ANNUAL REPORT FOR 2016-2017

Date Submitted: May 26, 2017

Dean: Jeff Steagall
I. **College goals (in bold) for this year and progress (normal text).**

a. **Goal 1: Hire a firm or an individual to run Goddard’s marketing efforts. Increase college marketing efforts in all areas. Brand the college and its various programs.** The college hired Ms. Niki Tonks in late fall, 2016. Niki’s work has been fantastic, having already created a brand guide. She is also enhancing the student recruitment aspect of the college, department and program websites. She has proposed a plan to replace the eclectic signage in the Wattis building with modern, consistent signage. Niki was originally hired on a 1-year contract as a trial. She became a permanent hire after a superb probationary period. The college is also establishing a permanent marketing budget beginning with the 2017-18 budget year.

b. **Goal 2: Raise at least $3 million.** Total fundraising as of May 26 is under $1m (development does not have accurate figures at this point). However, the college has proposed naming the MBA two possible donors at $5m each. We continue to work with them both. We anticipate making a $3m ask this summer to name a department. While our goal is to average at least $3m annually, it is unlikely that we’ll hit this goal every year.

c. **Goal 3: Continue to make progress on Supply Chain Management (SCM), Master of Taxation (MTAX), Study Abroad, Entrepreneurship and Leadership in Ethics and Sustainability (LES) programs, which are the five strategic focus areas of the School. Create a formal Center for LES. Associated challenges include increasing the SCM faculty from 5 to 8 and adding a second entrepreneurship faculty member in the next 3 years.**
   - SCM: Students participated in four national case competitions, including one we hosted. They placed in the top three in three events, winning the most prestigious event outright. SCM faculty have also created a you-tube channel with short video clips from
professionals on specific SCM topics. These videos are to help students understand real-world expectations. SCM continues to lead in modern pedagogy. On the down side, we lost one key faculty in SCM late in the spring and have as yet been unable to find an immediately replacement.

- **MTAX:** The program continues to be excellent, but little progress has been made in garnering national recognition.

- **LES:** Due to concerns from the Richard Richards Institute and SPARC, we changed the name to the Center for Leadership in Corporate Social Responsibility (CSR). CSR has brought in approximately 10 speakers, several of them national leaders in academia or policy, to present to students. Attendance has been good at approximately 40 per event, in large part due to the CSR and SCM faculty promoting the events.

- **ENTR:** We hired a second full-time faculty member at the instructor level to direct the center, allowing our tenure-track faculty (who now holds the Executive Director title) to devote less time to events and more time to scholarship. The transition has been seamless and the two faculty have an outstanding working relationship. The program continues to grow (74 minors declared in its fourth year of existence) and to give student businesses nearly $80,000 of development funding annually. The program hosts five major events annually, including one for high school students and another focused on the outdoor recreation industry that is open to community members.

- **Study abroad:** We now have the curricula finished (or nearly so) for all four double-degree programs in Europe. Two German students are already studying at WSU in the program and we have likely applicants from WSU who will begin their two European study years in fall 2018. Study abroad numbers are at record highs, although not nearly to the level we aim for. We have also partnered with the dean of international programs to open our
many exchange partnerships university-wide. Our study abroad scholarship support has reached a need level that far exceeds capacity.

d. Goal 4: Financial goals include keeping all of our incremental differential tuition from FY16; successfully replacing two retiring faculty; securing funding to cover the unfunded differences in salaries of retiring and replacement faculty over the past several years; securing funding for a new faculty.

Thanks to the provost, we received our full incremental differential tuition from FY16. Both retiring faculty were replaced with outstanding candidates. However, the portion of faculty salaries currently covered by proceeds from the college naming endowment continue to be funded there, severely limiting our ability to fund innovative programs.

e. Goal 5: Collect year-of-record data for the planned fall 2017 reaccreditation visit from AACSB.

The college is in excellent shape. Both the accounting and business reports will be completed this summer (due mid-August). The site visit is October 15-17, 2017.

f. Goal 6: Develop a better orientation program for incoming Goddard students, develop a new set of diagnostic questions for entering students with the goal of helping them identify areas in which they need remedial work, and work on foundation/core curriculum consistency.

The Strategic Planning Committee oversaw the creation of an orientation video featuring super-successful alumni. The purpose of the video is to reinforce the high quality and value of a Goddard
School degree. The video also identifies for students the high academic expectations the college has (e.g., we expect students to spend 3 hours outside class for every hour in class). The shift from two advisors and an administrative support person to three advisors in the college was also made in order to position resources to better support Student Success. The advisors have accepted responsibility for contacting students who seem to have dropped off the WSU grid (e.g., registered in one semester but not in the next). We also moved all advising functions from departments to the advisors, who will now be a true one-stop shop for students. We are exploring other initiatives, such as mandatory advising, to augment student success.

II. Next year’s goals.

a. Goal 1: Complete the development and implementation of the college marketing strategy, including determining a permanent annual marketing budget. Continue to work on buy-in to faculty and staff of the new, less flexible marketing model.

b. Goal 2: Raise at least $5 million (goal raised to be consistent with development director’s goal). Likely naming opportunities include the MBA program and the Economics Department. In addition, we need at least $30,000 in new annual study abroad scholarships, in addition to as many new general scholarships as possible. Raise at least one faculty fellowship/directorship endowment.

c. Goal 3: Continue to make progress on Supply Chain Management (SCM), Master of Taxation (MTAX), Study Abroad, Entrepreneurship and Leadership in Corporate Social Responsibility (CSR) programs/centers, which are the five strategic focus areas of the School. Associated long-term challenges include increasing the SCM faculty from 5 to 8 (in addition to replacing one currently vacant position).
d. **Goal 4:** Increase enrollments and retention across all graduate and undergraduate programs. Enhance completion statistics. One critical area to develop better out-of-state recruiting is the International Economics program, which as seen slumping recent enrollments and revenues. The economics faculty want more diversity in the program and have requested that we partner in Latin America as well as in Asia.

e. **Goal 5:** Secure E&G funding to replace all partial faculty salaries that are currently being funded through the Goddard gift. Secure funding for a new faculty position in SCM, in order to allow us to develop an MBA concentration in SCM (a key part of our strategy to be known nationally for SCM). Find a way to give merit/equity raises to deserving faculty (major retention issue).

f. **Goal 5:** Earn reaccreditation with AACSB International.

g. **Goal 6:** Continue to enhance the orientation program for incoming Goddard students.

h. **Goal 7:** Complete construction of a new student club area and a new “innovation laboratory” classroom for the Information Systems & Technologies program. Funding has already been secured, 50% from the provost’s office and 50% from the college.

i. Complete the split of the Department of Business Administration into two smaller departments, appoint chairs for each new department, and heal the divisions that have occurred during the discussions of this matter.

j. Complete the college’s discussion of the role of High-Impact Practices (HIPs) in the student experience. The Strategic Planning
Committee is recommending that every Goddard student experience a HIP early in his/her career (e.g., prior to admission into the Goddard School) and a second in a discipline-specific capstone. The faculty will discuss this recommendation, adopt it or another goal, and work toward implementation.

III. Other Important Issues
a. Shanghai Normal University’s long-time dean and strong supporter of the WSU-SHNU cooperation faces mandatory retirement in the next year. It is imperative that we build strong relationships immediately with the new dean, once that person’s identity has been announced, in order to ensure that the lucrative 2+2 program continues. One way to do this might be to expand cooperation to other programs, such as the Master of Accounting. Discussions have already begun. Enrollments from SHNU should begin to increase again in fall 2018.

b. Human Resources at WSU continues to be a major problem for the college (and all colleges). Problems include very slow response times, unresponsiveness unless a dean or higher administrator walks into their office, lack of proactive approaches and advice, and lack of qualified leadership.

IV. College contributions to university initiatives
a. Before addressing the three areas request by the provost, two comments are appropriate.
   i. The college faculty and staff have had several conversations about the importance of student success, including how our views of our jobs must evolve to support properly student success. The dean also led a conversation about student success with his advisory board in late May. The board strongly supports the university and college efforts to support student success.
   ii. While there is much to do, the college has led in some areas (marketing, boosting the role of professional advising).
b. Enhanced Recruiting.
   i. The college’s new marketing manager is reworking the entire website with an eye toward best practices in recruitment. She will begin creating hard-copy materials to share in our main supplier high schools. She has hired a student worker with responsibility for Goddard social media. These efforts should also support retention & completion.
   ii. The economics department recently met with the dean to discuss the desire to diversify recruiting for the International Economics program. The program is currently 75%-85% Chinese and Korean, which creates problems due to native learning paradigms and English fluency. Given that it would be difficult to recruit in Europe, where most students attend university for free, the faculty would like to see the student body roughly equally distributed across the US (including out-of-state), Asia and Latin America.

c. Enhanced Retention
   i. Created a video (see Item I.f. above) designed to reset students’ expectations regarding the quality and expectations of the Goddard programs. The video will be shown in a variety of foundation-level (mainly 2000) courses.
   ii. Advisors also now contact all students who enroll in one semester but not in the subsequent term. Success has been positive, but limited.
   iii. See IV.a. above (college marketing)

d. Enhanced Completion
   i. (Same as IV.C.i. above) Created a video (see Item I.f. above) designed to reset students’ expectations regarding the quality and expectations of the Goddard programs. The video will be shown in a variety of foundation-level (mainly 2000) courses.
   ii. Same as IV.c.ii. above) Advisors also now contact all students who enroll in one semester but not in the subsequent term. Success has been positive, but limited.
The college will participate fully in any initiatives associated with student success going forward, as Starfish implement becomes a reality.