

# III. Vision/Goals

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The vision at Smeal is to be a “Top 5 Public.” Measured in various ways, this vision is achievable by focusing on four fundamental goals over the next five years:

- Providing an **extraordinary education** for our students
- Supporting and producing top **research that impacts** the academy and society
- Continuing to build a rich **dialogue with society**
- Growing a **community with distinction**, honor, diversity, and respect

This is summarized in the image below. In this section, each of the elements in this image are defined in greater detail, ending with a summary of initiatives already begun to achieve our vision and goals.



## A. Vision

“Top 5 Public” programs are defined by their scholars who make a difference in their field(s), inspire in the classroom, and are leaders in the college and larger intellectual communities. Top 5 programs have faculty, staff, and students who are supported through budgets and endowments that provide the resources necessary to excel at extraordinary levels.

At all levels of education, top programs have curricula that are known for emphasizing learning, currency, and rigor. Implementation of such an expectation set includes supporting and demanding top research, promoting integrity, facilitating professional development, providing passionate and rigorous instruction, and supporting applied learning with challenging content and creative delivery.

Smeal Rankings	
Undergraduate	
<i>BusinessWeek</i>	38 overall / 13 public
<i>U.S. News &amp; World Report</i>	21 overall / 12 public
MBA	
<i>BusinessWeek</i>	Second Tier
<i>U.S. News &amp; World Report</i>	40 overall / 19 public
<i>Financial Times</i>	28 overall / 12 public
Executive Programs	
Economist Intelligence Unit	1 custom / 3 open

All of this must happen in a context that includes top facilities, manageable class sizes, a competitive student/faculty ratio, supportive infrastructure, advising excellence, and communication, as well as a culture that values integrity, diversity, and learning.

While rankings in popular publications such as *BusinessWeek* are important benchmarks, they are not the sole metric of vision achievement. We have, from the beginning of the planning process, been driven by what we as a community see as important in a top program. So

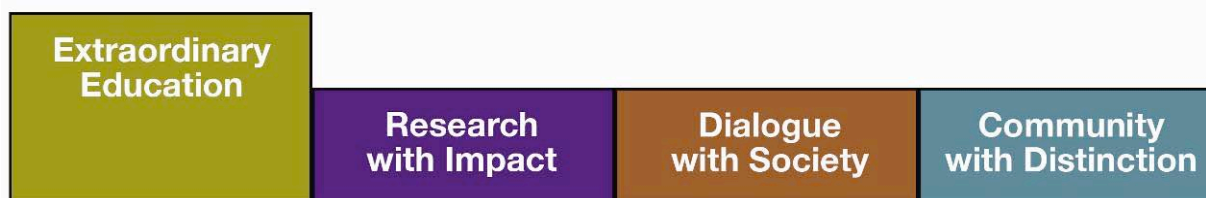
while what *BusinessWeek* measures as criteria for top programs is insightful (e.g., student/faculty ratio), we also engage in initiatives and investments that we believe are important as a top program (e.g., honor code).

## B. Goals in Focus

In this section, each goal is expanded, including specific characteristics that help to define each goal. A later section discusses key initiatives that will help the college realize these goals.

### Extraordinary Education

An extraordinary education is one that is personalized and flexible; is delivered by outstanding faculty using state-of-the-art teaching methods and technology; provides instructional experiences that are interactive, challenging, and relevant; and can be applied to the business issues of both today and tomorrow.



Such an education provides its students with professional development, exposure to top executives in the field, interactive learning environments, and class sizes, when possible, that facilitate participation and expression (including writing and action-learning opportunities).

An extraordinary education:

- occurs with not just an expectation of honor but also a passion for integrity that will last the student a lifetime;
- is individualized (instructors are active through office hours and engaging students outside of the classroom);
- offers rigorous, contemporary curricula;
- takes on themes that include globalization, integrative thinking, technology, leadership, and ethics;
- creatively uses technology (e.g., ANGEL, podcasts, and online supplementation) to enhance teaching and learning with students, especially with undergraduates;
- prides itself on its experiential/action learning environment with outside speakers, projects, trips, etc. (i.e., learning how to think and how to do);
- has faculty that set high academic standards and expectations for its students at all levels;
- aligns what is being taught in the classroom to current events and research;
- demonstrates how its theories and concepts apply to careers and society.

## Research with Impact

Research with impact is academic work and publications that generate discovery of new ways to look at the familiar, identify a phenomenon that has previously gone unnoticed, articulate uncharted territory, and clarify an interesting, unresolved, or inadequately addressed issue in and across disciplines.



Smeal's role is to support and encourage such research efforts with the ongoing goal of conducting research that will make a difference in the academy and in society.

Research with impact is realized through:

- cultivating towering scholarship and scholars who set the bar high for research in terms of quality and appropriate quantity;

- facilitating and supporting efforts to engage the college’s theoretical insights in the strategies and operational realities of business;
- continuing to increase citations of research originating at Smeal;
- increasing invitations to lecture, visit, and make guest appearances to share insights and perspectives;
- increasing exposure in the popular press and letting other audiences know of our work beyond Smeal and our disciplines;
- generating external grants where appropriate that enable long-term, far-reaching research efforts where there is a need for extensive equipment, travel, assistants, etc.

## Dialogue with Society

The college is dedicated to the ongoing discovery and creation of new ways of providing insights to, and receiving feedback and creative perspectives from, society. This dialogue with society promotes the diffusion of knowledge, the exchange of ideas, and attention to outreach at the local, national, and international levels. Developing such a dialogue includes engaging us in the larger, global marketplace through an enhanced sensitivity and understanding of other cultures.



While the heart of such a dialogue is the units and programs explicitly engaged with outside audiences—research centers, executive education, study abroad, speakers series, etc.—the soul of such an interaction will come from the talents and engagement of our faculty.

Developing a dialogue with society means engaging:

- research centers to provide breakthrough knowledge in business fields through multiple venues and professional development engagements;
- executive education and outreach programs to provide professional enrichment and job-related knowledge for executives and managers, as well as engaging organizations to think about transformations and second-order change;
- undergraduate and graduate programs to prepare future professionals for meaningful careers;

- the Board of Visitors, Alumni Society Board, and other advisory boards to provide feedback to the college and to engage alumni in the education and professional development of students through mentoring, networking, and internship experiences;
- internships to develop connections to “real world” experiences;
- public lectures from diverse guests such as leading researchers, authors, government leaders, top managers, and other notable business speakers, to share their expertise with the Smeal Community;
- conferences and events such as the Smeal Celebrating Women in Business Conference, The Next CEO, The Corporate Exchange at Smeal, The START (Striving Towards Awareness and Respect for Tomorrow) Conference, and many others;
- student organizations to develop an outreach and service mission.

## Community with Distinction

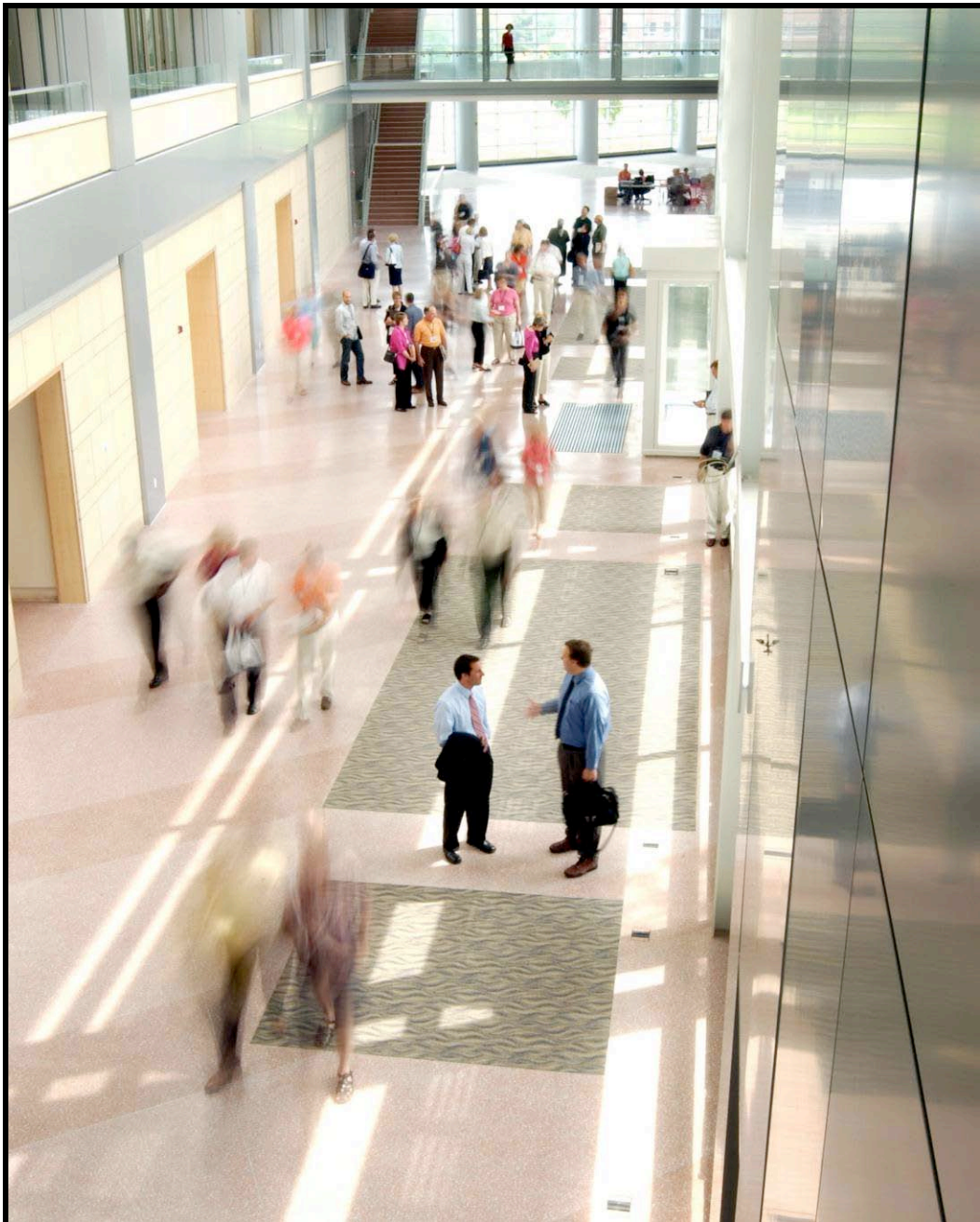
A community that is distinctive is supportive of its members, prizes “Towering Scholarship,” and holds diversity as a core value. Its members help each other to succeed in scholarly pursuits and in life. It is one that seeks to engage all Smeal faculty, staff, students, alumni, and friends in the vision of the college. It is one that welcomes differences in people and ideas, and facilitates connections for people with different identities, backgrounds, and ideas. Such a community is grounded in a set of expectations, indeed values, of integrity, respect, and openness.



A community that has distinction is characterized by:

- an honor code that sets expectations of integrity for its students;
- an advising and services staff that is both knowledgeable and passionate in its quest to help and enable students;
- mentors for faculty, staff, and students. Such mentors are drawn from the community, alumni, and other colleagues;
- an aggressive plan for diversity, multicultural leadership, and related events, services, and focused funding;
- interest houses, honor societies, and special interest events;

- tutoring for those who fall behind and those who want to excel;
- a wide variety of student organizations;
- world-class facilities;
- ways of continuously taking the pulse of the community and responding to its needs;
- an expectation of respect for all of its members by all of its members.



## C. Initiatives in Progress

The next section will focus primarily on new initiatives on goal attainment driven by the Strategic Planning Council and other advisory bodies (e.g., the Board of Visitors, Accounting Advisory Board). But the college has already been engaged in a number of initiatives over the last eighteen months. Some of these are explained in more detail in the body of the plan; others are self explanatory. How these initiatives fit into our four strategic goals is presented in the following table. More details on each initiative can be found in Appendix E.

SMEAL INITIATIVES	STRATEGIC GOALS			
	Extraordinary Education	Research with Impact	Dialogue with Society	Community with Distinction
MBA Program Revision	✓			
Undergraduate Program Revision	✓			
Honor Code	✓		✓	✓
Online Degree / Courses	✓		✓	
Enrollment Management	✓			
Faculty Growth	✓	✓		
Ph.D. Student Stipend Increase	✓	✓		
Faculty Naming Endowments	✓	✓		✓
Sapphire Leadership Program	✓			✓
Women's Conference	✓		✓	
BOSS Program	✓		✓	✓
Smeal Student Mentors	✓			✓
Undergraduate Research	✓		✓	
Business Programs @ Penn State	✓			✓
Diversity Enhancement	✓	✓	✓	✓
Executive Education Revision	✓	✓	✓	
Research Center Matching and New Center Creation		✓	✓	
New Development Campaign	✓	✓	✓	✓
Departmental Faculty Advising Liaisons	✓			✓
Disciplinary Communities	✓			✓