

COMPREHENSIVE PROGRAM REVIEW SELF-STUDY
FOR THE
CENTER FOR EXCELLENCE IN ORGANIZATIONS (CEO)
IN THE
COLES COLLEGE OF BUSINESS
2002

COMPREHENSIVE PROGRAM REVIEW EXECUTIVE SUMMARY FOR THE CENTER FOR EXCELLENCE IN ORGANIZATIONS

Overall Assessment of the Center's Productivity

The Center's productivity is very strong. This is based on the following:

- The Center functions without dedicated support staff, curriculum design staff, and instructional staff.
- The Senior Associate Dean performs marketing and sales functions.
- The Senior Associate Dean performs contract management oversight.
- The Senior Associate Dean performs contract curriculum design oversight.
- The Senior Associate Dean performs program delivery oversight.
- Instructional staff members are contracted from the faculty in an overload status or from professional trainers that are not a part of KSU.
- The Center contributes an average of \$12,000 per year of additional funding to the College of Business.

List of Recommendations for Improving the Center's Productivity

Create a fulltime marketing and sales position that will market and sell corporate contract training programs to MBA alumni organizations.

Overall Assessment of the Center's Quality

The Center's quality is very strong. This is based on the following:

- Feedback from the corporate clients indicates a high degree of satisfaction with the quality of the programs delivered.
- Post Properties, Inc. has contracted with the CEO for multiple years for the delivery of a senior management-training program.
- The Kroger Company has contracted with the CEO for multiple years for the delivery of a store manager-training program.

List of Recommendations for Improving the Center's Quality

Create a fulltime curriculum and course design position to help faculty design courses and modules that are better suited to the customer's needs.

Conclusion About the Center's Viability

The Center is viable, especially since it is a net contributor of funds to the Coles College of Business and requires little if any institutional support.

Potential for "Model Program" Status

The Center can achieve "Model Program" status if and only if the recommendations for improvement in quality and productivity are fulfilled.

Recommendation for Future General Institutional Investment and Supporting Rationale

No institutional investment is required. The additional staffing can be funded from revenues generated from program growth. The only institutional support that will be required is the approval of the two budgeted positions.

THE CORPORATE GOVERNANCE CENTER'S DETAILED SELF-STUDY

I. Center Description

a. Purpose of the Center

The Center's purpose is to provide contract training and consulting services to corporate clients.

b. Principal Functions/Key Projects of the Center

The Center's primary functions include:

- Designing corporate training programs (non-degree/non open enrollment) for corporate clients.
- Delivering corporate training programs (non-degree/non open enrollment) for corporate clients.
- Consulting to corporate clients on training and development issues.

c. Strategic Importance of the Center to KSU

The Center is vital to KSU's visibility in the local business community and provides a source of funds that is independent of KSU and the University System. As State funds become more limited the Center's importance will increase.

d. Age (Years) of the Center as of 2002

Ten years of age. The Center was established in 1993.

e. Name(s) and Title(s) of Center's Director(s)

Rodney G. Alsup, Director and Senior Associate Dean, and Professor of Accounting

f. Names and Titles of Personnel Assigned Full-Time in the Center

None.

g. Names, Titles, and %Time of Personnel Assigned Part-Time to the Center

The Director in section I. e. above has spent a designated minimal portion of his time working on behalf of the Center. There is no formal mechanism for establishing such involvement.

h. Total Funds Budgeted for Operation of the Center in FY2002-03* (Budgeted Separately or Within Another Department)

None, as we now operate essentially as an unfunded center. Budgets are prepared for each individual program with residual funds being transferred to the Coles College once the program is completed.

i. Center's Physical Location(s) & Assigned Square Footage*

No separate space – we are a virtual center that operates out of the Associate Dean's office.

II. Summary Conclusion About the Strength of the Center's Overall Productivity

The Center's productivity is very strong. This is based on the following:

- The Center functions without dedicated support staff, curriculum design staff, and instructional staff.
- The Senior Associate Dean performs marketing and sales functions.
- The Senior Associate Dean performs contract management oversight.
- The Senior Associate Dean performs contract curriculum design oversight.
- The Senior Associate Dean performs program delivery oversight.
- Instructional staff members are contracted from the faculty in an overload status or from professional trainers that are not a part of KSU.
- The Center contributes an average of \$12,000 per year of additional funding to the College of Business.

II A. Fulfillment of the Center's Purpose and Attainment of Goals

The Center passively fulfills its stated purpose. There is no active marketing and selling of programs. Goal achievement occurs by taking advantage of corporate training opportunities that arise from student and faculty relationships with organizations in the business community wanting services of this nature.

II B. Services Rendered by the Center to the Campus Community

The Center provides limited services to the Campus Community. The services that are provided include providing a vehicle for KSU Faculty Members to earn overload compensation by teaching in contracted programs and providing residual funds from each contract to the Coles College. Additionally, faculty members get to interact with business leaders during the delivery of training content.

II C. Services Rendered by the Center to External Communities

The Center was created to provide services to the Atlanta Business Community on an as needed basis. The services provided include the delivery of training and development programs for Post Properties, Inc., The Kroger Company, and Cingular Company.

II D. Grants and Contracts Acquired by the Center

The Center's gross contract activity includes:

- Post Properties, Inc.
 - CY 1999 Contract \$26,000
 - CY 2000 Contract \$31,500
 - CY 2001 Contract \$16,530
 - CY 2002 Contract \$16,250
- The Kroger Company
 - CY 1999 Contract \$57,000
 - CY 2000 Contract \$47,500
 - CY 2001 Contract \$47,500
 - CY 2002 No Contract
- Cingular CY 2002 Contract \$9,600

II E. Center Publications, Reports, and Professional Presentations

None

II F. Sponsorships, Endowments & Gifts Acquired for the Center

None.

II G. Sales, Service Fees, & Income Generating Activity

Please see grants and contracts section.

II H. Return on Investment

The return on investment is very high with essentially no investment by KSU.

II I. Contribution to Achieving KSU's Mission

There is a direct tie to several mission elements including public service, continuing education, technical assistance, instructional effectiveness, and applied research.

III. Summary Conclusion About the Strength of the Center's Overall Quality

The Center's quality is very strong. This is based on the following:

- Feedback from the corporate clients indicates a high degree of satisfaction with the quality of the programs delivered.
- Post Properties, Inc. has contracted with the CEO for 10 consecutive years for the delivery of a senior management-training program.
- The Kroger Company has contracted with the CEO for 5 consecutive years for the delivery of a store manager-training program.

III A. Public Recognition, Honors & Awards Received by the Center

None.

III B. Stakeholder Satisfaction with the Center's Work and Accomplishments

Very strong as evidenced by Kroger and Post renewals of their programs.

III C. Other Assessments of the Quality of the Center's Work

None.

III D. Center's Responsiveness to State Needs & Changing Conditions

The Center is very responsive to changing conditions. Each program is modified on an annual basis to address the needs of the corporate client. Therefore changing needs and conditions are addressed on an annual basis.

III E. The Quality of the Faculty & Staff Supporting the Center

Very strong faculty and there are no staff employed.

III F. The Quality of KSU Facilities and Equipment Supporting the Center

The Executive MBA classrooms and breakout room space are used to support the activities of the Center. The quality is exceptional.

III G. The Quality of the Overall Annual Financial Investment in the Operation of the Center

Not applicable because KSU's annual financial investment is essentially zero.

III H. Quality of Advanced Technology Available to Support the Center

Not applicable because there are no special technology requirements for the Center.

III I. Leadership Position of the Center

The Center is a new player in this market. Therefore, the position is one of catch up.

IV. Summary Conclusion About the Center's Viability at KSU

The Center is viable because there is no cost to KSU and there is demand for the services being provided.

V. Potential for "Model Program" Status

The Center can achieve "Model Program" status if and only if the recommendations for improvement in quality and productivity are fulfilled.

VI. Improvement Plan

Improvement is one of program expansion. The Center needs to contract the necessary number of programs to justify hiring a full time marketing and sales person, which in turn will support a budget for such hiring.

VII. Summary Recommendation

No institutional investment is required. The additional staffing can be funded from revenues generated from program growth. The only institutional support that will be required is the approval of the two budgeted positions. The recommendation is to allow the Center to continue as currently designed and to focus on growing the number of programs.