



TEXAS A&M  
UNIVERSITY  
CENTRAL TEXAS

The College of Business Administration

# Strategic Plan 2015-2020

January 2015  
Revised January 2017  
Status Update December 2018

## Overview of Texas A&M University - Central Texas

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Texas A&M University – Central Texas was born in the spirit of community cooperation on September 1, 1999, as Tarleton State University – Central Texas and became a stand-alone university on May 27, 2009, one of eleven universities within The Texas A&M University System. Texas A&M University – Central Texas (A&M-Central Texas) is an upper-level institution offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate (master’s and specialist) degrees. A&M – Central Texas became a separately accredited institution in June 2013 through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), retroactive to January 1, 2013. The University passed a SACSCOC reaffirmation visit in Spring 2018.

The student population at Texas A&M University – Central Texas is diverse and growing, currently serving over 2619 students in 2016, an 5.8% change from 2015. In fall 2014, 43% of students reported that they were White, 27% reported they were Black or African American, 20% reported they were Hispanic or Latino and 10% reported that they were Asian/Pacific Islander/Native American/Other. More than 5,500 students have graduated with a baccalaureate or graduate degree since 2009.

In addition to the new campus that is located on 673 beautiful acres of land at the intersection of State Highway 195 and State Highway 201 in Killeen, Texas, classes are offered at several other convenient sites, including Fort Hood and the East Williamson County Higher Education Center in Hutto, TX. The university provides flexible course schedules, including online, hybrid, evening, and weekend classes.

Full-time faculty, advisors and support staff are available to assist students with admission, financial aid, degree plans, and career planning. As an upper-level institution, Texas A&M University – Central Texas has developed agreements with Central Texas College, Temple College, Texas State Technical College-Waco, and Austin Community College to enable a seamless transfer without the loss of credits. In addition, Texas A&M University – Central Texas faculty and staff actively engage in dialog with representatives from area community colleges to monitor instructional needs and to ensure appropriate access to educational opportunity at all levels.

The College of Business Administration (COBA) is one of three Colleges housed within the Division of Academic Affairs at Texas A&M University – Central Texas. COBA offers the following degrees: Bachelor of Applied Arts and Sciences (BAAS), Bachelor of Business Administration (BBA), Bachelor of Science (BS), Master of Business Administration (MBA), Master of Science (MS). Specific undergraduate degree majors are available in Accounting, Aviation Science, Business Management (BAAS), Computer Information Systems, Computer Science, Interdisciplinary Business, Management, Marketing, and Human Resource Management. In addition to the general MBA degree, graduate specialty (M.S.) degrees are offered in Accounting, Information Systems, Human Resource Management, and One Planet Leadership.

The College is currently accredited by the Accreditation Council for Business Schools and Programs (ACBSP) and has decided as its top strategic priority to seek accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

# COBA MISSION STATEMENT

Revised Mission Statement (approved 3.4.2016)

The College of Business Administration at Texas A&M University-Central Texas shares with the University its commitment to provide the Central Texas region, and beyond, affordable access to a high-quality, student-focused learning environment where students have the opportunity to acquire the knowledge and competencies necessary to succeed in the global business environment.

Our Mission is supported by:

- Affordable education at the upper division and graduate levels that lead to Baccalaureate and Masters Degrees, as well as professional certificates.
- A student-focused learning environment fostered through small class sizes, flexible course offerings, high-quality student engagement, and excellence in teaching.
- Faculty scholarship that provides relevant, cutting-edge knowledge and skills to students while adding value to the profession.
- Service activities that foster the growth of the University, strengthen ties with our stakeholders, and enhance the professional disciplines.
- A diverse student population including wide representation from military affiliated and non-traditional backgrounds.
- Promoting ethical behavior that is essential in today's business environment.

## VISION STATEMENT

*COBA: Inspiring Leadership for Texas and the World*

## Strategic Plan Process and Link to Academic Affairs Master Plan

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The updated COBA Mission Statement was approved by the COBA faculty in September 2014, after an exhaustive year-long process of brainstorming and dialogue, both within the COBA faculty and with its Community Advisory Committee. Simultaneously, the Academic Affairs division for the entire University was engaged in a process to develop a new Strategic Plan. The priority “goal” areas of the Academic Affairs Master Plan were used as a starting point to link the new COBA Mission Statement to its own goals, key strategies and success indicators for the next five-year period. Specific strategies and related indicators were reevaluated and revised at the COBA Faculty Retreat 10.14.2016 and approved by the full faculty. Additional revisions to strategies were discussed and approved 1.12.2017. An update to the Plan’s success indicators has been accomplished via the COBA Administrative unit assessment process.

The Vision Statement for COBA was tentatively approved by COBA faculty and staff at the start of this Strategic Plan cycle. That wording at that time was: *A regional Business College, with a global footprint.* In November 2018, COBA leadership felt the Vision Statement needed a “refresh”, which the Leadership Team developed and submitted to the COBA Faculty for their review and consent. This newer wording is included on page 3.

The strategic priority areas for COBA for the period 2015 – 2020 and its associated overarching goal statements are therefore:

Goal 1: Accreditations

*The College of Business Administration is committed to maintaining ACBSP accreditation while pursuing AACSB accreditation. In addition, COBA will support TAMUCT’s effort to gain SACSCOC reaccreditation.*

Goal 2: Academic Excellence

*The College of Business Administration engages in continuous improvement with the goal of being known for quality academic courses and programs.*

Goal 3: Faculty Excellence

*The College of Business Administration promotes a culture that celebrates faculty excellence in teaching, scholarship, and service.*

Goal 4: Student Success

*The College of Business Administration has programs that are tailored to the needs of students, and foster an environment for scholastic achievement and student success.*

Goal 5: Community Engagement

*The College of Business Administration Faculty and students actively engages in community-based programs and research to promote regional economic development, and ethical socially responsible behavior.*

## GOAL 1 ACCREDITATIONS

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The College of Business Administration is committed to maintaining ACBSP accreditation while pursuing AACSB accreditation. In addition, COBA will support TAMUCT's effort to gain SACSCOC reaccreditation.

### STRATEGIES

1. Support TAMUCT's efforts to maintain regional reaccreditation.
2. Continue to meet all ACBSP maintenance of accreditation deadlines.
3. Complete and submit for approval the AACSB Eligibility Application.
4. Obtain funding for faculty positions necessary to meet AACSB sufficiency ratios.
5. Complete the AACSB Initial Self-Evaluation Report (ISER).
6. Complete AACSB Initial Accreditation Application.
7. Plan for the AACSB Initial Accreditation visit.

### SUCCESS INDICATORS

1. A&M-Central Texas will be reaffirmed by the Southern Association of Colleges and Schools Commission on Colleges accreditation by AY 2019. (In process, will be achieved)
2. File ACBSP Quality Assurance Reports biannually in AY2015 (completed), AY2017 (completed with no conditions) and AY2019.
3. Obtain approval of AACSB Eligibility Application by AY 2016. (completed)
4. Secure necessary faculty budget to meet AACSB sufficiency ratios by AY 2018. (in process, some positions filled but additional ones needed, activities like Differential Tuition drafted and pending approval)
5. Obtain approval of AACSB ISER by end of AY 2017. (new date: May 2019)
6. Submit AACSB initial accreditation application by AY 2019. (new date: 2021)
7. Initial AACSB accreditation visit scheduled by end of AY 2019 (2020). (new date: 2022)

### PERSON(S) OR COMMITTEE(S) RESPONSIBLE:

Provost's Office, COBA Dean, COBA Associate Dean, Department Chairs

## GOAL 2      ACADEMIC EXCELLENCE

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The College of Business Administration engages in continuous improvement with the goal of being known for quality academic courses and programs.

### STRATEGIES

1. Ensure quality academic programs through the utilization of an outcomes-based academic assessment process and associated continuous improvement plans.
2. Improve programs through periodic program review.
3. Improve the design quality of all courses.
4. All COBA graduate and undergraduate degrees undergo curriculum review with goals to enhance:
  5. Student preparation for the workforce/post-graduate studies;
  6. International and global perspectives;
  7. Ethical awareness and behaviors; and
  8. "One planet" sustainability principles.

### SUCCESS INDICATORS

1. Assessment plans will be updated annually per each program assessment schedule. (completed)
2. Yearly continuous improvement plans will be developed and implemented for all COBA programs based on annual assessment results. (completed)
3. All COBA undergraduate and graduate programs will have completed an initial outcomes-based academic program review by AY 2021. (completed those required by Institutional Plan)
4. Creation of Master Syllabi, with relevant design elements, for all COBA courses by end of AY 2019. (in process, most completed)
5. Acquire required support technologies (e.g., closed captioning software) so that courses are fully accessible by AY 2019. (in process, pilot for new ARC software should accomplish this goal)
6. 30% of all COBA courses will complete an external QM review (with Canvas) by AY 2020. (delayed due to Canvas implementation, new goal 10%)
7. Achieve good exit survey responses from graduating students about their perceptions of work and/or graduate school preparedness. (exit surveys done, need to revise to add graduate school preparedness)
8. 30% of all courses will contain a significant amount of curriculum related to global/ethical/sustainability by AY 2019. (on track with addition of OPL content)
9. COBA will implement its first study abroad program by AY 2018 (first program completed ahead of schedule AY 2016). (second program is planned for May 2019)

### PERSON(S) OR COMMITTEE(S) RESPONSIBLE:

COBA Director of Continuous Improvement, COBA Curriculum and Assessment Committee, COBA Department Chairs, COBA Dean, Associate Dean, Selected Faculty

### **GOAL 3            FACULTY EXCELLENCE**

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The College of Business Administration promotes a culture that celebrates faculty excellence in teaching, scholarship, and service.

#### **STRATEGIES**

1. Bring COBA faculty salaries to a level that is comparable to that of peer AACSB institutions and that are competitive in the current job markets to attract and retain excellent faculty.
2. Bring COBA faculty teaching load to a level that is comparable to that of peer AACSB institutions and that are competitive in the current job markets to attract and retain excellent faculty.
3. Raise funds to support endowed positions.
4. Provide sufficient support for faculty teaching development.
5. Recognize faculty excellence in an effort to improve satisfaction and aid in retention.
6. Continue to raise the level of engagement in scholarly activities of COBA faculty in accordance with necessary faculty qualification categories by providing sufficient resources.
7. Provide faculty development funds to conduct and disseminate scholarship at a level that allows faculty to participate annually in at least one National/International Academic Conference and one regional Academic Conference.
8. Ensure successful new faculty on-boarding and mentoring.

#### **SUCCESS INDICATORS**

1. Bring COBA faculty salaries to the 25<sup>th</sup> percentile of peer AACSB salary data and/or the 50<sup>th</sup> percentile of the College and University Professional Association for Human Resources (CUPA-HR) salary data, whichever is higher by AY 2019. (high priority, pending approval at Provost/Presidential level, depending on State funding)
2. General target of a 3/3 teaching load in all departments for producing SA classified faculty by AY 2018. (partially accomplished)
3. Funding will be raised to support at least one endowed position within COBA by AY2020 (new fundraising efforts will be underway 2019)
4. At least 80% of faculty will participate actively in teaching development programs. (accomplished)
5. Have COBA teaching, scholarship, and service excellence award process in place by AY 2018. (new goal: Pilot in spring 2019)
6. COBA faculty will meet necessary AACSB faculty qualification standards by AY 2018. (for majority of faculty completed)
7. 100% of faculty will have access to reasonable financial support for conference attendance through COBA funding. (completed)
8. New faculty orientation and mentoring programs in place by AY2017. (completed)

#### **PERSON(S) OR COMMITTEE(S) RESPONSIBLE:**

Provost, University Business Committee, COBA Dean, Associate Dean, Department Chairs, Center for Teaching and Learning

## GOAL 4          STUDENT SUCCESS

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The College of Business Administration has programs that are tailored to the needs of students, and foster an environment for scholastic achievement and student success.

### STRATEGIES

1. Promote faculty and student interaction through small class sizes and advising.
2. Offer courses with flexible schedules and multiple formats including F2F, hybrid and online.
3. Enhance undergraduate student advising through the combined efforts of professional advising staff and faculty advising.
4. Increase program level student retention and graduation rates.
5. Facilitate student transition from classroom to career.
6. Participate with Alumni center to design systems to track COBA graduates.
7. Monitor and celebrate student career success.

### SUCCESS INDICATORS

1. Monitor and promote average class size below 30 students per class at the undergraduate level and 20 at the graduate level. (on track)
2. Demonstrate balanced class schedules and format options via publishing course rotation schedules to the appropriate Canvas communities. (In process)
3. Hire additional faculty to achieve at least a seventy-five percent plus coverage of class sections by full-time faculty by AY 2019. (accomplished Fall 2018 77%)
4. COBA staffed with at least two full-time professional academic advisors by AY 2019. (accomplished Fall 2018)
5. Have system developed and begin to track program level student retention and graduation rates and intervene where appropriate as of AY 2020. (need to coordinate with IR Office)
6. Develop a formal internship program by AY 2020. (new task force being formed Spring 2019)
7. Partner with Career Services to increase on-campus recruiting; goal to increase business participation by 10 additional employers by AY 2020. (in progress with new interim Dean)
8. COBA alumni database in place by AY 2019. (in process with Development Office)
9. First COBA alumni survey completed by end of AY 2019 (2020). (need new target date pending #8)
10. Highlight student and alumni achievements on the COBA and University websites; goal of one per month by AY 2019. (in process)

### PERSON(S) OR COMMITTEE(S) RESPONSIBLE:

Department Chairs, Associate Dean, Director of Institutional Research, Director of Continuous Improvement, COBA Internship Task Force, Director of Career and Professional Development, Office of Communications and Advancement

## GOAL 5 COMMUNITY ENGAGEMENT

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The College of Business Administration Faculty and students actively engages in community-based programs and research to promote regional economic development and ethical socially responsible behavior.

### STRATEGIES

1. Support the establishment and institutionalization of service-learning within COBA programs.
2. Increase the level of faculty community engagement in teaching, research and service.
3. Integrate community engagement via student projects, research, and internships.
4. Maintain an engaged COBA Advisory Committee.
5. Support and uphold the Principles of Responsible Management Education (PRME).

### SUCCESS INDICATORS

1. Implement at least one class per year with service learning designation for COBA by AY 2019. (one COBA class has SL designation; numerous others have community engagement component)
2. Develop systems for capturing data on community engagement by the end of AY 2019. (in process)
3. Based on data from the end of AY 2019, faculty and student work related to community engagement will increase 5% yearly from AY 2019 to AY 2020.
4. COBA Advisory Committee will meet at least twice per year providing input into and review of COBA plans, curricula, and strategic initiatives. (has occurred, Committee currently being restructured)
5. Apply for and gain signatory status in PRME by AY 2016 (completed).
6. Identify current PRME Principle integration in COBA curriculum by AY 2017. (done in conjunction with adoption of MS/OPL, accomplished AY 2018)
7. Identify PRME Principles integration goals to be completed by end of AY 2018, and 2019. (done in conjunction with adoption of MS/OPL)

### PERSON(S) OR COMMITTEE(S) RESPONSIBLE:

Department Chairs, selected faculty, COBA Dean, Associate Dean