

College/School/Department: McCoy College of Business Administration
Academic Plan 2012-2017

I. Introduction

State your department/school/college mission statement.

The McCoy College of Business Administration fosters an engaged learning community that prepares a diverse student population for successful business careers as responsible global citizens. The College complements these efforts with research that adds to knowledge, provides solutions to business challenges, and contributes to pedagogical advances. (Revised Sept. 2014)

Outline briefly your “vision” for the 2012-2017 planning cycle.

The McCoy College is committed to maintaining AACSB accreditation and separate accounting accreditation. This entails a focus on mission along with providing quality programs, recruiting and supporting a distinguished faculty, and continuous improvement. Key points in our mission include an applied orientation, an ethical perspective, a global orientation, and service to the diverse student population.

Currently serving approximately 3,900 undergraduate students, the cap on undergraduate enrollment will provide relative stability in numbers while increasing the proportion of high achieving students. While no new degree programs are proposed, enhancing program quality, providing alternate delivery systems, and offering additional selective areas of concentration will be the focus.

Approximately 400 graduate students are pursuing Master of Accountancy (MAcy), Master of Business Administration (MBA), the Master of Science in Accounting and Information Technology (MSAIT) degrees or the Master of Science in Human Resource Management (MSHRM), a degree first offered in fall 2012. With a major strategic goal to provide innovative,

market-driven graduate programs that include the addition of a full-time MBA program option, we anticipate increasing enrollments at the graduate level.

An important aspect of educational programs is providing a business minor for 2,400 students. Implementation of on-line courses began in fall 2012. Three of the six required courses are currently available in an on-line hybrid format, with the anticipation of the entire minor being available during the next planning cycle.

A major focus for the college is enhancing a global perspective throughout the curriculum and increasing the number of opportunities for both students and faculty to participate in international experiences and research. In addition, the college remains committed to engagement with the business community and contributing to economic development.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

- 1. Increase Graduate Program Quality and Enrollment. (ongoing)** In a quickly changing business environment and competitive central Texas market, the need to offer innovative, market-driven graduate business programs is essential. The Master of Science in Human Resource Management was implemented in fall 2012 and plans are being developed for a hybrid program to support the opportunity for growth in the Round Rock area, to provide flexibility for working professional students, and to add more capacity for serving MBA students selecting a concentration in human resource management. Additional faculty are needed to support this enhanced delivery system and the Human Resource Management concentration in the MBA program. One tenure-track and one lecturer line are anticipated.

To support a strong Master of Accountancy and foster growth in a newly revised Master of Science in Accounting and Information Technology, additional tenure-track faculty members in accounting and computer information systems are a priority. With a large number of accounting students and two graduate programs to oversee, flexibility in staffing is critical to allow for an assistant department chair position. An additional finance faculty position is necessary to support increased offerings of finance courses in the MBA program.

The MBA program faces the most competitive environment in the area and should be offering more courses and services to students and program alumni. To accommodate the increase in masters level SCH and to remain competitive, the College is beginning a full-time MBA cohort in fall 2015. Additional tenure-track finance and management faculty positions are necessary

to support increased offerings of tier one required courses in the MBA program. Other lecturer or clinical lines are requested to provide flexibility for departments to place senior faculty in graduate courses.

Additional funding for graduate program promotion, communication with alumni, networking events, and placement of graduates is necessary to remain competitive. Overall, to increase the quality of McCoy graduate programs, the SCH/FTE ratio needs to be reduced. For all master's degree programs at Texas State, the average SCH/FTE is 249; in the McCoy College it is 386, 55% higher.

Related University Goals: 1.2, 1.5, 2.6, 3.9

2. Enhance the Undergraduate Student Learning Environment. (ongoing) Continuing to focus on providing an applied orientation in our curriculum, the college is committed to enhancing opportunities for internships, professional engagement through speakers or job shadowing programs, and career exploration. An outreach coordinator has been hired to help manage those activities and contribute to the overall educational experience. As the number of accounting majors continues to grow, an additional clinical faculty member is needed to allow senior faculty to focus on upper division courses. Another growth area is professional sales. With strong support from industry and the addition of the Center for Professional Sales, an additional marketing faculty is needed. A third growth area is services. With about 75% of the economy driven by service organizations, most business graduates will take a job with a service organization. To meet that need, the Department of Marketing has requested a second faculty position to support its services marketing concentration.

The undergraduate core curriculum is currently undergoing an extensive review. With the anticipation of adding global business, data analytics, operations management, and professional development content to the core, three additional faculty positions, one in quantitative methods and two in global business, are anticipated to support these changes. Overall, to enhance the undergraduate student learning experience in McCoy College, the SCH/FTE ratio needs to be reduced. For all undergraduate classes at Texas State, the average SCH/FTE is 445, while it is 680 in McCoy College (52% higher), making it the highest undergraduate SCH/FTE of any college.

The large number of business minors substantially impacts both faculty deployment and classroom utilization. To address those challenges and provide flexibility for students, implementation of the minor on-line, in a hybrid format, is a continuing goal. Two lecturer positions are requested to support that effort along with increasing the infrastructure necessary for ITV and distance classes, especially support for testing and review sessions both on campus and at Round Rock.

Related University Goals: 1.5, 2.4, 2.5, 2.9, 3.8, 3.9, 5.7

- 3. Focus on Global Business. (ongoing)** An important initiative for the campus and for business schools worldwide, increasing opportunities for study abroad, international internships and project teams, international exchange agreements, and faculty development and research, are critical. These complement the college's efforts to infuse a global perspective throughout the curriculum and develop the International Business minor that was implemented in fall 2012. An additional part of this priority is expansion of the focus of the Institute for Global Business and its advisory board activities.

Related University Goals: 1.8, 2.4, 2.5, 4.3

- 4. Foster Business Community Relationships. (ongoing)** Professional engagement and providing a positive impact on society including contributing to economic development are increasingly important areas of focus for business schools. Our commitment to our partnership with the Small Business Development Center, and our support for the Center for Entrepreneurial Action and Institute for Global Business, along with the Center for Professional Sales, remains strong. Likewise, we value the nine college advisory boards and will continue to engage members in providing perspective from the business world and supporting our students and faculty. We anticipate evaluating opportunities for developing certification programs of value for the business community.

Related University Goals: 1.9, 2.2, 3.8, 3.9, 5.11

- 5. Continue to Strengthen the Research Culture. (ongoing)** The college has focused on improving research productivity for the past several years by providing development opportunities and significant support for a variety of databases. The success of that effort is in evidence with an increasing amount and quality of research along with more grant activity. To continue that trend, additional Graduate Research Assistance support is important and five GRA positions, one for each department, are requested. Evaluation of the potential for a behavioral lab will be undertaken.

Related University Goals: 1.4, 1.6

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2012-2013 academic year and in the remaining 2-5 years.

As of fall 2014, the McCoy College had the highest SCH/FTE ratio of any college 619. The SCH/FTE ratio has consistently remained above 600 since fall 2008. With our applied orientation that necessitates writing, oral presentations, teamwork, problem solving, and a strong commitment to advising the 19 business—related student organizations in the college, along with a focus on growing graduate programs and increasing an emphasis on impactful research, additional faculty are critical. A balance between tenure-track and non-tenure-track faculty is important to meet AACSB accreditation standards at both the college and Department of Accounting levels.

For 2012-13, the following lines are requested:

- | | |
|--|---------------------|
| 1. Management, Human Resources, tenure-track | \$110,000 (revised) |
| 2. International Business, lecturer | \$ 60,000 (funded) |
| 3. Management, lecturer (Round Rock) | \$ 60,000 (delete) |

For 2013-2017, the following lines are requested:

- | | | |
|--|-----------------|---------------------|
| 1. Finance, tenure-track | | \$140,000 (added) |
| 2. Quantitative Methods, tenure-track | | \$110,000 (added) |
| 3. Marketing, sales, tenure-track | | \$100,000 (funded) |
| 4. Management, tenure-track | | \$120,000 (revised) |
| 5. Marketing, Services, tenure-track | | \$125,000 (revised) |
| 6. Computer Information Systems, tenure-track | | \$120,000 (revised) |
| 7. Accounting, tenure-track | | \$140,000 (revised) |
| 8. clinical | Accounting, | \$ 90,000 (revised) |
| 9. Human Resources, Clinical | Management, | \$ 60,000 (delete) |
| 10. Lecturers (3) (i.e., marketing and international business) | | \$200,000 (added) |
| 11. Management, tenure-track | | \$120,000 (revised) |
| 12. tenure-track, | Marketing, | \$125,000 (added) |
| 13. Lecturer (2) | Business Minor, | \$100,000 (revised) |

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 academic year and in the remaining 2-5 years.

For 2012-2013

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|---|--------------------|
| 1. Outreach Coordinator | \$ 50,000 (funded) |
| 2. Accounting Graduate Program Coordinator | \$ 50,000 (funded) |
| 3. Graduate Program Enhancement and Promotional Support | \$ 50,000 |
| 4. Graduate Research Assistants (5) | \$ 60,000 |
| 5. Initial AACSB Separate Accounting Accreditation | \$ 25,000 (funded) |

For 2013-2017

- | | |
|--|-----------------------------------|
| 1. | Addition to |
| current salary lines resulting from 18 | \$100,000 |
| anticipated retirements | |
| 2. College M&O | \$ 40,000 |
| 3. Ongoing AACSB Separate Accounting Accreditation | \$ 24,000 (\$6,000/year) (funded) |
| 4. Graduate Assistants (5) | \$ 60,000 (revised) |

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new initiatives.

McCoy Hall is now eight years old and all faculty offices are occupied. The addition of an accounting graduate coordinator and an outreach staff position necessitated reallocation of two of these offices. Typically three to four per course instructors share a single office. Approximately twenty (20) FTE faculty share one large office with four workstations. Net new faculty will require additional office space. With efforts to host international scholars, additional office space will be required. In fall 2013, classroom utilization was 876.4 hours per week. Only one building on campus had a higher classroom utilization. One department with over 800 majors has three first-call classrooms and is stretched thin to accommodate class needs. Additional classroom space will be required for any future growth and current program enhancements (i.e., full-time MBA cohort; lab space for growing sales program).

With plans for considering a center related to the new Master of Science in Human Resource Management program, space will be needed for an office.

The Department of Marketing has indicated an interest in a behavioral lab to enhance research capabilities. It has the potential for being utilized by several disciplines with similar research needs. Consequently, a shared university space would be ideal.

II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

Strategic planning is an on-going process in the McCoy College of Business. The college is committed to eight overarching goals including:

1. Maintain AACSB standards and pursue separate accounting accreditation
2. Develop a strong research culture while maintaining quality teaching
3. Increase graduate student enrollment by providing innovative, market-driven programs
4. Focus on global business initiatives
5. Foster business community relationships with primary emphasis on small and medium-size businesses
6. Provide a learning environment that enhances and supports diversity
7. Sustain a development program
8. Support a dynamic student learning environment

For this plan, the process began in fall 2011 with the dean meeting with the student advisory board, the McCoy Ambassadors, and soliciting members' input. Feedback was also solicited from the student chapter of the American Marketing Association. On November 11, 2011, a joint meeting of all eight McCoy College advisory boards took place. A significant portion of the meeting time was spent soliciting feedback from the 80 advisory board members in attendance.

Next, the College of Business Administration Council (CBAC) discussed the process for involving departments. Each department met to determine its priorities. Each department chair and Dr. Jack Mogab representing the McCoy College International Committee and Dr. Bob Davis, Associate Dean for Graduate Programs, representing the MBA program and the Small Business Development Center, presented the top five initiatives for their respective units at two college meetings. These were held on Thursday, February 23 and Friday, February 24, 2012. Faculty feedback on college priorities was solicited during these meetings. Subsequently, CBAC discussed the feedback and determined the priorities for the college.

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III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
Accounting: 6 tenure-track faculty members	Replacement of anticipated retiring tenure track faculty	\$780,000*	Support separate accounting accreditation Support enrollment in undergraduate and graduate programs Increase Research Productivity
Computer Information Systems: 1 tenure-track faculty member	Replacement of anticipated retiring tenure track faculty	\$100,000*	Support enrollment in undergraduate and graduate programs Increase Research Productivity
Finance & Economics: 4 tenure-track faculty members	Replacement of anticipated retiring tenure track faculty	\$410,000*	Support enrollment in undergraduate and graduate programs. Increase Research Productivity
Management: 6 tenure-track faculty members	Replacement of anticipated retiring tenure track faculty	\$585,000*	Support enrollment in undergraduate and graduate programs. Increase Research Productivity
Marketing: 1 tenure-track faculty member	Replacement of anticipated retiring tenure track faculty	\$110,000*	Enrollment growth meet accreditation standards manage sch/fte ratio
Management: 2 tenure-track faculty members; 1 lecturer	Support undergraduate major and allow for additional MBA electives at the Round Rock campus	\$260,000	Support enrollment in undergraduate and graduate programs Increase Research Productivity
College M&O	General operating expenses of the College, especially communication with alumni	\$ 40,000	Continue engagement in the economic and cultural development of the region Maintain a vigorous marketing campaign Engage alumni in the operations of the College

* Total cost. Net new faculty dollars required to replace 18 anticipated retirements is approximately \$100,000.

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IV. Planning Categories

Dept.	Initiative	Status	1 yr	2-5 years	New Resources	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote academic quality by building and supporting a distinguished faculty.									
MGT	Support for growth in MSHRM program and HR concentration	Ongoing	x		Tenure track faculty	\$110,000	Provost	Teaching/Research	1.2, 1.5
ACC	Achieve separate accounting accreditation and support MACy program	Achieved Accreditation; ongoing for support		x	Tenure track faculty	\$140,000	Provost	Teaching/Research	1.2, 1.5
CIS & QM	Revision of and growth in MSAIT program	Achieved revision. Ongoing for support		x	Tenure track faculty -CIS	\$120,000	Provost	Teaching/Research	1.2, 1.5
CIS & QM	Support for data analytics and operations management in undergraduate core	Added		X	Tenure track faculty - QM	\$110,000	Provost	Teaching/Research	1.2, 1.5
MGT	Support for growth in MSHRM program and HR concentration	Deleted		x	Clinical faculty	\$ 60,000	Provost	Teaching	1.2, 1.5
ACC	Support separate accounting accreditation and support undergraduate accounting program	Achieved separate accreditation; ongoing for support		x	Clinical faculty	\$ 90,000	Provost	Teaching	1.2, 1.5

College	Implement International Business minor	Achieved	x		Lecturer	\$ 60,000	Provost	Teaching	1.2, 2.5
MKT	Support for sales concentration in Marketing	Achieved		x	Tenure track faculty	\$120,000	Provost	Teaching/Research	1.2, 1.5
MKT	Support for service concentration in Marketing	Ongoing		x	Tenure track faculty	\$125,000	Provost	Teaching/Research	1.2, 1.5
MKT	Support for growth in MBA and Marketing programs	Added		x	Tenure track faculty	\$120,000	Provost	Teaching/Research	1.2, 1.5
FIN	Support for growth in MBA program	Added		x	Tenure track faculty	\$140,000	Provost	Teaching/Research	1.2, 1.5
MGT	Support for growth in MBA program	Ongoing		x	Tenure-track faculty	\$120,000	Provost	Teaching/Research	1.2, 1.5
MGT	Support for growth in Management programs	Ongoing		x	Tenure track faculty	\$120,000	Provost	Teaching/Research	1.2,1.5
College	Implement Global perspective in undergraduate core	Added		x	3 Lecturers	\$200,000	Provost	Teaching	1.2, 1.5, 2.5
College	Support for research and grant activity	Ongoing	x		5 Graduate Research Assistants	\$ 60,000	Provost	Increased faculty research productivity	1.4, 1.6
College	Refine impact of research measures	Ongoing	x	x	None	None	-	Increased research visibility	1.6, 1.8, 2.2, 2.5
Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development									
College	Implement online hybrid business minor	Ongoing	x		Lecturer	\$ 50,000	Provost	Increased online enrollment	2.5, 2.9, 5.8
College	Implement online Hybrid business minor	Ongoing		x	Lecturer	\$ 50,000	Provost	Increased online enrollment	2.5, 2.9, 5.8

College	Provide tutorial, proctoring and monitoring of testing for online business minor	Ongoing		x	Graduate Instructional Assistants (5)	\$ 60,000	Provost	Quality online programming	2.5, 2.9, 5.8
College	Study MBA market and develop competitive programmatic responses in curriculum and delivery	Ongoing	x	x	To be determined	To be determined	Potential program tuition increase	Increased enrollment and career opportunities for graduates	2.2, 2.6, 3.7, 3.8
College/ Depts.	Increase engagement with advisory boards & develop board for MSHRM	Ongoing	x	x	None	None	College	Increased opportunities for students	3.8, 5.11
College	Increase interaction with Small Business Development Center	Ongoing	x	x	None	Faculty and staff support	College	Increased opportunities for student internships; support of economic development	2.2, 3.8
College	Increase public presence of Institute for Global Business and Center for Entrepreneurial Action; Implement-Center for Professional Sales; consider Human Resource Management Center	Ongoing Achieved Ongoing	x	X	None	Staff Support	Private donations	Contribute to economic development; increase opportunities for students	2.2, 3.8, 5.11
Departments	Explore offering professional certifications	Ongoing	x		None	Faculty time	Private funds	Number of certificates awarded	1.5, 2.2
College	Increase infrastructure support for I-TV and distance classes	Ongoing		x	To be determined	To be determined	To be determined	Increased opportunities for students	1.4, 2.9, 5.8

College	Support tutorial, proctoring and monitoring responsibilities of teaching/testing	Ongoing	x	x	Graduate Instructional Assistants	\$ 60,000	Provost	Improved faculty and student support, resulting in improved academic success	3.1, 4.3
Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.									
College	Increase internships, professional engagement and career exploration	Ongoing	x		Outreach Coordinator	\$ 75,000	Provost	Increased professional and career engagement	3.8, 5.11
College	Graduate program enhancement and promotional support	Ongoing	x		Alumni engagement, enhanced classes and services, and promotional materials	\$ 50,000	Potential programmatic tuition increase	Graduate program growth and graduate satisfaction	2.6, 3.1, 3.8
ACC	Achieve separate accounting accreditation and support MACy and MSAIT programs	Achieved separate accreditation; ongoing for support	x		Accounting Graduate Program Coordinator	\$ 50,000	Provost	Increased graduate enrollment	3.1, 3.8, 5.2
College	Increase global perspective	Ongoing		x	International partnerships; Study abroad; curriculum enhancement; faculty research	\$ 25,000	McCoy endowment	Increased global participation	1.8, 2.4, 2.5, 4.1, 4.3, 4.4
College	Support Ph.D in Materials Science, Engineering and Commercialization and explore other partnerships across campus and with industry	Ongoing		x	None	Faculty support	None	Increased collaboration	1.6

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.									
ACC/FIN	Start an ALPFA (Assoc. of Latino Professionals in Finance and Accounting) student organization	Achieved		x	Faculty advisor	\$0	None	Increased success of Hispanic students	2.1, 4.3, 4.4
College	Support Ph.D. Project to increase number of minority business faculty	Ongoing	x	x	None	\$2,000	College funds	Enhanced recruitment of diverse faculty	4.1, 4.4
Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.									
College	Provide faculty offices	Ongoing		x	As needed for additional faculty	To be determined	Facilities	Space per faculty	5.4, 5.5
MKT	Increase research opportunities by providing a Behavioral Research Lab	Ongoing		x	Facility and equipment	\$20,000	Facilities and private donations	Increased faculty research	1.4, 1.7, 5.4
College	Develop annual campaign and supporting materials	Ongoing		x	Staff support	\$10,000	College funds	Increased financial support for the college	5.11