

COLLEGE OF BUSINESS ADMINISTRATION

IMPACT

MAGAZINE / 2021



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS™

Message from the Dean



Dear Friends,

It's been just over a year since I joined Texas A&M University-Central Texas as dean of College of Business Administration (COBA). I am frequently asked how my first-year transition was during these trying times. My sincere answer to them is that it was business as usual for COBA. With the support and collaboration across all our stakeholders (faculty, students, staff, alumni, industry and community partners, and campus community), the college has achieved several accomplishments. We completed the new 2021-2026 strategic plan. We continued our AACSB journey to secure a visit in 2022. We reenvisioned the office of the dean by creating the office of COBA learner access and success. We have introduced new curriculum and are offering micro-credentials and stand-alone certificates in various high-demand areas. We have reconnected with industry leaders, community partners, and alumni.

The College of Business Administration at A&M-Central Texas has embraced the purpose to 'empower and engage people to create positive change' with a mission "to equip life-long learners with innovative and industry-relevant knowledge, to positively engage with regional stakeholders, to produce impactful scholarship, and to inspire change agents to create a better world." We are here for you. Feel free to call upon me or any of our dedicated faculty and staff. I wish you all the best in your current and future endeavors.

Sincerely,

Dr. Faiza Khoja

Dean, College of Business Administration
Texas A&M University-Central Texas

Leadership

DEAN

Faiza Khoja, Ph.D.

ASSISTANT DEAN

Marita Esposito

ASSISTANT TO THE DEAN

Robin Burke

DEPARTMENT CHAIRPERSONS

Brad Almond, Ph.D.,
Management and Marketing

Anitha Chennamaneni, Ph.D.,
Computer Information Systems

Robert Tennant, Ph.D.,
Accounting, Finance, and Economics

IMPACT MAGAZINE CONTRIBUTORS:

Dr. Faiza Khoja, Dean, College of Business Administration

Robin Burke, Assistant to the Dean, College of Business Administration

Jennifer De Leon, Social Media Content Specialist, College of Business Administration

Table of Contents

2021-2026 Strategic Plan.....	4
Center for Cybersecurity Innovation	5
Alumni.....	6
Industry and Community Partnerships.....	9
Working with Chambers	9
Professional Development Series.....	9
Dean’s Industry Advisory Council.....	10
Program Development	10
Abdul Subhani: Industry Partner with an Impact	12
Students, Faculty, and Staff in the Community	15
Impactful Faculty Research	17
On the Horizon for COBA.....	19
Corporate Fellows in the Classroom.....	19
Alumni Panels.....	19
COBA Camps	19
AACSB Accreditation	19



Mission Statement

To provide undergraduate and graduate business education to a diverse learner population including representation from military-affiliated backgrounds. By bringing together experts, we equip lifelong learners with innovative and industry-relevant knowledge, positively engage with regional stakeholders, produce impactful relevant intellectual contributions, and inspire change agents to create a better world.

Vision Statement

To be the first choice for business education in our region and beyond.

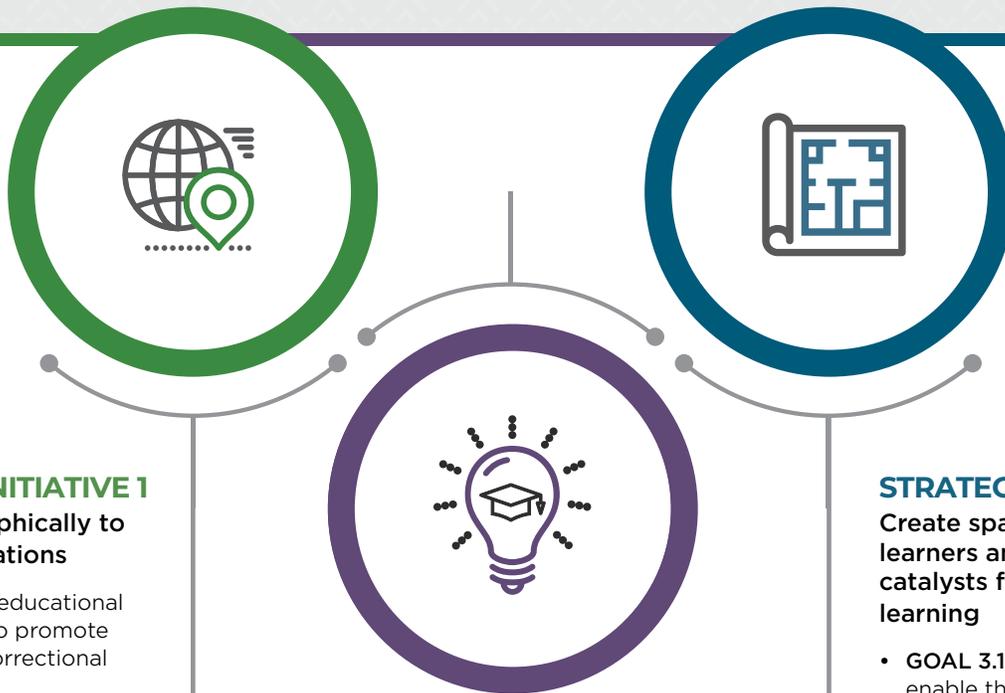
Core Values

Innovation, Knowledge, Excellence, Compassion, Integrity, Diversity, and Commitment to doing good.

2021-2026 Strategic Plan

Empower, Engage and Positive Change

The College of Business Administration 2021-2026 Strategic Plan: Empower, Engage and Positive Change is the culmination of a collective effort by administrators, faculty, and staff across our college—as well as alumni, business, and student community representatives—to define our college’s strategic direction through 2026. This plan is grounded in mission and values of the college and the university and is framed by three strategic initiatives and seven goals that the college established to confront the challenges and avail the opportunities facing business and society. Through a unique top-down and bottom-up strategic planning process, we tapped into the diverse talents, experiences, and insights to develop actionable, high-impact tactics for our plan.



STRATEGIC INITIATIVE 1

Expand geographically to off-campus locations

- **GOAL 1.1** Offer educational opportunities to promote and advance correctional education
- **GOAL 1.2** Offer selective courses and programs at regional community colleges

STRATEGIC INITIATIVE 2

Scale and develop new and pre-existing learner and post-graduation success programs

- **GOAL 2.1** Create deliberate experiential learning opportunities for learners within programs
- **GOAL 2.2** Identify learner needs and expand learner support services for academic and career success
- **GOAL 2.3** Create lifelong learning and upskilling opportunities for communities and alumni

STRATEGIC INITIATIVE 3

Create spaces where COBA learners and faculty can be catalysts for transformative learning

- **GOAL 3.1.** Create centers that enable thought leadership
- **GOAL 3.2** Promote thought leadership within curriculum and scholarship

Center for Cybersecurity Innovation

The Center for Cybersecurity Innovation will advance the state-of-the-art research in cybersecurity and related education in order to improve protection in cyber systems against attack and support the goal of a university research park at A&M-Central Texas.

As the first academic center in the College of Business Administration, the mission of the CCI is to “advance the state-of-the-art research in cybersecurity and related education in order to improve protection in cyber systems against attack and support the goal of a university research park at A&M-Central Texas.” The faculty of the center will come from diverse backgrounds in integrated circuits, semiconductor manufacturing, electronic circuits, devices, computer systems, and IoT emerging applications and will partner with specialized businesses.

The CCI will serve as a training ground for learners in high-performance cybersecurity, cyber data management and deployment, and development of cyber protection/authentication. In addition, postdocs and graduate students will learn grant and proposal writing, project management, and how to use the practical tools needed in their prospective fields. These students will become the faculty and professionals of the future that are needed to maintain the United States’ technological edge in cybersecurity.

The center will be located on the fourth floor of Founder’s Hall and is currently under construction.

CCI ACTIVITIES

- Artificial Intelligence (AI) Algorithms, Techniques and Architectures for Cyber-Threat Detection and Mitigation
- Machine and Deep Learning for Cybersecurity
- Cyber-Physical Systems and Internet of Things Security
- Cryptographic and Encryption Algorithms and Protocols
- 5G Security
- Cyber Forensics
- IoT Forensics
- Privacy Preservation
- Systems Security
- Authentication Techniques
- Security Analytics
- Watermarking and Fingerprinting Methods to Verify Integrated Circuit Integrity
- Exploration of Scalable Methods of Characterization
- Characterization of New Cybersecurity Materials



Alumni

Kaylah Johnson



Meet Kaylah Johnson, lead product marketing manager at AT&T. She is a Killeen native and graduate of Central Texas College and Texas A&M University-Central Texas. She holds an associate of applied science degree in business (2012), a bachelor of business administration in marketing degree (2014), and a master of business administration degree (2016).

Johnson began her career with AT&T in 2016 after being accepted into the AT&T Business Sales Leadership Development Program in Atlanta. After successfully completing the program, Johnson relocated to Chicago where she drove small

business sales growth as a business sales executive for 2 years.

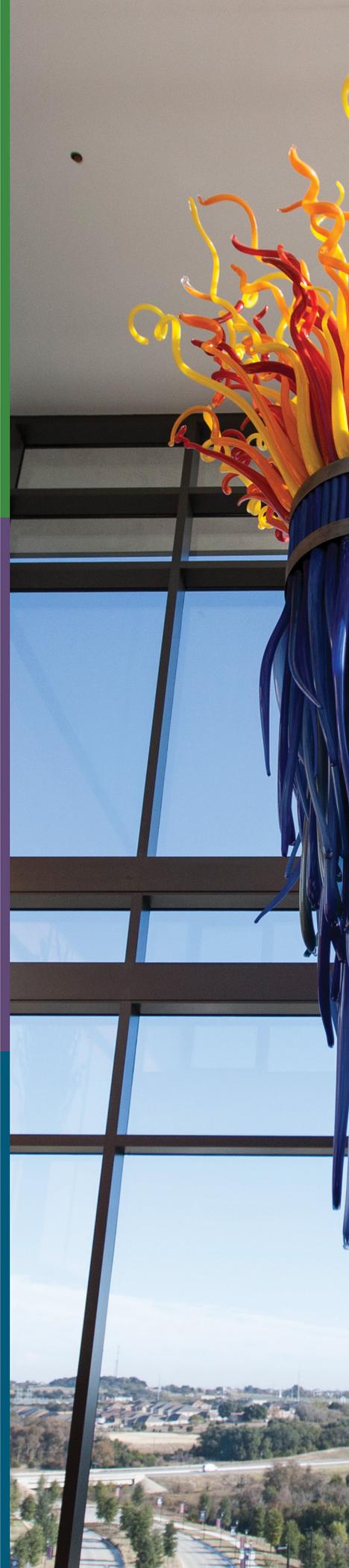
In 2018, she relocated back to Texas where she held several project management roles leading cross-functional initiatives at the regional and national levels.

In July 2021, Johnson pivoted again, this time to marketing. Presently, she is the lead product marketing manager leading go-to-market strategy and growth initiatives for those who serve our country and communities—military, veterans, first responders, nurses, physicians, and teachers.

Johnson is passionate about solving business problems and applies many of the fundamentals that she learned at A&M-Central Texas College of Business Administration within her career at AT&T.

Even while undergoing salary negotiations, she thought back to her days in the negotiations class with Dr. Brad Almond. Other notable skills like analyzing data, forecasting, negotiating, leadership, storytelling, and planning all started within the classrooms on campus. Johnson is a proud A&M-Central Texas COBA graduate and is thankful that the institution helped prepare her for a Fortune 500 corporate career.

Johnson is a proud A&M-Central Texas COBA graduate and is thankful that the institution helped prepare her for a Fortune 500 corporate career.





Sean Butler (BS-CIS, 2011)

Butler is a senior manager—strategy and business transformation at Thought Ensemble. Butler remains actively engaged with the College of Business Administration. He served on the college’s Accreditation and Strategic Planning Steering Committee. He has also been a guest speaker in the classroom.

Amber Burleson (MBA 2013)

Amber Burleson is the owner of a 280-acre cattle ranch and works for a regional CPA firm in the Brazos Valley. She graduated from A&M-Central Texas with her husband, Chris Burleson.

Chris Burleson (BBA 2013)

With his wife, Amber Burleson, Chris Burleson co-manages a 280-acre cattle ranch and practices accounting privately. He also works for Tech America on point of sale (POS) systems for restaurants.

Pollethe Ramirez (MBA 2018)

Ramirez serves as an assistant marketing director at SEO Brand, a top marketing agency in Boca Raton, Florida. In her free time, she likes to research, learn about new marketing tools, and try new restaurants.

Clint Edens (BAAS 2019)

Current law school student at Southern Methodist University Dedman School of Law, interns at Kuiper Law Firm in the Dallas location. Edens holds active membership with several law societies at SMU.

Courtney Dobbs (MSIS 2010)

Alumni is now associate director of information technology at A&M-Central Texas and celebrated her 16th year of employment this past May.

Xavier Coleman (BS 2016)

After serving in the U.S. Army for 8 years, Coleman enrolled at A&M-Central Texas. Furthering his education aided his transition from the military to the workforce. He holds the position of lead engineer at Booz Allen Hamilton in Washington, DC.

Beryl Castillo (MBA 2010)

Castillo holds more than a decade of experience in staffing, recruiting, benefit entitlements, leadership, and management. Currently, she serves as lead unit program coordinator/squadron HR administrator in the U.S. Air Force and is completing her doctorate studies.

Sandylane Oquendo



Meet Sandylane Oquendo, MBA! Assistant program officer for Local Initiatives Support Corporation (LISC).

Oquendo holds a bachelor's degree of applied arts and science in business occupations and a master's degree in business administration with emphasis on management and leadership from Texas A&M University-Central Texas. Oquendo aspires to earn a doctorate degree and continue her work in community development and affordable housing.

In 2002, Oquendo left her native land of Puerto Rico to serve in the U.S. Army. She spent 10 years serving as one of the few women with three combat deployment tours in Iraq.

In January 2013, Oquendo retired with the rank of staff sergeant. Post-military, Oquendo and her family relocated to Houston where she focused her career in the nonprofit sector and continues to serve beyond the uniform.

Oquendo manages a portfolio of four financial opportunity centers with an excess of 15 federal and private grants valued at more than 1.7 million dollars. Oquendo provides technical assistance to the financial opportunity centers but not limited to financial reports, housing counseling, financial coaching, and income support. She also coordinates and facilitates monthly training for coaches in the network.

Kerri Sutherland (MBA 2011)

Sutherland holds more than a decade of successful experience in hiring, employee development, and employee engagement. She has held the position of human resource business partner at Axis Communications since 2017. Sutherland serves as the chair for Axis' Diversity Equity, and Inclusion Committee. She also serves on the board of a local nonprofit humane society. When she is not working, she enjoys traveling, experiencing different cultures, and spending time at home with her husband and two dogs.

Richard Naser (MBA 2016)

Earning his MBA furthered Naser's leadership career as he was promoted to vice president at Baylor Scott & White Healthcare. He leads several clinical areas including 15 family medicine, OB-GYN, ophthalmology, and dermatology clinics throughout Central Texas.

Kimberly Hartman (BBA 2013 & MBA 2016)

Hartman has passionately worked in HR for 16 years with the USPS and nonprofit sectors. Today, she serves as a senior HR business partner at Indeed, Inc and teaches part-time for A&M-Central Texas and SHRM certification courses. In her personal life, she is a loving wife to her husband of 16 years and a devoted mother to her 12-year-old daughter. She loves to travel, but when she can't she travels mentally by getting lost in a great book!



TAMUCT is the school to consider. Whether you are starting your higher education journey or picking up where you left, the TAMUCT campus is designed to meet your needs. As a bilingual person, returning to school was nerve wracking. However, my academic advisor, Mr. Lalone, made me feel at ease. In the process, I met some of the best professors that pushed me beyond my comfort zone. Joining TAMUCT's American Marketing Association Chapter allowed me to network and think bigger. Dr. Salazar was a huge contributor to my pursuing my MBA.

- SANDYLANE OQUENDO



Industry and Community Partnerships

Working with Chambers of Commerce

In the last year, the college has been partnering very closely with regional chambers of commerce to increase our outreach efforts in Bell and Williamson Counties. The dean serves on various subcommittees of these chambers; faculty contribute to professional development workshops for businesses, including contributing practitioner articles for their respective publications on topics such as mentoring and marketing in chamber publications; faculty conduct workshops on topics such as social media, web design, communication, leadership, and teamwork; and students consult with local businesses that are affiliated with the chambers.

Professional Development Series

Recently to engage alumni, community, and business partners, current and future students,

and college and university employees in lifelong learning, each of the three departments in the College of Business Administration offered seminars in industry-relevant topics such as Introduction to Excel; Quickbooks; and Artificial Intelligence in Business in fall 2021. In a brief survey, participants expressed interest in a continuation of such professional development, as this was the first time COBA introduced it to the broader community.

Dean's Industry Advisory Council

The College of Business Administration has a diverse, experienced, and active advisory council. They are committed to the college mission and play an integral role in making connections, representing the college, and strategically influencing college growth.

Program Development



A&M-Central Texas University President, Dr. Marc Nigliazzo, speaks with Kevin Roberts, CEO of AdventHealth, Central Texas, at the College of Business Administration's Healthcare Administration Focus Group in May 2021.



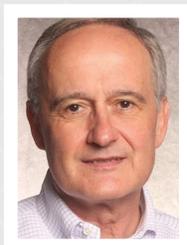
Col. James B. Lucas, chief medical officer, Carl R. Darnall Army Medical Center at the College of Business Administration's Healthcare Administration Focus Group in May 2021.

With the support of the industry advisory council, COBA is hosting focus groups to work with faculty on developing and improving programs, at both undergraduate and graduate levels. This will allow for the college to meet the current and future needs of industry, integrating the competencies that will build a talent pipeline in the region for today and tomorrow.

Healthcare Administration Focus Group

The first one in spring 2021 was the Healthcare Administration Focus Group that was attended by CEOs of major hospitals and other healthcare facilities as well as by faculty. Through a participatory discussion, a revised healthcare administration graduate curriculum is being offered. This graduate certificate program will be taught and supported by professionals in the field.

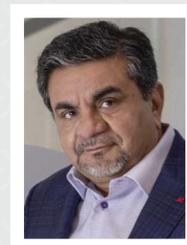
Industry Advisory Council



Peter Beronio
Beronio Wealth Planning Solutions



John Crutchfield
Greater Killeen Chamber of Commerce



Shoukat Dhanani
Dhanani Group



Todd Fox
Fort Hood National Bank

Entrepreneurship Focus Group

COBA hosted its third industry focus group. It was attended by leading entrepreneurs in the region, including representatives from small business development council (SBDC), Fort Hood, and Bunker Labs, to name a few. A robust conversation around learned competencies, business acumen, and personal goals and ambitions from idea generation to impact were deliberated. Faculty moderated the conversation and an undergraduate micro-credential is being developed as a result of sustained support from the economic growth of the region and learner interests.



Finance Focus Group

With the assistance of Texas Bankers Association, a Finance Focus Group met in the summer. The faculty present benefited greatly from the conversation and are currently in the process of developing a graduate certificate program in finance. A salient aspect of the conversation led to the development of a certificate program for entry level positions, in partnership with community colleges.

Upcoming Focus Group

- Information Technology



Bo Harvey

Harvey 5 Enterprises



Bill Kliewer

BKCW Insurance Agency



Drayton McLane III

McLane Group



Kevin Roberts

Advent Health



Abdul Subhani

Centex Technologies

Not pictured: Shaun Joseph, TDIndustries



Texas A&M University-Central Texas, College of Business Administration, Advisory Council Member, Abdul Subhani, is an inspirational leader in the Central Texas region. When Subhani came to Central Texas, he truly made this area his home. He has invested time, energy, finances and, above all, heart into this community.



I have NOT done any of this alone—there have been a lot of people who have helped—I am blessed!

- ABDUL SUBHANI

ABDUL SUBHANI

Industry Partner with an Impact

Social impact is generally defined as the way organizations, businesses or individuals' actions affect the surrounding community and there are many ways this can be done. Subhani is an example of an individual who incorporates social impact into all facets of his life.

Abdul Subhani is CEO of Centex Technologies, an IT consulting company founded in 2006 in Killeen, Texas. Centex Technologies has been included in the Inc. 5000 list of the fastest-growing private businesses in the country every year for the past three years. Inclusion on the list is based on an increase in revenue over a three-year period. This year the company was ranked as number 2,016 with an increase in revenue of 219 percent. In 2011 Centex Technologies expanded to Dallas, Texas, then to Atlanta, Georgia in 2013 and to Austin, Texas in 2017.

Subhani has created a working environment at Centex that is supportive of his employees and that support is evidenced by his willingness to mentor those in his employ. Jennifer Glispie, executive administrator, Centex

Subhani has created a working environment at Centex that is supportive of his employees and that support is evidenced by his willingness to mentor those in his employ.

Technologies told us, “Mr. Subhani has been a great employer/boss. He truly cares for his employees like family. Our workplace is much different than most places, he actually cares for his employees and makes sure we have time with our families. He also makes sure we are in a position we are truly passionate about either with our company or another. He really takes the time to get to know his employees and I feel that is rare in the work industry now.”

Sarah Untalan, vice president, Centex Technologies, said, “I would just add what a wonderful mentor Abdul is to not only me but each person at our company. He has created a culture of innovation within our offices that allows us to expand our services by being open to new ideas and helping us bring them to life. In fact, the forensics lab we currently have at TAMUCT is what it is today because two colleagues had an idea to expand our technology reach to forensics.”

In addition to contributing economically to the community, Subhani is deeply involved in the community through his philanthropic efforts. The mission of the Subhani Foundation, founded by Subhani in 2010, is to “Support worthy non-profit, charitable, and community-based organizations in an effort to encourage future generations’ appreciation and understanding of the potentials of technology and science through creative education and community outreach programs.” That mission is being accomplished through scholarships for computer science students at Central Texas College and information systems students at Texas A&M University-Central Texas. Dr. Anitha Chennamaneni, department chair for the Department of Computer Information Systems at A&M-Central Texas states “As the president and CEO of Centex Technologies, Subhani has been instrumental in creating internships and experiential learning opportunities for

our students in computer forensics on A&M-Central Texas campus. Additionally, he provides consulting expertise in our research collaborations with Centex Technologies in the areas of IoT forensics and cybersecurity.” The Subhani Foundation has also provided support to KISD Education Foundation, the Killeen Free Clinic, the Food Care Center in Killeen, the Temple Free Clinic, and the Boys & Girls Clubs of Central Texas.



I have known Mr. Subhani for several years now, in my capacity as the department head and associate professor of computer information systems at A&M-Central Texas. He has been a strong advocate for the university and key player in championing new initiatives, community research projects, and forging new partnerships with industry and military. I have long been impressed by his visionary leadership, dedication, diligence, and hard work.

- **ANITHA CHENNAMANENI PH.D.**
Department Chair
Department of Computer Information Systems



For the people who know Mr. Subhani, it usually relates to his community work and passion for our community. He has made a big impact in many amazing non-profits and community programs. He is or has been a part of boards for organizations like BGC, McLane's Children's Hospital, Killeen Chamber of Commerce, TAMUCT and more. He supports many organizations that support foster children, education, and small businesses.

- **JENNIFER GLISPIE**
Executive Administrator
Centex Technologies

Abdul frequently posts on the Forbes Technology Council website as a member, prior to the pandemic he traveled internationally to speak at ACFE events and he serves as an active member on many boards, including the Texas A&M University-Central Texas Foundation Board and [as] a cabinet member for Texas A&M Chancellor's cabinet.

- **SARAH UNTALAN**
Vice President
Centex Technologies

Subhani not only shares his wealth but also his time by serving at various organizations within this community. His list of service includes the Congressional Achievement Award for Outstanding Students in Career and Technical Education Selection Board, the Scott & White Hospital—McLane's Children's Hospital Advisory Board, Texas A&M University-Central Texas Foundation Board Member, Clements Boys & Girls Club Chair Board Development, Boys & Girls Clubs of Central Texas - Past Chair and Current Chair of Human Resources Committee, Association of United States Army (Fort Hood Chapter) - Board of Governor, Member of Yale School of Management Chief Executive Leadership Institute - CEO Caucus, and many others, including serving on our very own Dean's Advisory Council and being a strong advocate for the College of Business Administration. Most notably, he was appointed Civilian Aide to the Secretary of the U.S. Army.

Abdul Subhani has shared his gained knowledge through his work at Central Texas College and at Texas A&M University-Central Texas as an adjunct faculty member. He also shares his knowledge through his many published works. His books: *Intro to WWW Marketing*, *Stay Safe - Introduction to Information Security* and *Smarter World, Bigger*

Threats - Understanding the Internet of Things along with his journal publication in Computer Communications and articles in *Forbes Magazine* mean Subhani's intellectual contributions are accessible worldwide.

Abdul Subhani embodies the ideal of social impact by flooding his company, his community, and the world, at large, with information, support, access, and opportunity. He volunteers his time, his resources, and his knowledge at every given opportunity. He participates in the growth and development of his community through his work with chambers, local charities, schools, universities, and government. His dedication of time and resources can be seen in all of the above-mentioned ways and in the 100s of other projects, boards, councils, investments, articles, and efforts he has contributed to. It can be seen in the countless lives he has touched in this community and in everything he puts his effort into. Subhani is the 'Midas' of social impact, everything he puts his heart into reflects positively in the hearts of those around him, shining, like gold. The College of Business Administration is honored to have the opportunity to work with him and honored to have this opportunity to share his impact with our readers.

Students, Faculty, and Staff in the Community

Bringing VITA Tax Services To The Local Community

VITA, the IRS's Volunteer Income Tax Assistance program offers free basic tax return preparation to qualified individuals:

- People who generally make \$58,000 or less
- Persons with disabilities
- Limited English-speaking taxpayers

Dr. Anthony Fulmore, assistant professor of Accountancy, established a partnership with the local United Way, allowing students to provide tax services to residents in Killeen, Belton, and the Temple areas.

Students who participate have the opportunity for real world training, apply accounting skills, and gain communication and leadership skills.

Experts Weigh in on State of the Economy After Months of Pandemic Shutdowns



Dr. Robert Tennant, Assistant Professor of Accountancy, Texas A&M University-Central Texas, says families should be aware of where their money is being spent, and to think about rescheduling large ticket item purchase. He also explains small businesses, if they haven't already, should apply

for the PPP [Paycheck Protection Program] loan. "Whenever there's a contraction in the economy, people start making choices on which things they can have, and when they've cut far enough to the bone it becomes very difficult to make further cuts," said Tennant.

Full story here: <https://www.kxxv.com/hometown/bell-county/experts-weight-in-on-state-of-the-economy-after-months-of-pandemic-shutdowns>



Through VITA, I was able to apply my love for numbers, accounting knowledge, and help people file their taxes without any cost to them.

- ADITI D. VYAS



Not only have I gained firsthand knowledge of tax work with real clients, but I have also had to learn and navigate through different tax requirements in the times of COVID.

- HUNTER DAY

Guidance Dealing With Scammers Targeting Those With VA Home Loans



Scammers claiming to be with the VA or a mortgage company are calling making attempts to scam veterans. They often use fear tactics, trying to convince veterans that their homes are facing foreclosure or they owe late fees. "One of the biggest

things nowadays is that since everyone has smart ID, the scammers can find a new way to disguise themselves as an authentic source," said Abhijit Nag, assistant professor of Computer Information Systems at Texas A&M Central Texas.

Full story here: <https://www.kwtx.com/2021/07/18/new-scams-are-targeting-va-home-loans/>

The SUSTEX International Summit



The SUSTEX International Summit focuses on the United Nations Sustainable Development Goals (SDGs) and invites contributions about the social, economic, and environmental dimensions of the SDGs.

The 2021 SUSTEX Summit was held virtually April 22-23, 2021 with representation from 11 countries. Of the 97 presenters and co-presenters, 29 percent were from outside the United States. The summit offered 30 presentations, four workshops and 10 panels.

COBA's next SUSTEX Summit will be held spring 2023.

Helping the Homeless in our Local Community



Dr. Leyla Orudzheva, assistant professor of Management at Texas A&M University-Central Texas and her students volunteered at Operation Stand Down Central Texas. "What we learn in business ethics is different ethical frameworks and how

they are implemented. We come here to help out but to also see how these policies are enacted," Orudzheva said.

Full story here: https://kdhnews.com/news/local/volunteers-for-operation-stand-down-help-the-homeless-by-feeding-and-clothing-them/article_ce65d884-345b-11ec-bd9f-9359b4ae3ae8.html



City of Florence Water Conservation

Texas A&M University-Central Texas professor, Dr. Vinay Gonela and fellow faculty helped the city of Florence, Texas create water conservation strategies like rainwater harvesting.

"Our study, our research suggested that approximately like 36 percent of the city's water demand can come from rainwater harvesting if everyone participates," Gonela said.

City of Florence Mayor Mary Condon said, "We're constantly looking for new water sources, as you know. Everybody in this area are doing the same. This area is growing quickly. It will be the big issue, I believe, moving forward."

Full story here: <https://spectrumlocalnews.com/tx/south-texas-el-paso/news/2021/07/30/a-m-central-texas-partners-with-florence-to-create-water-conservation-strategies>

Impactful Faculty Research

CURRENT

Adaptive Multi-Factor Authentication System with Multi-User Permission Strategy to Access Sensitive Information

Person/People Responsible: Dipankar Dasgupta, Arunava Roy, Debasis Ghosh, Abhijit Kumar Nag

Research Information: Document Identifier: US 20200014702A1 - Second utility patent issued June 15, 2021

Description: To provide greater security and control over access to protected or classified resources, files and documents and other forms of sensitive information are protected with an initial adaptive selection of authentication modalities in different operating environments, with subsequent multi-user permission strategy centering on organizational structure. The system calculates trustworthiness values of different authentication factors under various environmental settings and combines a trust-based adaptive, robust, and scalable software-hardware framework for the selection of authentication factors. Upon authentication of an access request, based on the sensitivity or classification of the information being requested by a user, approvers are selected dynamically based on the work environment (e.g., mobility, use of the computing device seeking access, access policy, and the like).

[Hyperlink: https://patft1.uspto.gov/netacgi/nph-Parser?Sect1=PTO1&Sect2=HITOFF&d=PA LL&p=1&u=%2Fnetacgi%2FPTO%2Fsrchnum.htm&r=1&f=G&l=50&s1=11038896.PN.&OS=PN/11038896&RS=PN/11038896](https://patft1.uspto.gov/netacgi/nph-Parser?Sect1=PTO1&Sect2=HITOFF&d=PA LL&p=1&u=%2Fnetacgi%2FPTO%2Fsrchnum.htm&r=1&f=G&l=50&s1=11038896.PN.&OS=PN/11038896&RS=PN/11038896)

Solid Waste Management: A Review from the Supply Chain Context

Person/People Responsible: Vinay Gonela, Jun Zhang, Dalila Salazar, Idrrisu Awudu

Research Information: *Journal of Supply Chain and Operations Management*, Volume 18, Number 2, December 2020, pp: 230-256

Description: The solid waste (SW) generation rate around the world is increasing at an unprecedented rate. Currently, 1.3 billion tons/year of SW is generated around the world and is expected

to increase to 4 billion tons/year by the year 2100. The growing levels of SW have raised several environmental, ecological, and human health related issues. Therefore, it is necessary to design an effective and efficient solid waste management (SWM) system that can sustainably recover, reuse, recycle, and dispose SW. Therefore, in this research, we conduct a comprehensive literature review to identify effective SWM strategies and develop a conceptual framework combining performance measures and decisions (strategic, tactical, and operational) at different stages of SWM to help guide solid waste practitioners design long-term sustainable SWM supply chains for their geographical areas.

[Hyperlink: https://www.csupom.com/uploads/1/1/4/8/114895679/jscom18n2p13_formatted.pdf](https://www.csupom.com/uploads/1/1/4/8/114895679/jscom18n2p13_formatted.pdf)

Global Leadership for Sustainability

Person/People Responsible: Louis W. Fry, Eleftheria Egel

Research Information: *Sustainability*, 2021, Volume 13, Issue 11, 6360

Description: Given the social and environmental challenges facing all organizations, there is a need for new leadership models for implementing organizational change for sustainable development. Toward that end, we offer a model of Global Leadership for Sustainability that incorporates two ethical principles—an ethic of remote moral responsibility and an ethic of care and compassion. As a result, global leaders for sustainability become more committed to moving beyond satisfying stakeholders' demands for economic returns, toward a more sustainable, triple bottom line, balanced approach.

[Hyperlink: https://www.mdpi.com/2071-1050/13/11/6360](https://www.mdpi.com/2071-1050/13/11/6360)

Centralized rainwater harvesting program for rural cities considering tax incentive schemes under stakeholder interests and purchasing power restrictions

Person/People Responsible: Vinay Gonela, Barbara Altman, Jun Zhang, Elvis Ochoa, Walter Murphy, Dalila Salazar

Research Information: *Journal of Cleaner Production*, 2020

Description: In the next decade, 40 out of 50 states in the United States are expected to face water scarcity problems hindering food production, harming human health, and economic development. The situation can be more challenging for rural cities because they are currently facing severe water scarcity problems due to reasons such as population growth, antiquated water supply infrastructures, depleted aquifers, high water procurement costs, and scant budgets. Therefore, the sustainability of the rural cities in the next decade is highly questionable. Consequently, in this research, we investigate the effectiveness of rainwater harvesting in supplementing freshwater requirements for a small rural city in Central Texas. The results of our study indicate that rainwater can supplement city's freshwater requirements by 4.5 percent to 36 percent depending on the household interests and purchasing power.

[Hyperlink: https://pubag.nal.usda.gov/catalog/6800474](https://pubag.nal.usda.gov/catalog/6800474)

The Role of Business Strategy on the Adoption and Effectiveness of Broad-Based Employee Share Ownership

Person/People Responsible: Yoon, Y. & Sengupta, S.

Research Information: 2021, *Journal of Organizational Effectiveness: People and Performance*, 8(30), 253-281

Description: The study demonstrates that organizations are more likely to adopt broad-based employee share ownership (ESO) when they utilize a strategy aimed at providing innovative products/services (i.e., prospectors). The analysis also reveals that the labor productivity of firms utilizing broad-based ESO is enhanced (by about 13 percent) only for prospectors, as opposed to firms that focus more on cost-cutting or efficiency (i.e., defenders and analyzers).

The findings first indicate that the decision to adopt a broad-based ESO in organizations should be informed by their business strategy if they want to enhance labor productivity. Specifically, our results demonstrate that only the prospectors, rather than defenders and analyzers, can

reap the productivity benefit of broad-based ESO. Second, since innovation is a major source of productivity for prospector firms, our findings demonstrate that a broad-based ESO can be a vehicle that drives innovation. As a result, firms may want to consider utilizing broad-based ESOs to foster innovation.

The study analyzes an unbalanced panel sample of 614 organizations (1,601 organization-year data points) in South Korea, utilizing hierarchical linear modeling (HLM).

 **Hyperlink:** <https://doi.org/10.1108/JOEPP-04-2020-0065>

A general method of active friending in different diffusion models in social networks

Person/People Responsible: Gu, Shuyang, Chuangen Gao, Ruiqi Yang, Weili Wu, Hua Wang, and Dachuan Xu

Research Information: 2020, *Social Network Analysis and Mining* 10, no. 1: 41

Description: Active friending is a problem in social networks that is to assist a user to build a relationship to a target user by sending invitations to a set of intermediate users, the goal is to maximize the acceptance probability at the target node taking advantage of the social influence through the network formed by the intermediate nodes. In this paper, we convert the original formulated active friending problem of non-submodular maximization subject to cardinality constraint into a submodular cost submodular knapsack problem in the IC model, we show that the two problems are equivalent. We similarly make the conversion on the active friending in the LT model. Then we give a general combinatorial optimization algorithm to solve active friending problems in both the IC model and the LT model with a guaranteed approximation. We analyze the computational complexity of the problem and the algorithm performance. The effectiveness of the generalized method is verified on real data sets.

 **Hyperlink:** <https://link.springer.com/article/10.1007%2F13278-020-00653-8>

An Innovative Employment of the NetLogo AIDS Model in Developing a New Chain Code for Compression

Person/People Responsible: Dhou K., Cruzen C.

Research Information: ICCS 2021: Computational Science – ICCS 2021 pp 17-25

Description: Developing a system that considers converting the data from its digital form to an environment consisting of virtual agents that transmit HIV according to a pre-designed criteria. The environment corresponds to digital data and it allows tracking the movements of agents and using it as a new form of data representation that can be impactful in many areas such as security, retrieval, and indexing.

 **Hyperlink:** https://link.springer.com/chapter/10.1007/978-3-030-77961-0_2

A new chain coding mechanism for compression stimulated by a virtual environment of a predator-prey ecosystem

Person/People Responsible: Dhou, K.

Research Information: 2020, *Future Generation Computer Systems* 102, 650-669

Description: The system considers the abstraction of predators and prey in a virtual ecosystem the purpose of which is to convert the data into a virtual world. Predators have predesigned movements that allow them to attack prey and therefore, their movements can be recorded for the purpose of changing the representation of the data and using the new data for compression.

 **Hyperlink:** <https://doi.org/10.1016/j.future.2019.08.021>

The Effects of Auditor Changes on Shareholder Voting Patterns

Person/People Responsible: Singhvi, A.

Research Information: 2021, *Accountancy Business and the Public Interest*, vol 20.

Description: Considering the growing regulatory interest of shareholder voting and related disclosures, this study observes how an upgrade or a downgrade in auditor selection affects shareholder voting patterns. Specifically, to the extent that industry specialists are perceived to provide higher quality audit, lateral switches and not downgrades escalates investor dissatisfaction.

 **Hyperlink:** <http://visar.csustan.edu/aaba/aabajourVol20.html>

Audit committee effectiveness characteristics and auditor switches involving industry specialists

Person/People Responsible: Singhvi, A., & Feng, N. C.

Research Information: 2021, *Corporate Ownership & Control*, 18(3), 57-65

Description: This study finds that audit committees that have a large proportion of auditing experts are more likely to choose an industry specialist auditor. The results also show that the longer the tenure of the audit committee chair is, the more likely that the firm switches from a non-specialist to a specialist auditor. This sheds light on the importance of the audit committee on the selection of the auditor and informs companies on the composition of the audit committee.

 **Hyperlink:** <https://virtusinterpress.org/Audit-committee-effectiveness-characteristics-and-auditor-switches-involving-industry-specialists.html>

FORTHCOMING

Need to downsize? Your future employees may like the idea of cutting pay more

Person/People Responsible: Yoon, Y.

Research Information: Accepted for publication in the journal: *Employee Relations*

Description: When payroll costs (e.g., costs of wages and salaries) need to be reduced, organizations often choose to downsize (e.g., layoffs), rather than to cut the pay of employees (and share the pain as a group), based on a belief that cutting pay demoralizes employees. The two studies in this research, however, demonstrate that organizations with a history of downsizing do a worse job in attracting job seekers, compared to organizations with a history of cutting pay. Thus, the current research demonstrates that although firms that choose to downsize may better maintain the morale of surviving employees, the decision of downsizing can have long-term costs, such as having a worse capability to attract job applicants than firms that choose to cut pay and share the pain as a group.

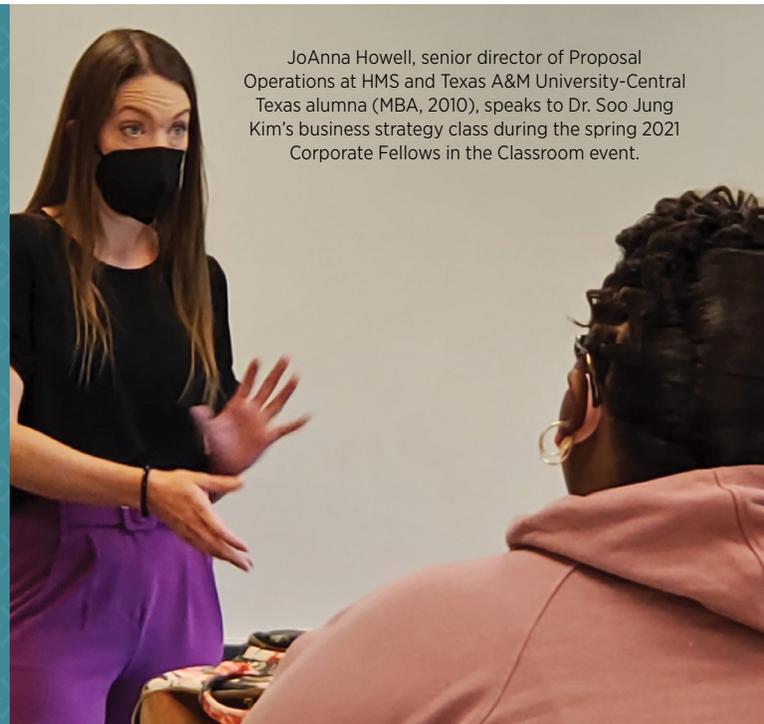
Study 1 analyzes 384 people in an online experiment survey in the United States. Study 2 analyzes two samples of 112 and 123 organizations in South Korea.

 **Hyperlink:** <https://doi.org/10.1108/ER-01-2021-0009>

On the Horizon for COBA

Corporate Fellows in the Classroom

The College of Business Administration held its first Corporate Fellows in the Classroom event in spring 2021, with the goal of hosting this event twice a year, once in spring and once in fall. The event was envisioned with the COBA student council, who, when asked why students don't attend career fairs and interview with employers, when data actually shows that 50 percent of the students are looking for professional jobs in their field, the student body, said that students were intimidated and lacked confidence. The hope was that this exercise may allow students to get exposure and a chance, facilitated/moderated by faculty, to break that barrier. In a survey sent to students in the participating classes following the spring event, we received very positive feedback. We expect an even greater participation rate during the fall semester event.



JoAnna Howell, senior director of Proposal Operations at HMS and Texas A&M University-Central Texas alumna (MBA, 2010), speaks to Dr. Soo Jung Kim's business strategy class during the spring 2021 Corporate Fellows in the Classroom event.

Alumni Panels

This fall, the College of Business Administration, as part of an outreach initiative aimed toward ensuring that our alumni have meaningful and impactful experiences throughout their careers, is hosting an alumni panel. The goal is to professionally connect current students with alumni who work in the fields they strive for. This event will be comprised of:

- A group of alumni panelists from varying business programs
- Current College of Business Administration students
- Panel introduction with brief overview of each alumni panelist
- Q&A session
- Next steps

COBA Camps

The Entrepreneurship Camp (Summer 2022)

In collaboration with regional ISDs and community partners, COBA will host participating ISD students with an experiential education opportunity that focuses on specified areas within the field of business, strengthen campers entrepreneurial mindset, and start the participants on a career path aimed with the intention of instilling future workforce or higher education field tracks.

Cyber Summer Camp (Summer 2022)

In partnership with Texas Workforce Commission (TWC) of Central Texas, ISDs in the Central Texas region and community colleges, COBA will host a cybersecurity camp for middle and high schoolers. This will be the first cybersecurity camp on A&M-Central Texas campus and will allow for hands-on and interactive learning in the newly built cybersecurity lab.

AACSB Accreditation



AACSB Accreditation represents the highest standard of achievement for business schools worldwide and are considered the best business schools in the world. Only 25 percent of U.S. business schools achieve AACSB International accreditation. The College of Business Administration at Texas A&M University-Central Texas will have its initial accreditation visit for AACSB October 22-25, 2022.



**College of
Business Administration**

cobainfo@tamuct.edu / 254.519.5437 / tamuct.edu/coba
1001 Leadership PI FH-318 / Killeen, TX 76542