Number of students engaged

Assessment Measures

100%

At least one

5% of KSOM students

Targets

We will continue to develop and engage students on the Women’s Entrepreneurship program.

We will continue to develop and engage students on the VITA program.

THEME: Impact

1. Participants of The University of Scranton Women’s Entrepreneurship Center (WEC) spring 2016 StartUP program visited Adico, a coffee shop in Scranton, to learn more about networking. Also pictured are WEC student interns Larissa Hoffmann, Claire Maniagoi, and Brittany Moyer, Michael D. Mensah, Ph.D., KSOM Dean, and Francesca Dubois, WEC Coordinator.

2. Participants of The University of Scranton WEC spring 2015 StartUP program pictured with Francesca Dubois, WEC Coordinator. University of Scranton interns prepare tax returns in the Volunteer Income Tax Assistance (VITA) program.

3. University of Scranton Women’s Entrepreneurship Center (WEC) spring 2016 StartUP program. Also pictured are Francene Dudziec, WEC Coordinator and Brittany Moyer ’16, WEC Intern.

4. Professor Hammond teaches United Way of Lackawanna & Wayne Counties’ Vice President Peg Kopko some interesting tax law!

5. University of Scranton Women’s Entrepreneurship Center (WEC) spring 2016 StartUP program. Also pictured are Francene Dudziec, WEC Coordinator and Brittany Moyer ’16, WEC Intern.