

Fifth Year Review Self-Evaluation

Stacy Kovar, Associate Dean

College of Business Administration 2011-2016

History

In Summer 2011, I was appointed as the Interim Associate Dean and Director of Graduate Programs in the College of Business Administration. In **Fall 2011**, after a significant reorganization of the administrative responsibilities in the College, I was officially selected as the **first Associate Dean for Academic Programs in the College**. Together the Associate Dean for Academic Programs, the Dean and the Associate Dean for Academic Administration serve as the **senior leadership team of the College**, working in concert to chart strategic direction in conjunction with the Executive Committee, which now includes two Assistant Deans and four Department Heads and an elected staff representative. In **May 2015**, both the Dean and Associate Dean for Academic Administration left K-State to pursue other opportunities. In order to assure continuity for the critical New Building project as well as other initiatives, Interim Dean Gwinner and I agreed that I would move into the **Associate Dean for Academic Administration** role from that point forward.

Roles and Responsibilities

As **Associate Dean for Academic Programs**, I was charged with **curricular strategy and oversight**, along with relevant faculty/staff committees, for **all academic programs** in the College. This included the following programs/area:

1. Undergraduate Curriculum
2. Honors Program
3. Online Business Degree Completion Program
4. Master of Business Administration

As part of my oversight of the curriculum, I was also responsible for **Assurance of Learning** activities for all programs, undergraduate and graduate. This process is a critical one, given the AACSB accreditation requirements governing the AOL process.

In addition to these roles, I had ultimate oversight of all aspects of both **Undergraduate and Graduate Student Services**. This included hiring and managing (either directly or indirectly) all **recruiting, advising and career development staff** in the college, providing strategic direction for the unit, and dealing with high-level problem-solving.

I began my tenure as Associate Dean during the first year of implementation of our new business curriculum. In addition to ongoing communication with students and external stakeholders, I had primary responsibility for overseeing implementation of the new Business Foundations course, serving as department head for faculty teaching this interdisciplinary cornerstone course.

Because of the growth in responsibilities associated with the role of Associate Dean for Academic Programs over the four years I served in that role, upon stepping into the role of **Associate Dean for Academic Administration**, I retained oversight for **Undergraduate Student Services** areas, including **academic advising** and **career development** (Professional Advantage, Career Coach and Executive Mentor). In addition, as Associate Dean for Academic Administration, I am charged with providing

administrative-level strategy and oversight for **Accounting, Budgeting, Human Resources, Scholarships, Information Technology, Communications, Strategic Planning, Accreditation (AACSB) and Facilities**. This includes acting as the Dean's representative in all aspects of construction for the new \$60 million, 140,000 square foot College of Business building.

Major Accomplishments

Student Success is, undeniably, the most important outcome for any educational institution. For the CBA, student success can be defined as **retention, graduation and career success** for each and every student who begins their journey at K-State. While Associate Dean for Academic Programs, I began my journey to increase undergraduate student success by overseeing implementation of the newly envisioned **Executive Mentor** program. While the Dean established a vision and raised funds, I hired a director, helped define the position and provided guidance and 'mentoring' for the new-found program, which has grown to a total of 560 mentors and 395 active mentees today, in the course of only four years.

With only the guidance that we needed a 'world-class' professional development program, and some great suggestions for other programs to benchmark, I guided a faculty/staff committee to develop the new **Professional Advantage** program, which has grown to include a defined, 4-year professional development curriculum featuring **196 CBA-sponsored training opportunities**, taught by **professionals from 40+ different companies**, serving a total of 2,253 different students who chose to participate in the last year. Development of this program included working in cooperation with our students to fund the program via a **\$100 per semester fee** and hiring of three new staff, including the director of the program, not to mention many hours of planning, communication and support for this amazing group of staff.

Most recently, my articulation of our administration and alumni's vision to become our students' **a clear path to success** forged the way for our addition of a **Career Coaching program**, funded entirely through the generous donations of our alumni and friends, with the Executive Director of that program hired during summer 2015. Together, Executive Mentor, Professional Advantage and Career Coach provide a **career development** program to rival those of the best undergraduate and graduate schools in the country.

These world-class career development programs work in concert with our **Academic Advising** center. As part of our administrative reorganization in 2011, I wrote the position description and conducted a successful internal search for our first **Director of Undergraduate Student Services**, Bente Janda. Together, we have hired two additional academic advisors to accommodate added student needs, conducted a **strategic visioning** process which has led to implementation of a ½-day **Success 101** seminar the day prior to the fall start of school for our incoming students, as well as an **online business orientation** administered by the academic advisors, and implementation of an **advising assistants** program to provide added sources of guidance at convenient times for our students. Through our joint leadership, we have deepened relationships with community colleges, high school counselors and high school teachers, which enhances our recruiting capacity. The CBA provides **thought and implementation leadership for many advising initiatives on campus** from the new advising center in KSIS to implementation of EAB student success collaborative software functionality for all academic

advisors. Given the extensive additional initiatives in this area, Ms. Janda's position was recently upgraded to Assistant Dean for Undergraduate Student Services, with my support.

I have represented the CBA in numerous university capacities, from **redesigning the University Honors** program, to selecting our first **Vice Provost for Undergraduate Studies**, to exploring ways to increase participation and value in **Summer School**, as well as working to improve university **information systems**. I also have the distinct privilege of **representing the College to prospective/new students and their parents** at numerous events, from scholarship banquets to K-State Sundays recruiting events, to freshman orientation, to individual visits.

In addition to these successful undergraduate programs, during my tenure as Associate Dean, after over six years of planning and development, the **Online Professional MBA program became a reality**. A director was hired in January 2014, and the first courses were offered in August 2014. Our first six graduates earned their degrees in December 2015. In addition to providing great opportunities for many K-State and non-K-State undergraduates, the program provides valuable online offerings to give flexibility to working students in our campus MBA, outstanding opportunities to interact with young, practicing professionals for our faculty and additional funds that have allowed hiring of the Director, one permanent tenure-track faculty member and one visiting faculty member. While I had previously been a partner in securing development grants for courses in the program as Chair of the Graduate Studies Committee, as Associate Dean, I successfully developed and gained consensus for the **re-designed curriculum** for the program, garnered support in the form of **start-up money** and agreements from the Provost and shepherded the proposal through the entire university approval process, including numerous agreements with other, **related departments**.

Perhaps one of my most challenging curricular responsibilities was the oversight of the **Assurance of Learning process in the CBA**. I successfully led the College through a positive 5-year AACSB maintenance of accreditation process (taking charge of the AOL component, and providing support in other areas), which required providing external training and support for faculty in AOL initiatives, significantly redesigning measures and developing new AOL plans for the Master of Accounting and MBA programs (including the new online program.) In essence, we redesigned many components of our AOL support process and also successfully hired our **first AOL Director**.

Adding programs should not be the only accomplishment of any administrator. Improving the quality of what we do is also critical. I believe that I have had a significant impact on quality in terms of how we **manage staff and their careers in the CBA**. As Associate Dean, I lobbied for funds and developed a **professional development support** program for all staff, and especially advising staff in our college. I have advocated **alternative work arrangements** to retain quality staff, including one 9-month appointment, alternative work hours and reductions in work hours to part-time (as well as increases back to full-time). In all situations, those staff remain valuable contributors in our college. I have also supported four different **reclassifications** that resulted in enhanced job responsibilities for the staff members involved.

Though the bulk of my role has focused on academic programs, together with our administrative team, I have contributed to quality by helping students understand the value of a **3-year \$45 student fee proposal**. The initial business case for the fee was developed by the Dean and Associate Dean for Academic Administration together with input from a faculty/staff committee and well as my input as Associate Dean for Academic Programs. Since I became Associate Dean for Academic Administration, I

have taken on the primary role of developing and implementing a detailed **3-year staffing plan**, including benchmarking salaries and overseeing hiring processes, and providing data to justify the next stages. This plan will ultimately lead to 14 new faculty and 5 new staff in the CBA, significant decreases in the size of core/minor classes in the curriculum and increased course offerings.

In the 5 years I have served as Associate Dean, our College has **dreamed, designed, raised funds for and built a new College of Business Building**. As Associate Dean for Academic Programs, I provided thought leadership related to classrooms and student services areas of the building, providing a **vision for how these new spaces would enhance the mission of our College for our students, faculty/staff and alumni**. While in the supporting role of Associate Dean for Academic Programs, the building project required a significant commitment of energy. Since Summer 2015, when I stepped into the role of Associate Dean for Academic Administration, I have had **primary responsibility**, along with the faculty/staff building committee and especially its chair, **for all aspects of the building**. I implemented a fair and efficient process for assigning faculty offices, I helped to design and select furniture for each aspect of the building, and have collaborated with University and Architectural leads in designing many aspects of the building from signage, digital displays, classroom AV configurations, furniture and security to paper towel and toilet paper holders. Throughout the project, I believe I have been a responsive, thoughtful partner and effectively gathered our faculty and staff input and ideas and acted upon them in making prudent decisions about their new space.

Self-Evaluation

In closing, I want to be clear regarding my assumptions about the **role of an Associate Dean**. As Associate Dean, my job is to be a **meaningful, collaborative member of the senior leadership team**. Contributing to strategy, providing **direction, inspiration** and **support** throughout the College, in both those initiatives I take the primary lead, and those where I act in a supporting leadership role. My job is to provide **hard work** and **get things done** when needed, but to also **recognize the skills, inspiration and creativity of my team, and let them own their roles**. As a result, I offer all of the accomplishments above recognizing clearly that I did not imagine, implement or accomplish any of them alone, but instead through acting effectively, consistent with my assumptions about my role as Associate Dean.

Fun Facts

In my time as Associate Dean, I have participated in **25+ search processes** – most of these involved hiring individuals who are part of my team, but I also led search committees to select the Head of the Department of Accounting and the Interim Head for the Department of Management.

I have performed a total of **59 annual reviews**.

I have sat on or had oversight responsibility for the activities covered by **thirteen out of fifteen College Committees**, all except Tenure and Promotion and Diversity.