

## Overview

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**Institution Name**

Texas A & M - Central Texas

**Address**

1001 Leadership Place

**Year Accredited**

1991

**Year Reaffirmed**

2011

**Years Covered by this Report**

2017 - 2017

**Date Submitted**

02/14/2020

**Completed By**

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**ACBSP Champion**

Loafman, Lucas

**ACBSP Co-Champion**

Altman, Barbara

## I - Institutional Information

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### QA Report

Status: Completed | Due Date: 2/14/2020

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#### Assigned To

Lucas Loafman

### Institution Response

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#### Accredited Programs

BACHELOR OF APPLIED ARTS AND SCIENCES (B.A.A.S.) in Business Management

BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)

- Accounting
- Computer Information Systems
- Finance
- Human Resource Management
- Management
- Marketing

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

MASTER OF SCIENCE (M.S.) in Management and Leadership renamed to MASTER OF SCIENCE (M.S.) in One Planet Leadership

The following programs are not accredited by ACBSP:

- BACHELOR OF APPLIED ARTS AND SCIENCES (B.A.A.S.) in Information Technology
- BACHELOR OF SCIENCE (B.S.) in Computer Information Systems
- BACHELOR OF SCIENCE (B.S.) in Computer Science
- MASTER OF SCIENCE (M.S.) in Accounting (being submitted as a new program)
- MASTER OF SCIENCE (M.S.) in Information Systems (being submitted as a new program)

The M.S. in Human Resource Management (HRM) listed in our 2017 QAR is being phased out and should be de-listed. We also do not have a B.B.A. in International Business, so that should be de-listed. We did have a B.B.A. in Interdisciplinary Business, but it was phased out prior to the M.S. in HRM. The M.S. in Management and Leadership was restructured and renamed as the M.S. in One Planet Leadership. The change in this program is discussed under curriculum revisions in Standard 6.

We would like to add the following programs to our list of accredited programs, they have been in existence for longer than two years and have graduates:

MASTER OF SCIENCE (M.S.) in Accounting

- MASTER OF SCIENCE (M.S.) in Information Systems

Distinguishing Accredited Programs from Non-Accredited Programs:

- The university's website for the College of Business Administration contains the logo of ACBSP showing that the college has accredited programs. The "COBA Program Accreditation" page (URL: <https://www.tamuct.edu/coba/ACBSP.html>) identifies the ACBSP accredited programs. Programs that are not accredited are not listed.

Campus where a student can earn a business degree from Texas A&M University-Central Texas

- Main campus: 1001 Leadership Place, Killeen, TX. 76549

Rellis campus (B.A.A.S. in Business Management only): 3100 TX-47 Bryan, TX 77807

Person completing report Name: Dr. Barb Altman

ACBSP Champion name: Dr. Lucas Loafman, Interim Dean, College of Business Administration

ACBSP Co-Champion name: Dr. Barb Altman, Associate Dean, College of Business Administration

## Sources

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*There are no sources.*

## II - Status Report on Conditions and Notes

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### QA Report

**Status:** Completed | **Due Date:** 2/14/2020

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#### Assigned To

Barbara Altman

### Institution Response

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We have no notes or conditions as of our 2017 approved QAR.

### Sources

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*There are no sources.*

## III - Public Information

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### QA Report

Status: Completed | Due Date: 2/14/2020

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#### Assigned To

Barbara Altman

### Institution Response

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We have established our ACBSP web page within the COBA website. On the ACBSP web page, which can be found at COBA ACBSP, [URL: https://www.tamuct.edu/coba/ACBSP.html](https://www.tamuct.edu/coba/ACBSP.html) Links are available to view the Student Learning Results (ACBSP Standard 4), the Business Unit Performance Results (ACBSP Standard 6), and previous ACBSP QAR reports.

Additionally, on our Academic Assessment web page, which can be found at COBA Academic Assessment, [URL: https://www.tamuct.edu/coba/cobaassessment.html](https://www.tamuct.edu/coba/cobaassessment.html), there is a Student Success link which connects to the university's Academic Program Data [URL: https://www.tamuct.edu/Institutional%20Research%20and%20Assessment/Texas%20AM%20University-Central%20Texas%20Academic%20Program%20Data.html](https://www.tamuct.edu/Institutional%20Research%20and%20Assessment/Texas%20AM%20University-Central%20Texas%20Academic%20Program%20Data.html). This site provides annual updates to program data for each of the university's programs, including those accredited by ACBSP.

Examples of data that can be viewed for each program includes annual headcounts, number of semester credit hours, annual degrees awarded, mean grade point averages, marketable skills, student success rates, and employment after graduation rates. For example BBA-Management Program Review Data can be viewed [URL: https://www.tamuct.edu/Institutional%20Research%20and%20Assessment/Docs/Academic%20Program%20Review%20%20Bachelor%20of%20Business%20Administration%20in%20Management.pdf](https://www.tamuct.edu/Institutional%20Research%20and%20Assessment/Docs/Academic%20Program%20Review%20%20Bachelor%20of%20Business%20Administration%20in%20Management.pdf).

### Sources

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*There are no sources.*

# 1 - Standard 1 Leadership

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## QA Report

Status: Completed | Due Date: 2/14/2020

### Assigned To

Lucas Loafman

## Institution Response

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a. Dr. Larry Garner, founding Dean of the College of Business Administration (COBA), returned to a full time faculty role in August of 2018.

Lucas W. Loafman, J.D., became COBA's first Associate Dean in June 2018 and then became Interim Dean for COBA on September 1, 2018. He continues in that role today, but a search is in process for a permanent Dean. That search should conclude in March of 2020.

Dr. Barbara (Barb) Altman, who previously served as Director of Accreditation and Quality Assurance, became Interim Associate Dean on September 1, 2018 and was then named permanent Associate Dean on September 1, 2019.

Dr. Brad Almond, Associate Professor of Management, was elected as the new Chair of the Management & Marketing Department, replacing Lucas Loafman who was in the position for six years. Dr. Almond began that role on June 1, 2018, when Lucas became Associate Dean.

Dr. Gerald (Rick) Simmons was named to the newly created position of Director of Continuous Improvement in fall of 2018. He is responsible for coordinating assessment and working on COBA getting its BBA Management certified by Quality Matters for its online quality design.

In fall 2018, the centralized Academic Advising unit of the University was decentralized to the Colleges. COBA received one university funded advisor and hired a second with COBA fee allocations. The two COBA Academic Advisors now report to the COBA Associate Dean and are housed within the COBA offices. COBA also intends to add a third advisor late in 2020. This transition was handled very smoothly and has facilitated improved communication between faculty and professional advisors. Student service has also improved as things like approval of course substitutions, and the relay of changes in course rotations is handled internally with faster communication flow.

b. A&M-Central Texas began offering its B.A.A.S. in Business Management in the fall of 2019 at the Rellis Campus of the Texas A&M University System. According to its website "the RELLIS Campus is the newest model of higher education in Texas, bringing ten regional universities and Blinn College to one location in Bryan, Texas." Basically, the A&M System is creating a new university composed of one or more programs from the other regional universities within the System to provide additional educational opportunities in the area. COBA currently has two full-time faculty members assigned to that program and teaching location, but they also support our other programs by teaching online courses.

As discussed in the last QAR, COBA teaches some undergraduate classes on Fort Hood (two per term) and at the East Williamson County Higher Education Center, in Hutto, TX (up to four per term). No degree programs can be completed at these locations though.

## Sources

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*There are no sources.*

## 2 - Standard 2 Strategic Planning

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### QA Report

Status: Completed | Due Date: 2/14/2020

#### Assigned To

Lucas Loafman

### Institution Response

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#### COBA Strategic Planning Overview

Since the last QAR, the university has updated its mission and strategic plan. The new university mission is as follows:

“Texas A&M University-Central Texas is a public, upper-level university offering baccalaureate and graduate degrees important to the region and the state. It is committed to high quality, rigorous, and innovative educational programs delivered in a variety of instructional modes to a diverse student population through exceptional teaching, service, and applied scholarship. With an emphasis on community engagement, the university employs emerging technology to enhance student learning and to nurture its partnerships with regional community colleges, the military presence in its region, and the community at large.”

The new university strategic plan now covers the period of 2018-2022 and has the following imperatives:

1. Academic Excellence
2. Student Success
3. Community Engagement
4. Access & Pathway to Higher Education
5. Diversity & Inclusion

Once the university strategic plan was approved, the Provost's office began looking at revisions to the Academic Master Plan for both updating and alignment with the new university strategic plan. That process should be completed in spring 2020. COBA's current strategic plan was originally drafted to cover 2015-2020. Thus, COBA is right on schedule with being able to work on its next strategic plan in fall 2020, which will align with the updated university strategic and academic master plans and be in place by spring 2021. COBA has had no major changes to its strategic plan since the last QAR submission and there are also no changes to the planning process at this time. There will be a lot to report on in the future though as COBA begins the planning process in earnest in fall 2020.

#### Status Update Narrative on Plans from Last QAR

##### a. Short Term Plans

In the previous QAR, several of the short-term goals centered on accreditation. At the time of the submission, the university was preparing for a SACSCOC reaffirmation report and visit. The report and visit went extremely well and the university's accreditation was re-affirmed with no recommendations. As planned, COBA continues to move forward with plans to achieve AACSB accreditation, in addition ACBSP accreditation. In April of 2019, another major step was achieved as COBA's initial Self Evaluation Report was approved and the first annual progress report is due in February 2020.



COBA is currently working on revisions to its Advisory Board with the changes in leadership since the last QAR. One major change is to be more conscientious of the availability of those on the Board, as some Board members had overlapping university service roles, which could limit participation at times. COBA is also looking to restructure the meetings themselves to be more interactive and also ensuring the board represents a broader cross-section of the disciplines within COBA. A smaller initial Board will meet in April and several members are participating in the current search for a permanent Dean.

COBA's assessment process continues to be a major focus and, as will be discussed later, there has been a conscious effort to make reasonable changes to streamline the process to allow for better analysis and action in the future.

One of the short-term goals from the last QAR looked to expand offerings at the East Williamson County Higher Education Center in Hutto, TX. Unfortunately, enrollment has proven to be a significant challenge and COBA has now ceased offering graduate courses in order to better utilize resources. COBA currently offers approximately six undergraduate courses there per year and is trying to get to eight sections, which would represent 40% of the BBA program. This site is tied to special legislative funding, so that also affects our strategic plans significantly for that site if the funding is not renewed in spring of 2021.

b. Long Term Plans

The collaboration with the One Planet Education Networks (OPEN) has become even more involved as one of COBA's professors, Dr. Jody Fry, now being the Chair of the organization. In collaboration with OPEN, COBA hosted the university's first an international conference called SUSTEX in March of 2019. More about this will be discussed in standard six.

One long term goal was to have at least 80% of course sections taught by full time faculty. For fall 2019, approximately 68% of course sections were taught by full time faculty. While below COBA's target, there were essentially three vacant full time lines and there are plans in place to add at least two new lines over the next two years. Once these positions are hired, COBA should be very close to the 80% target.

Previously, a long term goal was that 80% of tenure track meet the scholarship standards. This standard would be judged by being a Scholarly Academic or Practice Academic, whichever is most appropriate under COBA's qualifications standards. Presently, at least 82% of our tenure track faculty are meeting the standard and that number will get higher as we replace some currently vacant and visiting lines with tenure track faculty meeting the standard. The goal moving forward should really be 100%.

COBA continues to conduct program reviews as determined by a schedule approved by the office of Institutional Research and Effectiveness. This process recently changed from a seven year cycle to a ten year cycle. Based on the present schedule, all COBA programs will have completed a comprehensive review by AY 2021, thus a year behind the goal in the last QAR.

Current and Future Plans

Strategic Objectives	Key Measures	Progress Toward Achievement
SHORT TERM		
Additional staffing to support our growing CIS programs, as well as a dedicated lead for Business Communications	Hiring of three new full-time positions for fall 2020	COBA hired one as a visiting lecturer this year for CIS and hopes to make that one permanent for fall 2020. The hiring process for additional CIS faculty is well under way with an offer to go out to a highly qualified candidate. The Business Communications position is currently being reviewed for approval and advertising.

Completed program reviews for all programs	Finishing the BBA Finance, Human Resource Management, Marketing and Management reviews	The BBA Finance and Management reviews are just about ready for the external review phase and should be complete by summer 2020. The BBA Human Resource Management and Marketing reviews will commence in fall 2020.
Standardized teaching load	3/3 teaching load for all tenured and tenure track faculty and 4/4 for professional track	Most faculty are operating on this schedule, but there have been individual and departmental variations due to staffing and funding. COBA is hiring three new positions, as well as refilling several vacant ones that should help significantly.
Improved academic advising and outreach	Hire a third staff academic advisor	COBA is engaged in discussions with the Provost about hiring the person by December 2020. The position is not officially budgeted until fall 2021, but some additional funds are potentially available to advance that timeline.
<b>LONG TERM</b>		
Achieve AACSB accreditation in addition to ACBSP accreditation	Achieve AACSB accreditation in addition to ACBSP accreditation	COBA's AACSB iSER was approved in April 2019, which put it on a three to four year path to accreditation.
Excellence in online course design	BBA Management to achieve Quality Matters program certification	COBA appointed a Director of Continuous Improvement to work on this and assessment. However, a need to redesign our assessment system, as well as implementing a new faculty data systems (Digital Measures) have currently taken precedent. Reviews should begin Fall 2020.
COBA salaries in line with peer institutions	Salaries at approximately the 50th percentile of the CUPA-HR data for Master's level institutions	COBA is making some progress, as some salaries have been improved through a recent position consolidation and redistribution. COBA was also able to distribute a little more than \$80,000 this spring in permanent salary increases to most faculty on a merit basis.

## Sources

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*There are no sources.*

## 3 - Standard 3 Student and Stakeholder Focus

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### QA Report

Status: Completed | Due Date: 2/14/2020

#### Assigned To

Barbara Altman

### Institution Response

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The A&M-Central Texas Institutional Research and Assessment and Career and Professional Development offices jointly administer a survey to all graduating students prior to each of three commencements during each academic year. This survey was first administered in 2017 and was expanded to include programmatic survey items in 2018 and 2019. The primary responses in the survey are for both levels agreement and satisfaction in the various topic areas. Survey items answers research questions posed at the university level, the Quality Enhancement Plan, and participating degree programs. Topic areas include post-graduate plans, current and future employment statuses, and marketable skills achieved, as well as military status and separate degree program questions.

Highlighted in the Criteria 3.8 spreadsheet in the evidence/sources are students' perception of writing instruction preparation, overall level of satisfaction of students' A&M-Central Texas experience, and students' perception of their achieving a competent level of decision-making skills. In many of the COBA programs the sample sizes were small, therefore inferences to each of the populations cannot be made. However, there is enough data available to provide indications of where the populations may be. The responses from each major in the BBA program were combined to increase the overall sample size for analysis. The graphs in Table report all BBA majors in a single category.

As seen in the Criteria 3.8 spreadsheet, students' perceptions of agreement and satisfaction for both their writing preparation and their A&M-Central Texas experience were favorable. In terms of decision-making skills achieved, students were asked to rate themselves as Expert, Advanced, Competent, or Developing. The programs in COBA at the BBA level are not designed to produce Expert or Advanced decision-making skills, therefore, the desire is for students to graduate as a competent decision-maker. As can be seen in the attached spreadsheet, the majority of students do rate themselves as competent decision-makers.

Sources: Standard 3, Criteria 3.8 Spreadsheet

As initially discussed in Standard 2 on Strategic Planning:

COBA is currently working on revisions to its Advisory Board with the changes in leadership since the last QAR. Even though the Advisory Board has not officially met recently as a group, the COBA Leadership Team (Interim Dean, Associate Dean, and Department Chairs) continues to have ongoing discussions with these key community members. We have frequent interactions through several collaborative partnerships, including a major cyber security contract and work on a proposed university research park. Many of these people are also at local chamber and other major functions that the university sponsors, thus many members are interacted with on a monthly basis and pertinent information is relayed informally, including updates on COBA and job availability for graduates with their organization. This information is shared with all COBA faculty and our Office of Career and Professional Development. A number of community members are actively involved in the current search process for the permanent COBA Dean by attending sessions specifically scheduled for community representatives to provide valuable input to the process.

### Sources

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- Standard 3 Criteria 3.8 Results TAMU-CT COBA

## 4 - Standard 4 Measurement and Analysis of Student Learning and Performance

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### QA Report

Status: Completed | Due Date: 2/14/2020

#### Assigned To

Rick Simmons

### Institution Response

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a. Program Outcomes for all Accredited Programs

#### Bachelor of Applied Arts and Sciences (BAAS)

Business Management (BM)

- Students will be able to demonstrate proficiency in written communication.
- Students will be able to demonstrate proficiency in oral presentations.
- Students will be able to exhibit cross-cultural competencies that will aid in communicating and working with people from different cultures.
- Students will be able to design and defend a reasoned resolution to an ethical challenge by applying ethical frameworks.
- Students will be able to demonstrate knowledge proficiency in the core business disciplines and integrate across multiple business disciplines.
- Students will be able to make decisions through business data analysis.

#### Bachelor of Business Administration (BBA)

Accounting (ACC)

- Prepare written communications appropriate for the accounting profession.
- Demonstrate the application of technology used in the accounting profession.
- Apply Generally Accepted Accounting Standards, Generally Accepted Auditing Standards, or Internal Revenue Code to appropriate accounting or tax problems.

Computer Information System (CIS)

Graduates will be able to demonstrate the ability to:

- Analyze business requirements and design appropriate information Systems solutions.
- Identify and evaluate Information Systems solutions for business situations and select ethical and optimal solutions to meet the organization's needs.
- Apply general knowledge and skills related to data communications and infrastructure solutions to an organization's Information Systems needs
- Apply general knowledge and skills related to IT security and risk management in an organization's Information Systems.
- Apply general knowledge and skills related to software application solutions to an organization's Information Systems needs.

- Apply general knowledge and skills related to database solutions to an organization's Information Systems needs.

#### Finance (FIN)

- Students will be able to demonstrate proficiency in written communications.
- Students will be able to demonstrate proficiency in oral presentations.
- Students will be able to design and defend a reasoned resolution to an ethical challenge.
- Students will be able to demonstrate the ability to value financial assets.
- Students will be able to produce financial analysis of an investment decision.

#### Human Resource Management (HRM)

- Students will be able to demonstrate proficiency in written communication.
- Students will be able to demonstrate proficiency in oral presentations.
- Students will be able to exhibit cross-cultural competencies that will aid in communicating and working with people from different cultures.
- Students will be able to design and defend a reasoned resolution to an ethical challenge by applying ethical frameworks.
- Students will be able to demonstrate knowledge proficiency in the core business disciplines and integrate across multiple business disciplines.
- Students will be able to make decisions through business data analysis.
- Students will be able to define and explain the practical significance of core/critical human resource management functions.

#### Management (MGMT)

- Students will be able to demonstrate proficiency in written communication.
- Students will be able to demonstrate proficiency in oral presentations.
- Students will be able to exhibit cross-cultural competencies that will aid in communicating and working with people from different cultures.
- Students will be able to design and defend a reasoned resolution to an ethical challenge by applying ethical frameworks.
- Students will be able to demonstrate knowledge proficiency in the core business disciplines and integrate across multiple business disciplines.
- Students will be able to make decisions through business data analysis.
- Students will be able to define and explain the practical significance of core/critical management concepts.

#### Marketing (MKTG)

- Students will be able to demonstrate proficiency in written communication.
- Students will be able to demonstrate proficiency in oral presentations.
- Students will be able to exhibit cross-cultural competencies that will aid in communicating and working with people from different cultures.
- Students will be able to design and defend a reasoned resolution to an ethical challenge by applying ethical frameworks.
- Students will be able to demonstrate knowledge proficiency in the core business disciplines and integrate across multiple business disciplines.
- Students will be able to make decisions through business data analysis.
- Students will be able to define and explain the practical significance of core/critical marketing concepts.

- Students will be able to apply the marketing mix.

#### Master of Business Administration (MBA)

- Graduates are able to formulate coherent, correct, clear, and compelling oral and written communications in a professional manner,
- Graduates are able to propose solutions appropriate for challenges in the global business environment.
- Graduates are able to apply and integrate core business disciplinary knowledge to issues or opportunities in a dynamic global business environment.
- Graduates are able to design and execute research that generates useful information for making managerial decisions.
- Graduates are able to apply ethical decision-making and responsible leadership skills for the resolution of business related problems and issues.

#### Master of Science in One Planet Leadership

- Formulate theoretically and practically insightful leadership responses to problems and issues encountered in a dynamic and complex business environment.
- Recommend sustainable and socially responsible actions considering the complex array of stakeholders and systems which organization operate.
- Synthesize information regarding the impact of globalization to inform cross-cultural or multi-national decisions and practices.

#### b. Results

See Table 4 in Evidence/Sources below

## Sources

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- Standard 4 TAMU-CT COBA Results

## 5 - Standard 5 Faculty and Staff Focus

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### QA Report

Status: Completed | Due Date: 2/14/2020

#### Assigned To

Barbara Altman

### Institution Response

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a. Faculty and Staff Focus (this is presented as narrative below)

**Increasing faculty scholarly output** was identified in both our 2015 and 2017 QAR's as a significant goal. A number of actions were taken to achieve this goal, including hiring more Ph.D.'s from research-oriented institutions, providing course releases for scholarship, and increased travel funds to present research at academic conferences. These efforts have all contributed to building a more conducive atmosphere for scholarship in the College. COBA is also trying some creative approaches. In summer of 2019, the Dean and Associate Dean donated funds to re-purpose a large office into the "COBA Collaboratory." The goal was to establish a more comfortable, yet private, place to discuss and collaborate on scholarship. The room is equipped with an L shaped sofa, large television that connects to laptops, and is stocked with food and beverages.

The chart below, showing increase in the number of Peer Reviewed Journal articles published by faculty, show the incredibly positive results of these efforts:

Increase over 5-Year Period of Published Peer Reviewed Articles by COBA Faculty

2015	2016	2017	2018	2019
10	15	15	31	20

**Increasing recognition of excellence** is a new goal. The first ever COBA Awards were presented in Fall 2019. There are now three annual awards tied to scholarship, including Scholar of the Year, Scholarly Educator of the Year (taking their scholarship into the classroom), and Scholarly Mentor of the Year (encourages and supports student scholarship). Other teaching specific awards include the Educator of the Year, Education Innovation/Improvement Award, and the Outstanding Adjunct of the Year. There are three awards for service in the categories of Professional, Community and COBA/University. Finally, the ultimate award is the Outstanding Faculty Member of the Year awarded to the faculty member best embodying excellence in teaching, scholarship, and service in the previous year.

As will be discussed in standard six, significant donations led to the establishment of COBA's first endowed positions, which will now recognize a junior and senior faculty member for a three year period along with a \$3,000 annual stipend. Dr. Vivien Jancenelle (Assistant Professor of Management) and Dr. Anitha Chennamaneni (Associate Professor of CIS) were the first two recipients. These donations also allowed the university to participate for the first time in the Texas A&M University System Regent's Professor award. Dr. Jody Fry, a longtime management professor, became the inaugural recipient for the university. It is a three year appointment with a \$5,000 annual stipend. Finally, the donations established over ten, annual awards of \$1,000 for staff excellence. COBA's then assistant to the dean was one of the first recipients.

**Professional development for faculty advisors** is also a new goal. As discussed in Standard 2, the advisors were decentralized to COBA starting in fall 2018. In spring 2019, the Advisors network within the University was formed to allow them to meet monthly to discuss operational issues and solutions, share best practices and relay issues/concerns to top administration. In fall 2019, both COBA Advisors attended a professional development workshop at Texas A&M University in College Station to participate in best practices workshops.



b. Faculty Qualifications - see Tables 5.2 and 5.3 in evidence sources.

## Sources

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- Table 5.2 QAR 2020 TAMU-CT Standard 5 Final
- Table 5.3 QAR 2020 TAMU-CT Standard 5 Final

## 6 - Standard 6 Educational and Business Process Management

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### QA Report

Status: Completed | Due Date: 2/14/2020

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#### Assigned To

Barbara Altman

### Institution Response

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#### a. Curriculum

The Master of Science program in Management and Leadership was revised in 2017 by a task force of faculty members to shift its focus to a Master of Science in One Planet Leadership (Leadership for Sustainability). The OPL program was begun in fall 2018. Students in the existing MS/M&L program are being allowed to finish out that degree program or switch to the revised program.

The courses required for the degree are:

MGMT 5310 Business Research Methods  
MGMT 5301 Organizational Behavior  
**MGMT 5302 Sustainable Business: A One Planet Approach**  
MGMT 5307 Responsibilities and Ethics of Leadership  
MGMT 5308 Designing Organizations for Sustainable Effectiveness  
MGMT 5309 Global Leadership for Sustainability  
MGMT 5310 Leadership Formation and Development  
MGMT 5311 Sustainable Operations & Services  
MGMT 5315 International Management for Sustainability  
**MGMT 5330 Cross Sector Partnerships for Sustainability**  
MGMT 5368 Development & Change for Learning Organizations

+one Management graduate elective

All but the two courses in bold, MGMT 5302 and 5330, are the same courses that were required in the previous MS in Management and Leadership. MGMT 5302 is the introductory course in the program. MGMT 5330 was added specifically to address the need for partnerships in achieving the Sustainable Development goals. The remaining 9 courses have changed titles, partial content and assignments geared to sustainability topics; the theoretical constructs of these courses has not changed.

The new program project information is being submitted separately to add the following programs to our accredited inventory:

M.S. Information Systems

M.S. Accounting

#### b. Accredited programs discontinued.

The MS Human Resources Management is being phased out and not being offered to new students. The last active student graduated in the spring of 2019.

Our table of programs lists a B.B.A. in International Business. This was perhaps an incorrect entry, as we have never had such a degree. We did have a B.B.A. in Interdisciplinary Business once, which sounds similar and may be

the cause for confusion. That program though has been phased out completely.

c. Organizational performance results: (this section submitted as a narrative)

It has really been a good couple of years for A&M-Central Texas on a number of fronts. Previous responses to the standards already discussed the significant strides in peer reviewed publications with 51 over the last two calendar years alone, which is incredible for an institution like ours. Other previously noted accreditation highlights include SACSCOC reaffirmation with no recommendations in 2018 and the approval of our AACSB iSER in spring 2019. Below are a few more significant results over the last two years.

**Financial Resource Gains** - 2019 was a banner year financially for the university and for COBA. It began in the early spring, when the first major gifts in the history of the university were announced totaling approximately two and half million dollars. The money will be used for student scholarships, annual staff recognition awards and the first two endowed positions in COBA. In May, the legislature approved a new budget that increased university funding by about five percent over the previous year. In late October, the Board of Regents approved a differential tuition request of \$22.50 per semester credit hour effective fall 2020 for all business programs. These funds will allow for the hiring of additional and higher qualified faculty hiring and the addition of a third advisor.

Finally, in addition to the substantial gifts, A&M-Central Texas was awarded a \$ 4.2 million Cybersecurity contract from the Department of Homeland Security and the United States Air Force in September of 2019. The scope of this research project is to protect cyber infrastructure from unintended manipulation of hardware and software in integrated circuits (ICs), Internet of things (IoT) devices, and cyber physical systems. The work uses scanning electron microscopy, electrical testing, artificial intelligence (AI), and machine learning to develop novel cyber-attack detection methods and new computing techniques in Cybersecurity. The current PI for the contract is Dr. Anitha Chennamaneni, chair of COBA's Computer Information Systems department. This contract has allowed COBA and the university to expand and strengthen the connections with US military research (both for Army Operational Test Command and Fort Hood), Air Force, local businesses, other universities and community colleges.

**Enhanced Global Experiences** - The name and curriculum changes with the MS Management and Leadership program to the MS in One Planet Leadership program began a process of really connecting COBA globally. As the founding member of the One Planet Education Networks, COBA has been able network with practitioners and scholars around the world and COBA's own Dr. Jody Fry now serves as Chair of the Board for the organization based out of Switzerland. In March of 2019, COBA hosted a two day global summit called SUSTEX. The goal of the SUSTEX was to bring current and future leaders together in the private sector, government, and academia together in a personalized environment to reflect and discuss the current challenges and successes in advancing sustainable business practices and education. There were attendees from England, Finland, Germany, China, and all across the United States. A second summit will be held in April of 2020 and has already attracted several high-level speakers. In May of 2019, COBA sent its second group of students on a study abroad trip. Following a successful trip to China in 2017, this group went to Australia. Our faculty hiring also continues to connect us globally with recent hires working in Australia at the time, studying in Denmark, and hailing from China and Russia.

**Continuing Commitment to Personalized Education** – COBA's mission speaks to a "student focused environment fostered through small classes." As COBA programs and staffing have changed, it has definitely stayed true to its mission. For the fall semester of 2019, the average class size for an undergraduate course was 23.6 and 17.2 for a graduate course. These numbers are actually well below our current Strategic Plan targets of 30 for undergraduate and 20 for graduate.

## Sources

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*There are no sources.*