

Texas A&M University-Corpus Christi
College of Business
Strategic Plan 2024-2027
REVISED AND APPROVED APRIL 30,2024

Preamble:

The following document describes the Strategic Plan for the Texas A&M University-Corpus Christi (TAMUCC) College of Business (COB) for 2024-2027. This plan was developed to align with and support the TAMUCC Islander Impact Strategic Plan 2030.

The Islander Impact Strategic Plan 2030 notes that the University's mission is:

Texas A&M University-Corpus Christi is a premier institution of higher education dedicated to providing an unparalleled commitment to student success, developing professionals, and engaged leaders, closing achievement gaps as a Hispanic and Minority Serving Institution, and providing intellectual capital through research, creative activity, and innovation for South Texas, the Gulf of Mexico, and beyond.

The Islander Impact Strategic Plan 2030 also notes that the University's vision is:

To be nationally recognized for student success, academic achievement, research, creative activity, innovation, and service excellence.

The COB Strategic Plan builds on and extends the University's Mission and Vision to address the needs of all COB stakeholders, including students, faculty, staff, university partners, the South Texas community, and the larger society. The COB strategic plan has evolved over time to reflect changes in the leadership, university, strategic plans, AACSB requirements, and the evolving business and social environment in which the COB operates. The COB strategic planning process is based on input from a broad range of stakeholders, assumes that faculty governance remains a central tenet, and informs the COB's decisions, actions, and resource allocations.

COB Mission, Vision and Societal Impact Statement:

The COB mission is:

We prepare future leaders. The College of Business creates and delivers exceptional academic programs to drive student success on-campus and online through relevant curricula, impactful research, and purposeful engagement to advance the mission of Texas A&M University-Corpus Christi, a Hispanic and Minority-Serving Institution.

The COB vision is:

The College of Business will be among the premier business schools in Texas.

The COB societal impact statement is:

The College of Business (COB) at Texas A&M University–Corpus Christi seeks to positively impact individual career opportunities for students and economic development for the local and regional community, by preparing future leaders. The COB will do this through relevant and innovative curriculum initiatives, impactful scholarship, and activities that support the local and regional business communities. The COB will measure impact on students through internship placement, professional certification, and graduation rates. The COB will measure the impact of scholarship through citations, journal rankings, and public dissemination of research. The COB will measure community influence through VITA service, engagement through the Coastal Bend Business Innovation Center (CBBIC), and dissemination of data through the South Texas Economic Development Center (STEDC).

COB Strategic Plan Overview

The following discussion explains the highlights of the COB plans to bring the COB mission to life by building on COB core values and strengthening the COB's operational capabilities to support three strategic pillars. Each strategic pillar represents closely related strategic and tactical actions intended to propel the COB forward. These interdependent strategic pillars – student success, faculty success, and community engagement --- will enable the COB to become the best regional business school in the Texas A&M University System by 2027 as a critical step in achieving the COB longer-term vision of being among the premier business schools in Texas.

FIGURE I

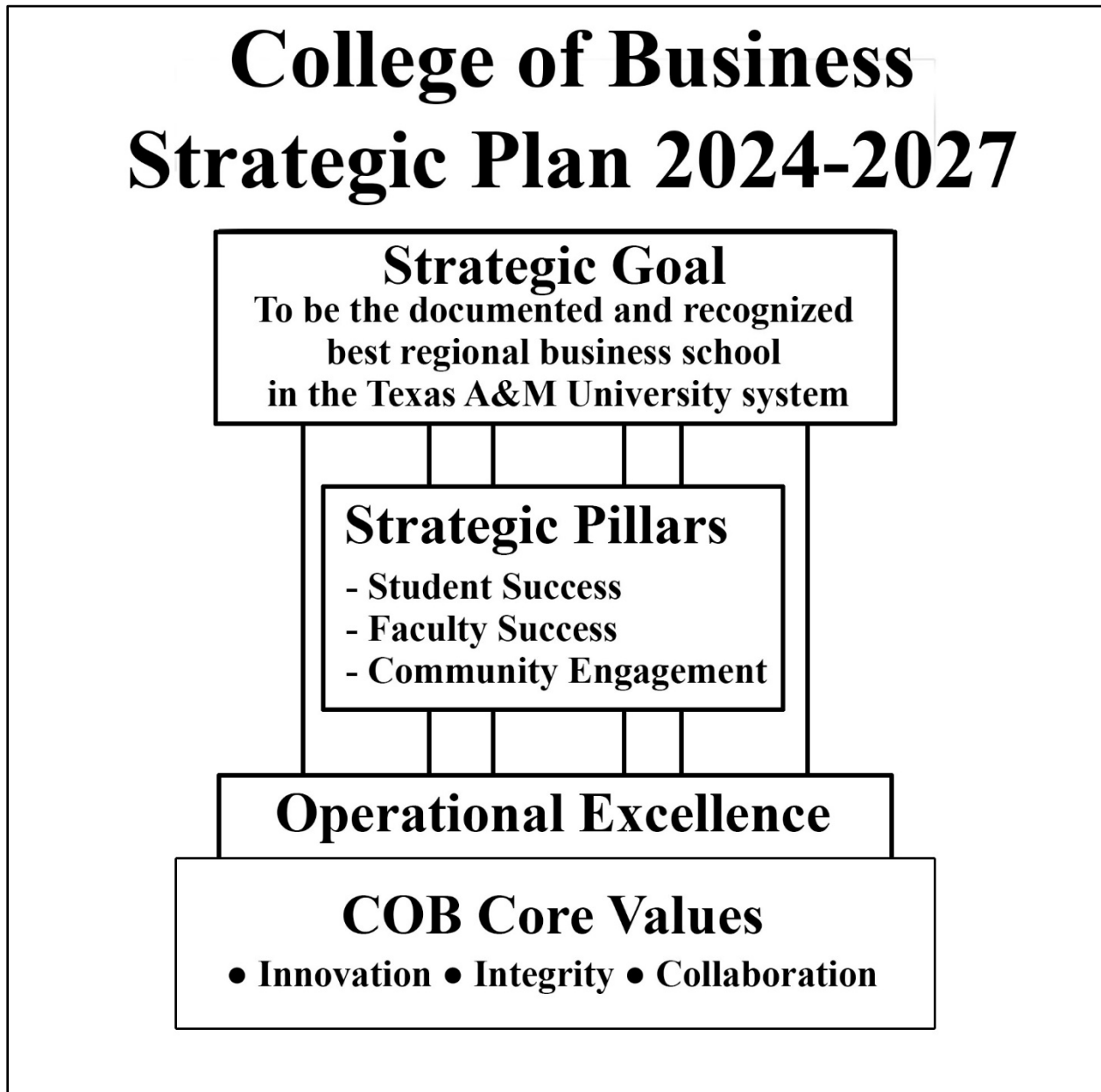


Figure I illustrates the relationship among the critical elements of the COB 2024-2027 Strategic Plan. The following descriptions provide additional detail on each:

COB Core Values: The COB operates based on core values, which include innovation to continuously improve and learn; integrity built on respect, accountability, and ethical behavior; and collaboration to grow and learn as individuals and as a collaborative community of learners at all levels, students, faculty, staff, alumni, and community.

Operational Excellence: The COB requires an efficient and effective organization to achieve its multifaceted goals within its constrained resources and to serve as a conscientious steward of public resources. It is critical to the strategic plan's success that the COB continues to address efficiency and effectiveness by standardizing and documenting procedures, increasing digitization and automation, and further optimizing COB staffing to support operations. This foundational element leverages the currently excellent COB staff to support COB strategic success.

Strategic Goal: The strategic goal for the COB 2024-2027 Strategic Plan is to leverage the COB values, operating excellence, and strategic pillars to propel the COB to be the documented and recognized best regional business school in the Texas A&M University System (TAMUS) by the end of the 2027 academic year. Achieving this goal will be an integral step towards the COB meeting its longer-term strategic vision of being among the premier business schools in Texas. The COB currently may be the leading regional TAMUS business school in several criteria, including research productivity, and needs to identify and quantify critical performance metrics to substantiate its leadership positions and ascertain areas for improvement. A three-year strategic plan spanning 2024 to 2027 allows more accurate environmental and resource forecasting and better alignment of the strategic plan and COB assessment schedules.

Strategic Pillars: The central focus of the COB Strategic Plan for 2024-2027 relies on three broad sets of actions organized into three categories or "strategic pillars" in the Figure 1 illustration. These pillars reinforce and interact with each other and are listed separately for clarity. The three strategic pillars are student success, faculty success, and community engagement.

Strategic Pillar #1: Student Success

Ensuring continued and improved student success is central to the College of Business. This strategic pillar addresses supporting continued student success by promoting student career development and career readiness, increasing student retention to support enrollment efforts and students' long-term success, enhancing the online student experience to support continued program growth in an evolving learning environment, and an increasingly structured approach to faculty leadership of academic programs to ensure programs better meet an increasingly divergent range of needs.

Primary leaders for initiative:

- Associate Dean-Student Success
- Manager of Masters Programs
- Student Success Committee

Strategic Goals

- Grow enrollment
- Increase retention
- Strengthen student career readiness and professionalism
- Increase students' sense of community and identification as a business student
- Reduce barriers to graduation
- Enhance program quality
- Enhance the online student experience

Initial KPIs / Measures

- Internship placement rates
- 4/5/6 year graduation rates
- 1st to 2nd year fall to fall retention rates (undergraduate)
- Enrollment across programs
- Number of students earning professional certifications
- Student participation in professional organizations
- The number of external professional presentations to student organizations and courses, and site visits

Strategies and Initiatives

- Establish program leadership
- Develop first year initiative
- Strengthen support for open educational resources (OER)
- Develop career readiness and professionalism classes and events
- Broaden support for internships
- Develop student mentoring program
- Develop stop-out initiative
- Increase experiential learning and student engagement

- Conduct comprehensive review of business core
- Develop a program recruitment strategy

Strategic Pillar #2: Faculty Success

Ensuring faculty success is instrumental to achieving student success and serving the university and local communities. The critical elements of the strategic pillar of faculty success include developing improved systems of faculty mentoring, training, development, and evaluation that promote faculty growth; and enhancing research support and public awareness of the increasing quality and broadening scope of COB faculty research.

Primary leaders for initiative:

- Associate Dean-Accreditation
- Department Chairs
- Faculty Qualifications Committee

Strategic Goals

- Robust mentoring for all untenured and fixed-term faculty
- Documented innovations in teaching
- Comprehensive faculty evaluation model
- Broad stakeholder awareness about faculty research and its impact
- Increased external funding for research

Initial KPIs / Measures

- Journal rankings
- Proportion of faculty completing ACUE / QM training
- Citation rankings
- Student evaluation response rates and average scores
- Faculty participation in peer observation of teaching
- Annual COB research expenditures and extramural funding
- University/external recognition and awards

Strategies and Initiatives

- Establish leadership position in college to support faculty success
- Comprehensive update of faculty evaluation standards and process
- Public awareness campaign for faculty research
- Develop faculty mentoring program
- Develop adjunct onboarding program
- Develop program to recognize, develop, and incentivize excellence and innovation in teaching

Strategic Goal #3: Community Engagement

Engaging and interacting with the South Texas community is essential to developing and guiding students to be successful. The vital elements of furthering this strategic pillar include increased highlighting interactions with the Business Advisory Council and Accounting Advisory Council, enhancing student and faculty opportunities to work with the Coastal Bend Business Innovation Center and the South Texas Economic Development Center, and exploring ways to incentivize increased faculty community engagement.

Primary leaders for initiative:

- Dean
- Director: Coastal Bend Business Innovation Center
- Director: South Texas Economic Development Center
- VITA and accounting program coordinators

Strategic Goals

- Robust engagement with and from advisory councils
- VITA expansion
- Broad faculty engagement with CBBIC and STEDC
- Broad faculty engagement in community organizations, events, and activities
- Broad student engagement in community organizations, events, and activities
- Fulfillment of societal impact statement

Initial KPIs and Measures

- Activity metrics for advisory council engagement
- Metrics for faculty participation in community organizations, events and activities
- Metrics for student participation in community organizations, events and activities
- VITA-related metrics, e.g., clients served, returns accepted, refunds generated
- CBBIC-related metrics, e.g., clients served, economic impact, event attendees
- STEDC-related metrics, e.g., external-funding receipts, number of economic impact studies completed

Strategies and Initiatives

- Formalize advisory councils through membership, bylaws, etc.
- Revise annual faculty evaluation to recognize and incentivize community engagement
- Develop VITA expansion strategy
- Expand faculty engagement in CBBIC and STEDC
- Establish executive-in-residence program