

# Kania School Strategic Plan 2020-2025

## OUR MISSION

The mission of the Arthur J. Kania School of Management is to provide a Jesuit-inspired business education within a culture of excellence and innovation that prepares individuals for personal and professional success.

To achieve this mission, the Kania School is committed to:

- Instilling intellectual curiosity and critical thinking while motivating life-long learning
- Promoting and demonstrating understanding and sensitivity to the importance of diversity, social responsibility, ethics, and social justice in a global context.
- Providing and promoting opportunities for impactful service in Northeastern Pennsylvania and the broader community
- Excellence in teaching complemented by faculty scholarship in practice, pedagogy, and discipline.

## OUR VISION

The Kania School will be a nationally-recognized business school that attracts students from across the globe and transforms them into responsible business leaders in the Jesuit tradition. It will be a major academic resource for business and economic development in Northeastern Pennsylvania and beyond.

## OUR CURRENT FOCUS

Reviewing our curricula and creating innovative programs for emerging markets and societal impact.

### A. RENEWED CURRICULA

**Goal #1: We will review and renew the Kania School undergraduate and graduate curricula to make them more relevant and distinctive.**

#### **Objectives:**

1. We will review our core curricula to ensure currency, flexibility, efficiency and focus on student needs.

#### **Action items:**

- a) We will advocate for the efficient and timely process for reviewing all Kania School curriculum proposals.
  - b) We will review the undergraduate core.
  - c) We will review the MBA core.
  - d) We will invite faculty to submit bold, innovative, and market-relevant course content or new courses that enhance Kania School curricula, to be evaluated and rewarded on a competitive basis.
  - e) We will begin the AACSB accreditation process for our Accounting programs.
2. We will globalize the undergraduate and graduate curricula.

**Action items:**

- a) We will support faculty to create and offer new study abroad courses.
  - b) We will support and encourage faculty to include international dimensions in courses.
  - c) We will develop new international academic partnerships
  - d) We will develop the resources to host short-term visits by international students and faculty.
  - e) We will focus on doubling the current number of international students enrolled in our programs.
  - f) We will advocate for housing and support services for international students.
3. We will provide curricular and co-curricular opportunities for students to develop an innovative mindset.

**Action Items:**

- a) We will take inventory of our current activities that support an innovative mindset.
  - b) We will communicate this inventory to our advisors and students to improve their decision making and advising.
  - c) We will encourage and support faculty to create more curricular activities that promote an innovative mindset.
  - d) We will integrate appropriate programs developed in the Center for Entrepreneurship and Innovation into curricula.
4. We will incorporate mission priorities into the curricula, specifically focusing on the area of environmental sustainability.

**Action Items:**

- a) We will develop undergraduate programs leading to certificates and tracks in environmental sustainability.
- b) We will explore the feasibility of a specialization in environmental sustainability in the MBA program.
- c) We will identify and cooperate with other environmental programs at the university.

## **B. ENHANCED LEARNING**

**Goal #2: We will create co-curricular activities to provide more opportunities for integrated and synergistic learning.**

**Objectives:**

1. We will enhance student learning by integrating opportunities for students to engage with practitioners and alumni.

**Action Items:**

- a) We will expand and fund opportunities for students of all disciplines to attend and present at academic and professional conferences.

- b) We will formalize a program that engages our alumni in the various disciplines to provide opportunities for students to work within their organizations for internship opportunities and learning experiences.
  - c) We will encourage faculty to partner with practitioners to develop industry driven curricula.
2. We will provide opportunities for our students to participate in transformative experiential learning activities.

**Action Items:**

- a) We will implement the Royal Pitch.
- b) We will review, update, and renew the Professional Development Passport Program.
- c) We will offer and structure opportunities for MBA students to work with SBDC clients.
- d) We will encourage faculty to seek the community-based learning designation for their courses.
- e) We will require Slattery Center participation as a Passport activity.

## **C. INNOVATIVE PROGRAMS**

**Goal #3: We will develop as a hub of excellent skills-based, non-traditional programs supporting life-long learning for the community.**

**Objectives:**

1. We will develop innovative non-traditional learning models and programs.

**Action Items:**

- a) We will develop career enhancement credentialing programs for non-traditional students, including
    - I. Certificates
    - II. Post Graduate Credentials
    - III. Micro-Credentialing
    - IV. Value Added Programs
  - b) We will provide opportunities for degree completion for non-traditional students.
  - c) We will specifically develop affordable learning opportunities for the pre-college group.
  - d) We will organize and facilitate learning through alumni experts.
2. We will create and integrate new programs, making available cutting-edge technology such as ERP, Digital Transformation, Crypto-currencies, NFT, Blockchain, AI, and Business Analytics.

**Action Items:**

- a) We will provide resources to enable faculty to advance their knowledge and skills in these emerging areas.
- b) We will invite faculty to submit bold, innovative, and market-relevant course content or new course proposals to be awarded prizes on a competitive basis.

## **D: ENHANCED COMMUNITY IMPACT**

**Goal #4: We will continue to engage with the community in innovative ways that make a positive impact on society.**

**Objectives:**

1. We will encourage and support student and faculty to focus on activities that benefit economic development in our region.

**Action Items:**

- a) We will develop co-curricular activities that encourage students to engage with the marginalized in our community.
  - b) We will encourage faculty research that addresses economic and business problems in our region.
  - c) We will enhance participation in community-based learning by faculty, staff, and students in the Kania School.
  - d) We will focus on entrepreneurship and innovative programs on collaborations that support economic development in our area.
  - e) We will continue to grow academic programs that benefit executives in our region.
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2. We will value, support, and reward students and faculty who focus on activities that impact critical global challenges.

**Action Items:**

- a) We will provide opportunities for faculty and students to reflect and work with communities on solutions to problems of climate change.
- b) The Kania School will explore ways of building on inclusiveness and diversity especially within the student community.
- c) We will develop pathways for the marginalized to gain access to our programs.

## **E: EXCELLENCE CENTERS**

**Goal 5: We will establish the Kania School of Management as a leading center for teaching and research in Servant and Ethical Leadership.**

**Objective:**

We will create an institute to house, coordinate and grow leadership programs in the Kania School.

**Action Items:**

- a) We will create an Institute for Servant and Ethical Leadership (ISEL) grounded in our Jesuit tradition and mission and governed through a collaborative engagement of our faculty, students, Jesuit Center, alumni, and community leaders.
- b) We will work with Advancement to seek financial support for an Institute for Servant and Ethical Leadership (ISEL).

- c) We will create and disseminate knowledge obtained through the activities and outcomes of the ISEL in manuscripts to advance both the practice and academic literature.
- d) We will collaborate with other academic units on campus as appropriate on work done by the ISEL.
- e) We will continue to grow and expand the offerings of our Nonprofit Leadership program and position this program under the governance of the ISEL.
- f) We will engage the local, regional, and national communities through an annual conference on servant and ethical leadership.

**Goal 6: We will develop real estate available in Brown Hall into the University of Scranton Entrepreneurship and Innovation Center to support the Entrepreneurship and other emerging innovative programs.**

**Objective:**

We will create and develop the University of Scranton Entrepreneurship and Innovation Center (USEIC) to house, coordinate, and grow entrepreneurship and innovation programs.

**Action Items:**

- a) We will complete plans and build cutting edge collaborative spaces in the USEIC.
- b) We will build entrepreneurship programs and activities that support our Entrepreneurship students.
- c) We will build programs at the USEIC that help the Kania School student develop an entrepreneurial mindset.
- d) We will work with the SBDC, the WEC, Office of Community Relations, and CBL staff to develop community-based economic development programs that engage our students and faculty.
- e) We will develop collaborative programs with faculty and students from other academic units on campus.

## **F: ENROLLMENT STRATEGY**

**Goal 7: We will cooperate with the new University Enrollment Management team to determine best models for stabilizing and growing the business school enrollment.**

**Objectives:**

1. We will work with University Enrollment Management to review the strategy and process for enrollment of freshman business students and possible ways to expand dean's office and faculty roles.

**Action Items:**

- a) We will evaluate, streamline, and formalize existing regional high school outreach programs such as those developed by the accounting department.
- b) We will develop new ways of building relationships with local and regional high schools.
- c) We will meet with the University's Enrollment team and advocate for a redesign of our online presence.

- d) We will advocate for a Dean's budget to support the Kania School's marketing needs.
2. We will review, enhance, and broadly implement innovative outreach programs for freshman recruiting such as the Business High School Scholars Program.

**Action Items:**

- a) We will document best practices and processes for outreach and recruiting cycle activities for the use of departments and faculty.
- b) We will institutionalize all outreach and recruiting cycle programs on a Kania School enrollment calendar.
- c) We will offer advanced courses to qualified high school students for college credit.
- d) The Kania School department chairs and program directors will constitute a new Kania School Enrollment Committee to provide leadership to faculty and advice to the dean.

Strategic Planning Committee Members:

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