Academic Department Student Success Plan
Annual Update: 2016-2019[1]

Department: Marketing and Operations

Interim Department Chair: Steven W. Lamb

Department Mission: The Indiana State University Scott College of Business is dedicated to providing an internationally accredited professional education to qualified students at both the undergraduate and masters levels. Our primary focus is to provide an experiential learning environment that prepares students to take leadership roles in both public and private organizations. In tandem with this commitment, the College supports, encourages, and produces applied and educational research, development of relationships with the business community, and service to the region and the professions.

Department Freshmen (1st year) Retention Goal(s):

The SCOB 1-Year Retention Rates (Original Department) was 66.02%. The MO department rate was much above that, achieving a rate of 74.47% for Fall 2015. In fall 2012, it was 58.9%. However, the latest yearly increase was less than a full percentage point. See below.

1-Year Retention Rates - Cohort 1yr Retention by original college & dept

	Fall 2012		Fall 2013		Fall 2014		Fall 2015	
	Cohort Total	Cohort Retention %	Cohort Total	Cohort Retention	Cohort Total	Cohort Retention %	Cohort Total	Cohort Retention %
All Major Colleges	2,657	63.53%	2,652	64.48%	2,734	64.26%	2,771	64.20%
SCOB	276	62.68%	269	66.91%	334	67.07%	259	66.02%
Mark. & Oper.	39	58.97%	33	72.73%	53	73.58%	47	74.47%

The MO department will create a Fall 2016 target of 76%, Fall 2017 target of 78%, and finally a Fall 2018 target of 80%. Large percentage increases are difficult when one is in the last quartile. Regardless, we will do all that is feasible to increase retention.

Action Steps[2] (with dates & person(s) responsible):

1. **The MO Department will continue to deploy faculty in the Meis Center in support of student success.** Meis Center works carefully with the MO department to support retention of first year freshmen. The Meis Center holds freshmen boot camp for all students enrolled in Business 100, a course required of our freshmen. The Freshmen Bootcamp began in fall 2015 and focuses on six topics to enhance the retention rate, and to introduce the students to professional behavior. The topics are: Professional Communication, Note Taking, Professional Dress, Classroom Etiquette, Social Media, and

[1] Plan updates are due to your Dean by Nov. 4 as informed by your 2015-16 End-of-Year Report that is due to your Dean by Oct. 3.
[2] **Action Steps Defined**: The specific activities/actions taken to realize progress toward the goal. Such action steps should include not only student support type activities/actions but also student learning enhancement focused activities/actions.

finally Career Fair preparation, a most relevant topic. All freshmen are required to attend the Career Opportunity Fair. We ensure that they are prepped and able to impress employers.

Two additional topics have been added in fall 2016, Surviving Your Finals and Tips for using Microsoft Outlook, both of which seem of value to our MO students. The purpose of these mini workshops are to educate our freshmen and enable them to get them started on the right foot. These workshops help transition our students from high school and are of such value given that so many are first generation students.

The 2015-18 Student Success Plan specified the goal of increasing the MO faculty interaction with the Catapult initiative in the Meis Center. Almost 100 percent of the faculty within the MO department are working with the Meis center with the goal of involving the students with professional growth. The students are generally given extra course credit if they attend sessions which prepare them for professional life, or attend tutoring sessions associated with specific courses. This initiative impacts the WFD rate. The following is a breakdown of the MO student's attendance of presentations covering domain specific lectures. Note that there were 956 seats occupied by students taking MO classes attending these professional presentations. Also, note that each of these presentations ends with a short graded quiz over the material. This is a massive undertaking and achievement which is only achieved within the SCoB.

	Business Concepts	Commun-ications	Global Awareness	Problem Solving-Ethical Dimensions	Problem Solving-Technology, Tools	Professional Skills	Professional Skills-Workplace Expectations	Total
Freshman	8	18	0	7	2	58	45	138
Sophomore	15	33	12	4	10	59	44	177
Junior	38	52	34	8	10	92	70	304
Senior	48	42	26	12	2	120	87	337
Total	109	145	72	31	24	329	246	956

The Meis Center has been encouraged to hold events specializing in the nature of each of the majors, which allows our students to make informed decisions, and again enhances retention. The MO department works carefully with the Meis Center to provide learning coaches in those courses that are known as barrier classes. The MO department takes great advantage of these coaches in the required statistics courses (Bus 205 & 305). The rigor of these two courses often frustrate students that may be somewhat underprepared for the quantitative fundamentals, and the Meis center has been fortunate in finding quality coaches to serve this need. Effort is required to maintain the quality of the coaches from year to year. The Meis Center is heavily involved in assessing the benefits of this effort. All instructors incentivize participation and reward students in some manner for their involvement with the learning coaches. Chairperson Lamb is dedicated to enhancing the role of the Learning Coaches and working with Kaitlin Diel to continue to take advantage of the Meis Center, and insure that more faculty realize the advantages of the resources offered by the Center. This will occur continuously.

2. **Early decisions toward major/career pathways.** The MO department will make sure that all incoming students that want to find out about our specific majors will have an informative pleasant experience working with knowledgeable faculty members within that domain. The following individuals will be primarily responsible for meeting with potential students: Marketing, Joyce Young, and David Fleming; and Operations and Supply Chain Management, Kuntal Bhattacharyya and Paul Schikora. We will also ensure that scheduling difficulties will not impede a student's progress. Chairperson Lamb will be responsible for this, working with relevant faculty.

3. **Student belongingness and socialization**. We will also provide support to the Centers within the MO department, which help students bind to their majors. One powerful reason that the students have high retention rates is the promise of good paying positions at the accomplishment of their degree. The MO department has two extremely active centers that help turn this promise into reality. The center within the Marketing major is the Sales and Negotiations Center, while the center within the Operations and Supply Chain Management major is known as the Center for Supply Management Research.

   The Sales and Negotiations Center at ISU is one of 23 full members of the University Sales Center Alliance, the only accrediting body of sales programs in the world. We receive information on best practices in sales education and partnering with the business community. According to the Sales Education Foundation, our sales students are 30% more likely to stay with their hiring companies through the first year and ramp up their production 50% faster which leads them to be highly desirable job candidates making above average starting salaries. All of the graduating sales majors and minors had jobs or were in graduate school within 3 months of graduation. The requirements of the USCA including class sizes and facilities requirements work to ensure that member schools are providing exceptional educational and training opportunities for students enabling them to meet these loftier criteria and thus maintain our students as the gold standard for companies looking to hire salespeople. Historically, we graduate about 25-30 Sales Management Concentration (marketing major) students each year. We fill 90 seats a year in the Professional Selling class and 75 seats in the Business Negotiations class (that is we are running those classes at full capacity per USCA to accommodate as many major, minor and certificate students as possible). We always have a wait list for those classes and are planning to offer a Professional Selling class online this summer and in future summers to help meet the demand (which will raise our number to 120 students taking that class per year). The summer offerings will help eliminate any barriers the USCA class limits are imposing. In short summary, the value of this Center is the fact that it produces quality positions for its students which encourages retention. Dave Fleming and Jessica Mikeska will be called upon to teach the summer offerings.

   The CSMR (the Center for Supply Management Research Advisory Board) has a most similar objective. Of all the different metrics that are used to manage student success, the operations and supply chain management (OSCM) curriculum banks on the one that is most objective – "Jobs after graduation". The need for a Center was to facilitate this aspect, and CSMR has been largely successful with achieving the same. Here are some salient features:

   The CSMR actively works with its business partners on creating "relationships" between our students and these businesses. The relationships range from field trips (Career Immersion) that allow businesses to network with our finest students to summer internships to working tripartite in designing projects for Six Sigma to securing full-time offers. Till date (over the past three years), the Center's partner companies have accounted for about 20 internships and about 15 full-time job offers. The OSCM 445 (Six Sigma) course is largely comprised of students who have interned with one of our partner companies and these students continue to work with live projects to earn their "Green Belt" certification in six sigma.

   The Center has also worked hard to bring a wide variety of guest lectures to our classes or arranged for students to be at our partners' premises. Currency and relevance are the cornerstones of a supply chain curriculum. Such involvement in projects/seminars/talks as part of our classes as well as ad-hoc ventures provide our students with an arsenal to succeed.

   With companies like Masterbrand, Astrazeneca, and Crown Equipment, the Center has struck long-term partnerships involving a steady flow of our students to their internship program as well as bringing live projects in quality control, six sigma approaches, and supplier management practices to the classroom – providing students a platform to negotiate a class as a *consultant solving a business problem for a client* as opposed to a *student working to get a grade*.

In summary, we see a constrained change in the mindset of our OSCM students as quite a few of them have started to view the OSCM curriculum as an extension of the professional world they will eventually step in. This change would not be possible without the infrastructure that we have created, which is largely credited to the Center. The responsibility for keeping the Center viable will be on the shoulders of Kuntal Bhattacharyya, with help from Paul Schikora.

Retention Benchmarks (by original dept.)	**Fall 2013 Cohort:** 72.73%	**Fall 2014 Cohort:** 73.58%	**Fall 2015 target & actual:** Target, 84%; Actual 74.47%
	Fall 2016 target: 76%	**Fall 2017 target:** 78 %	**Fall 2018 target:** 80%

Department Persistence to Completion Goal(s):

The MO department is pursuing four initiatives to achieve greater persistence.

1) The Operations and Supply Chain program are investigating the viability of establish a new venture with Conexus Indiana (a supply chain, logistics think tank).
2) The department lost an extremely valued OSCM faculty (Connie McLaren) due to retirement, and also had a failed search last year. Replacement(S) need to be identified.
3) Increase the number and degree of participation the MO faculty have with the Catapult Program and the Learning Coach Program in the Meis Center.
4) The department does not have the services of a full-time chair; they are functioning with an interim chair.

Action Steps (with dates & person(s) responsible):

1) **Help students develop strong career pathways**. When students are involved with emerging technological developments and are on the fore-front of their discipline, they have the impetus to stay with the program. The Operations and Supply Chain major, working through the CSMR (the Center for Supply Management Research Advisory Board), is engaged with a new venture with Conexus Indiana. The Center has already begun groundwork on the proposal of a new thrust area within the OSCM curriculum geared towards logistics, specifically in the area of warehousing and 3PL operations. If endorsed, this partnership will provide a competitive advantage for Indiana State University in the State of Indiana that has never been seen before, and create a niche for our students to prosper and compete with the best in business. The primary responsibility for this new venture will be with Kuntal Bhattacharyya. This will be achieved by fall 2017.

2) **Recruit and hire needed faculty in support of technical areas in operations management.** The MO department lost the services of a recognized champion, Dr. Constance McLaren. They also had a failed search in the same area. Courses are going un-taught, and substitutions are being made. The program faculty are worried about the quality of the program and its impact upon enrollment. Also, the University has identified a need to develop programs in large data management. Again, this expertise should be established within the OSCM department faculty. Paul Schikora, the former (highly respected) chair of the department is heading this search. This needs to be accomplished before the summer of 2017.

3) **Leverage and support the Meis Center to achieve greater student persistence.** The MO faculty have made great strides over the past 3 years in increasing participation with the Meis Center Catapult Program. However, with Career Readiness and Professional Development increasing in value and need

within the University there is more work to be done. The goal is to have 100% MO faculty partnering with the Meis Center to encourage their students to take advantage of the professional development programing and resources that the Center has to offer. The degree of participation must also be increased—in the past some faculty have provided incentive points for student attendance to Meis Center workshops. Moving forward, MO faculty will be encouraged to require students to participate with the Center rather than incentivizing attendance. Student involvement with the Meis Center has such face validity as to increasing the completion rate of our majors. If students are given the tools, and are knowledgeable as to the nature of the world that they are entering, much of their apprehension disappears.

The Meis Center now requires quizzes at the end of workshops to ensure students are actively listening and learning during events. The combined efforts of quizzes with more deliberate and increased participation will have a positive impact on our students' professional development. Again, Assistant Director Kaitlin Diel and Chairperson Lamb will coordinate this effort. This should be accomplished by fall, 2017.

The Learning Coach program has added courses every year since the creation. The main barrier courses now have Learning Coaches available to assist students meet learning goals. The program will continue to be improved upon and utilization of the coaches will continue to increase over the next three years. MO faculty will incentivize and require students to participate in the Learning Coach program. Data will be gathered to measure the impact the extra help and hours spent on the course content has on student learning and retention.

4) **Appoint a MO chairperson to better coordinate department persistence activities.** The previous department chair resigned in the summer of 2016. At this point in time the department is being temporarily chaired by an individual who is a chair of another department within the SCoB. The department will be best served if an internal MO candidate who is a recognized champion of the fields of marketing and operations steps forward and is chosen to lead the department. The department has enormous strengths and vitality. It should be served by a permanent chair. Dean Brien Smith has the responsibility of selecting a replacement by summer 17. Candidates, however, are not always forthcoming.

Completion Benchmarks (by latest department)	**Fall 2010 Cohort:** 25.3 %	**Fall 2011 Cohort:** 38.2%	**Fall 2012 target & actual:** 40.0%, 46.15%
	Fall 2013 target: 42%	**Fall 2014 target:** 44%	**Fall 2015 target:** 46%