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**College of
Business Administration**

2021-2026 Strategic Plan

Empower, Engage and Positive Change

Message from the Dean

Dear Friends,



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 the mission for our university as 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.”

Our plan 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. Using a design thinking approach, the faculty, staff, alumni, industry and community partners energetically engaged in multiple group sessions to address the two questions:

1. Why TAMUCT-COBA? What inspires faculty, learners, staff, alumni and partners about COBA?
2. With which competencies and skills do we need to equip the next generation of business learners in COBA?

Through this unique top-down and bottom-up strategic planning process, we tapped into the diverse talents, experiences and insights develop actionable, high-impact tactics for our plan.

Our values serve as a strong foundation for this plan. These values include our mission to ‘equip a diverse population of learners with innovative and industry-relevant knowledge’, ‘produce impactful, relevant intellectual contributions,’ and ‘inspire change agents to create a better world.’

As the college enters the next decade with this aspirational plan and works to address the initiatives set by this plan, we also recognize the agility and dynamism of the business world. A College Strategic Planning Committee is charged with not only monitoring current progress but also examining trends and developing strategic recommendations that will ensure our college continues to succeed and thrive well beyond 2026.

I am looking forward to working with you to fulfill the promise of this plan to achieve excellence in teaching, research and service at the College of Business Administration at Texas A&M University- Central Texas.

Sincerely,

A handwritten signature in blue ink that reads "Faiza Khoja".

Dr. Faiza Khoja

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



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 life-long 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

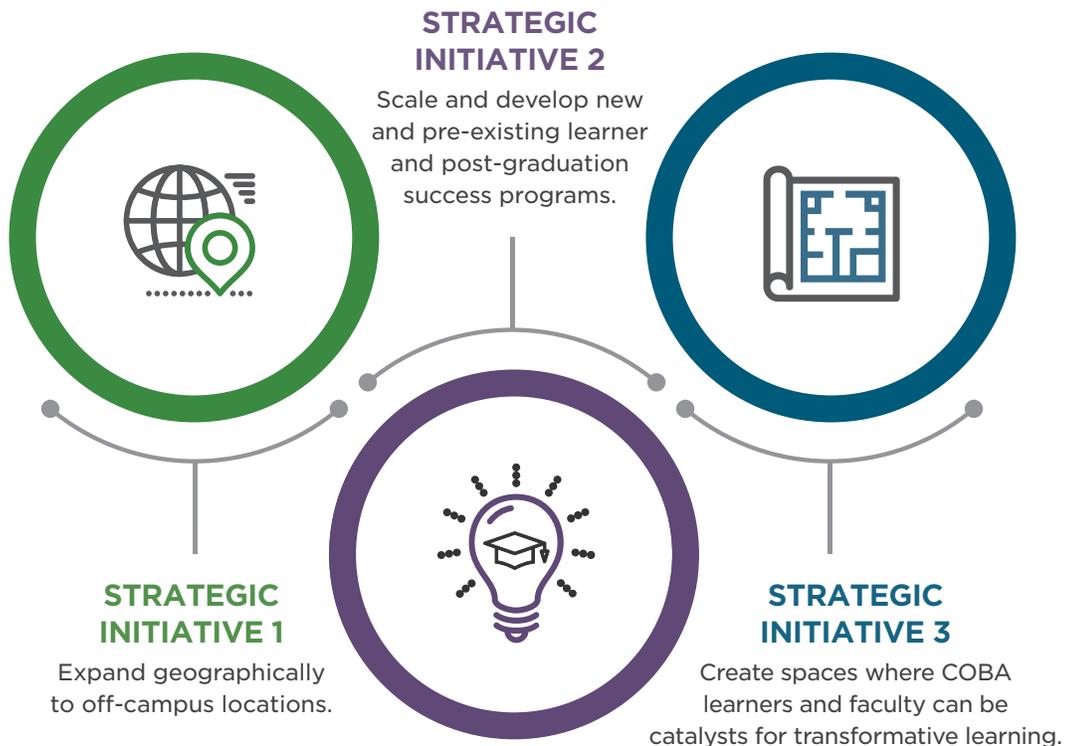
To be the first choice for business education in our region and beyond.

Core Values

INNOVATION Knowledge EXCELLENCE *Compassion*
INTEGRITY *Diversity* **COMMITMENT TO DOING GOOD**

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STRATEGIC INITIATIVE 2

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



GOAL 1. Create deliberate experiential learning opportunities for learners within programs

Objective:

- Identify and create at least one experiential learning opportunity for learners in every program

Tactics:

- Work with program faculty to develop degree pathways with relevant experiential learning
- Market the experience (e.g., Recognition of learners with two or more of these experiences upon graduation, communicate with community colleges and learners, showcase student achievements, develop curricular and co-curricular badges)

Success Indicators:

- # of businesses and community impacted (ROI, addressing systemic problem; focus group, \$ value to hours of services provided, stakeholder's opinions etc.)
- # of students satisfied with the experience
- Identify learner needs and expand learner support services for academic and career success

GOAL 2. Identify learner needs and expand learner support services for academic and career success

Objective:

- Increase program retention by 5% annually from prior year
- Increase Early College High School (ECHS) program enrollment by 20% annually from prior year
- Adopt a career advising model (with career and success coaching)

Tactics:

- Offer tutoring services for quantitative courses
- Provide professional development and training to advisors
- Connect and recruit ECHS students
- Recruit students for peer mentors for ECHS and tutors
- Develop alumni and industry mentorship program
- Hire joint/ third advisor

Success Indicators:

- % increase in the number of ACC learners admitted into COBA programs
- # of courses offered at local community colleges
- % of ACC students enrolled in COBA programs taking face-to-face courses
- % increase in the number of learners in the specific program/certificate/micro-credential

GOAL 3. Create life-long learning and upskilling opportunities for communities and alumni

Objective:

- Offer at least 6 industry-driven, stand-alone graduate certificates
- Offer at least 5 professional development workshops annually
- Objective to enroll 25% or more of our existing undergraduate students in COBA's graduate programs and/or certificates

Tactics:

- Identify and engage faculty to develop industry-driven courses
- Conduct industry and alumni focus groups to ascertain industry relevant certificate and the desired competencies

- Revise 2 to 3 existing programs and/or certificates with industry input, focusing on use and application of technological tools and certifications
- Invest in faculty trainings and certifications as required
- Develop programs for industry engagement

Success Indicators:

- # of students who received a career promotion
- % of alumni who participate in events, donate, and/or volunteer for speaking engagement and mentoring
- % of increase in undergraduate students who enroll in graduate programs and/or certificates



STRATEGIC INITIATIVE 3

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



GOAL 1. Create centers that enable thought leadership

Objective:

- Create a Center for Interdisciplinary Entrepreneurship
- Create a Center for Cybersecurity Innovation

Tactics:

- Partner with industry and local community to identify the need and vision of the centers
- Develop naming and funding models
- Develop and implement programs for these centers, engaging with other disciplines across campus

Success Indicators:

- # of businesses and community partners engaged
- % of improvement on qualitative measures, such as perceived societal and economic impact

GOAL 2. Promote thought leadership within curriculum and scholarship

Objective:

- All COBA programs to integrate one of the two thought leadership components (or a variation thereof) currently identified by COBA: (1) Sustainability and the Triple Bottom Line, or (2) Cybersecurity
- Increase the innovation and impact level of both our teaching and scholarship activities

Tactics:

- Conduct a baseline study and support faculty to integrate thought leadership components to their courses
- Create faculty incentives for teaching and research impact and innovation
- Reward faculty for participation in the present goal by incorporating it into annual evaluations

Success Indicators:

- # of media interviews and mentions
- # of invited presentations at academic conferences and community forums
- # of publications in journals with objective impact measures
- # of community projects and community engagements



The College of Business Administration at Texas A&M University-Central Texas is extremely grateful for the work, feedback, guidance and support from the Dean's Industry Advisory Council members, college faculty and staff, college alumni, and current COBA students. This formation of this strategic plan was truly a collaborative effort.



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