

## College/School/Department: McCoy College of Business

### Academic Plan 2017-2023

### Mid-Cycle Review 2020

*(Approved by the President's Cabinet on May 7, 2020)*

- **Introduction**

State your department/school/college mission statement.

The mission of the McCoy College of Business Administration is to foster 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.

Outline briefly your “vision” for the 2017-2023 planning cycle.

The McCoy College is committed to being a leader in experiential business education and business relevant, socially significant research. With a focus on maintaining AACSB accreditation including separate accounting accreditation, the college is dedicated to providing quality programs, recruiting and supporting a distinguished faculty, and continuous improvement. Through mission-based activities and strategic innovation, the college prepares students for meaningful professional lives and as members of society; fosters academic and professional engagement of faculty and students; and strives to impact business theory, teaching and practice.

The McCoy College serves approximately 4,500-350 undergraduate students, over 2,800 non-business students pursuing a minor in business, and approximately 400-300 graduate students pursuing Master of Accountancy (MAcy), Master of Business Administration (MBA), Master of Science in Accounting and Information Technology (MSAIT) or Master of Science in Human Resource Management (MSHRM), Master of Science in Data Analytics and Information System (MSDAIS), or Master of Science in Marketing Research and

Analysis (MSMRA) degrees.

Areas of major strategic focus include increasing support for a global business perspective throughout both undergraduate and graduate programs; professional development opportunities for students and faculty; research that is business relevant and socially significant; fostering entrepreneurship; and engagement with the business community and contributions to economic development.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university goal/initiative to which the unit's goal is linked.

**a. -Increase the Number of Graduate Programs, Enrollment in Graduate Programs, and Program Innovation & Quality**

To remain competitive in a quickly changing business environment and marketplace for graduate education, it is essential to offer innovative, market-driven graduate business programs. Three departments are in the planning stages for proposing new master's degree programs. Each program has a component that addresses today's environment that is increasingly analytical and data driven. The programs under consideration are:

**b.a.** Master of Science in Analytics & Information Systems (Department of Computer Information Systems and Quantitative Methods-CIS/QM); plans are to have the program available at both San Marcos and Round Rock locations (completed; program launched in fall 2019).

**e.b.** Master of Science in Marketing (Department of Marketing-MKT) (completed; program launched in fall 2019).

**d.c.** Master of Science in Quantitative Finance & Economics (Department of Finance & Economics-FIN/ECO).

Other enhancements and changes to existing graduate programs include:

a. Discussions are underway with the College of Science to explore ways to provide students opportunities to complete engineering and MBA degrees in a coordinated and efficient timeframe. The area of Industrial Engineering has been identified as the most logical starting point. Possibilities include an engineering-related concentration in the MBA program; a joint BS in Engineering-MBA; and/or a joint Master of Science in Engineering-MBA.

**b.** Move the Master of Science in Accounting & Information Technology (MSAIT) program from the Department of Accounting (ACC) to CIS/QM. This will more appropriately position the program as having a primary focus on information systems. Minor revisions to the curriculum are under consideration.(completed; program moved in fall 2018). The Master of Science in Accounting and Information Technology will also transition to a STEM program and a distance education format.

b.c. Continue to enhance the Master of Accountancy (MAcy) program. To support the significant size of the program, the department proposes appointing a director to oversee the day-to-day activities, provide guidance for curricular revisions, and interact closely with the professional community. (program coordinator appointed).-

d.—

e.—The Master of Science in Human Resource Management is delivered utilizing various delivery methods including hybrid design. To provide additional flexibility for students and best utilize time in the classroom, faculty are exploring other methods such as interactive chat and/or video technologies. Opportunities for students to earn HRM certification are also being considered.

d.e.—From the introduction of a full-time cohort Master of Business Administration (MBA) program in fall 2015, interest and applications have increased. Focus will be on increasing the number of internship and international opportunities for these students. For the part-time MBA program students, increased coverage of global business and study abroad opportunities are under consideration. (program revisions are in progress).-

f.—Plans are being finalized for use of business graduate student fees starting with enhancing support services related to careers and employment followed by increasing funding for research assistants. Establishing a robust job placement monitoring system is critical to follow the careers of our graduates both for accreditation purposes and also for engaging alumni with the college, utilizing their knowledge and experience to further enhance curriculum, and for developing opportunities for future students. (plan has been developed and a staff person hired).

g. Develop a 4+1 Master of Science in Human Resource Management program.

h.—

e.—Finish making curriculum changes (in terms of coverage of topics) required by the CFA Institute to apply for the CFA University Affiliation Program.-

*Goals: 1.1, 1.5, ~~1.6~~, 1.7, 1.8, 1.12, ~~1.13~~, 2.1, 2.2, 2.6, 2.7, 3.2, 3.5*

### **Increase Research Activity**

f.

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 research activities. The addition of an associate dean for research in Fall 2017, along with the hiring of a research coordinator, has helped align efforts to increase the quantity and quality of scholarship in the college. The McCoy College Faculty Development Fund program provides funds for faculty development and research activities. College funds also

support a series of faculty research networking events designed to allow our faculty to engage with other researchers from other disciplines. The success of those efforts is evident with increases in the number and quality of internal and external grant submissions, especially for interdisciplinary projects.

The college understands that expanding summer salary support is necessary to remain competitive in hiring tenure-track faculty with strong research skills and high potential for quality research. To that end, the college is proposing a McCoy Summer Scholars Program of summer stipends for competitively selected research active faculty. These funds are designed to supplement currently available summer funding, are supported by endowments in the McCoy College Foundation, and will be inaugurated in summer 2020.

It is important to reduce the teaching workload for research-active faculty. To achieve this objective, additional faculty lines will be required to offset the reduction in classes covered.

Increasing the number of endowed chairs and professorships will support the goal. The college increased the number of endowed professorships to six as of Spring 2019 with the awarding of the Scott Emerson Professorship in Business Administration. Strategies will be developed in conjunction with the McCoy College of Business Foundation and University Advancement staff to further expand the number of endowed chairs and professorships, (two additional endowed professorships and two endowed chairs have been added).

The college is developing a new program to increase undergraduate student research including travel to present research at scholarly conferences.

~~The success of that effort is evident with increases in the amount and quality of research. With the recent addition of a grant specialist, the number and magnitude of grant proposals and funding are expected to increase. The addition of an associate dean for research will help align research-related college efforts and to develop faculty-student research opportunities. Other areas of focus include increasing multidisciplinary, international and socially significant, business-relevant research.~~

~~Specifically, the Department of Marketing is establishing the Transformative Service Collaborative, an innovative transdisciplinary research and teaching platform for improving human well-being for individuals, families, cities, and society.~~

~~Expanding workload and summer stipend support is necessary to remain competitive in hiring tenure-track faculty with strong research skills and high potential for quality research. It is also important to reduce the teaching workload for research-active~~

~~faculty. Increasing the number of endowed chairs and professorships will also support the goal. Strategies will be developed in conjunction with the McCoy College of Business Foundation and University Advancement staff.~~

Goals 1.1, 1.4, 3.1, 3.3, 3.4, 3.5, 4.4, 4.1210

~~g.~~ **-Develop Programs to Increase Opportunities for Engagement with Industry and Professional Organizations**

A central focus of business schools is to prepare students for professional careers and to contribute to improving business practice. The college is planning two major initiatives in this area. They are:

a. The Department of Management proposes developing a Professional Development Clearinghouse to serve business undergraduates, graduates and eventually alumni. The focus will be on providing professional development activities, experiences, and curriculum. This initiative has been reframed and instead the department is piloting the “Exploring Your Potential” online learning program that offers professional development modules as well as a skill certification system. The focus of the software platform is to provide a wide range of professional development lectures, videos, and exercises for young adults to explore and discover their skills and interests.

~~—Behavioral laboratory space that would be required to allow for recording presentations, mock interviews, etc. As the plan evolves, Executive Education programs would be incorporated into the offerings.~~

b. A professional development program has been created and successfully offered by the Texas Wine and Spirits Alliance. Faculty members responsible for the formation of the Alliance have met with members of the Continuing Education staff to discuss maintaining and augmenting this program with the assistance of support services offered by Continuing Education.

~~—The Department of Accounting proposes a Regional Industry Consortium focused on the beverage industry in Texas beginning with the Texas wine industry, a segment that continues to grow in importance for the state economy. Faculty will continue research in this area and will develop and offer professional development programs to industry professionals.~~

c. Both the Center for Entrepreneurial Action and the Institute for Global Business are in transition and will be developing plans for engagement with students and industry. The Center for Professional Sales is increasing its focus on industry-related and supported research. The three established centers/institute along with new proposed areas are in need of support funds, ideally endowments that would ensure continuation of activities. The Small Business Development Center continues to provide an interface with businesses. Additional opportunities for interactions with students are being developed.

d. The Center for Entrepreneurial Action Interim Director and McCoy Entrepreneur-in-Residence Dan Roy is exploring the integration of an “entrepreneurial mindset” into the entrepreneurship curriculum. We are continuing to collaborate with faculty across campus as plans develop for the university-wide focus on entrepreneurship and innovation.

*Goals 1.1, 1.6, 1.7, 1.8, ~~2.7, 3.3~~, 3.5, 3.8, ~~4.4~~, 4.120*

#### **~~h.~~ -Increase Focus on the Global Nature of Business**

The addition of an associate dean for international programs in Fall 2017 has allowed for increased global awareness and interest among faculty and students. Continuing emphasis will be placed on increasing opportunities for global engagement of faculty and students.

The international business minor was revised in Fall 2019 to make it more flexible for students. The expectation is that the number of students graduating with this minor will increase as a result. The minor will be continually evaluated for relevance and impact.

The college will continue to increase opportunities for education abroad programs and international internships. A new faculty-led program to Germany and Portugal will be offered in Summer 2020, and additional educational abroad programs will be developed based on student demand. In addition, a new international internship in Spain will be offered in Summer 2020. New and existing programs will be continually evaluated for relevance and impact.

The Institute for Global Business has been moved to the Department of Management and an advisory board has been established.

~~The recent addition of an international business class in the undergraduate core business curriculum, a growing number of International Business minors, and a new study abroad opportunity for full-time cohort MBA students have increased global awareness and interest. The college will continue increasing opportunities for study abroad programs, international internships and project teams, international exchange agreements, and faculty development and research. The Institute for Global Business will be moved to the Department of Management with its emphasis evaluated and revised as well as opportunities for advisory board engagement.~~

*Goals 1.1, ~~1.6~~, 1.7, ~~1.8~~: 1.11, 1.12, ~~1.13~~, 2.2, 2.76, 3.3, 4.120*

#### **~~i.~~ -Strengthen Support for Offering Honors Courses**

In the 2018-19 academic year, the college offered four Honors-designated sections of core business courses. These courses will continue to be offered on a regular basis to support business honors students' ability to graduate with Honors.

The college has placed a focus on increasing research opportunities for undergraduate students, with the initial focus being on McCoy College students in the Honors College. The college is raising the awareness among faculty of the importance of supporting Honors students in writing a thesis and in working with other undergraduates on research projects. In addition to raising awareness, the college recognizes the need to incentivize faculty to do research with undergraduate and Honors College students. The college is exploring ways to encourage faculty including explicit recognition in merit evaluations, tenure and promotion policies, and other incentives. ~~The college intends to offer Honors-designated sections of multiple core business courses on a coordinated rotation basis. This will support business honors students' ability to graduate with Honors.~~

*Goals 1.1, 1.3, 1.5, 1.7, 1.8, 1.12, ~~1.13~~, 2.2, 2.3, ~~3.1~~*

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2017-2018 academic year and in the remaining 2-6 years.

The McCoy College is proud to contribute to the university's goal of achieving National Research University Fund Eligibility through its quality graduate programs, the highest freshman SAT/ACT test score ranges, strong graduation rates, and a growing number of endowments. As a professional school, the college has an applied orientation that stresses writing, oral presentations, teamwork, critical thinking and a strong commitment to advising 20 business-related student organizations and professional associations. As of fall 2016, the SCH/FTE-Instruction Only ratio for the McCoy College was 593, the highest of any college and 180 above the average for the university. With our strategic focus on adding three graduate programs and providing additional support to those we offer currently along with increasing impactful and funded 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 2017-2018, the following lines are requested:

- |   |           |
|---|-----------|
| 1. Human Resource Management/Organization Behavior-tenure track (MGT) | \$135,000 |
| 2. Management Strategy-tenure track (MGT)                             | \$135,000 |

3. Professional Sales-tenure track (MKT)	\$135,000
4. Computer Information Systems-lecturer (CIS/QM)	\$ 80,000
For 2018-2023, the following lines are requested:	
1. Business Communication-tenure track (MGT)	\$110,000
2. Security/Dev Ops/Cloud Computing tenure-track (CIS/QM)	\$120,000
3. International Business tenure-track (MGT)	\$135,000
4. Finance-clinical (FIN/ECO)	\$100,000
5. Auditing/Accounting Information Systems-clinical (ACC)	\$125,000
6. Promotion/sales-tenure-track (MKT)	\$140,000
7. Business Law-lecturer (FIN/ECO)	\$ 90,000
8. Quantitative Methods-tenure-track (CIS/QM)	\$120,000
9. Marketing-tenure track (MKT)	\$140,000
10. Finance-tenure track (FIN/ECO)	\$140,000
11. Economics-tenure track (FIN/ECO)	\$100,000
12. Accounting-lecturer (ACCT)	\$ 75,000
13. Business law-tenure track (FIN/ECO)	\$100,000
14. Accounting-tenure track (ACC)	\$175,000
15. Sales-lecturer (MKT)	\$ 70,000

16. Accounting-tenure-track (ACC)	\$175,000
17. Marketing-tenure-track (MKT)	\$140,000

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 academic year and in the remaining 2-6 years.

For 2017-2018, new funding need includes:	
1. Administrative Assistant II (CIS/QM)	\$ 38,000
2. Graduate Research Assistants (5)	\$ 65,000
For 2018-2023, the following new funding includes:	
1. Graduate Research Assistants (10)	\$130,000
2. Lab Manager + lab upgrades (CIS/QM)	\$280,000
3. Technology solution to collect/monitor placement data	\$ 25,000
4. Technology to upgrade learning spaces	\$200,000
5. Professional Development Clearinghouse (MGT)	\$100,000
6. Honors sections support	\$ 50,000
7. Faculty international externships (MGT)	\$ 50,000
8. Hybrid/online course development (MGT)	\$ 25,000
For the strategic planning cycle, other general costs include:	
The McCoy College anticipates 16 retirements during the strategic planning period. The additional cost to the salaries on those lines is estimated to be \$125,000.	

Providing a second summer of support for new tenure-track faculty is necessary to hire faculty in a competitive market. This would include new faculty lines and replacing faculty that retire. The additional cost is estimated to be \$400,000. To support research-active faculty, providing additional lecturers to allow reduction of teaching workload across all departments is estimated to be \$500,000.

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

Built to accommodate 3,500 undergraduate business majors, McCoy Hall opened its doors in 2006. Currently with over 4, ~~500~~ 350 undergraduate students and serving over 2,800 business minors (a 39% increase since 2012), classroom utilization in fall 2015 was 912.2 hours/week. This is the fifth highest building utilization on campus and the highest for Friday classes. One department with over 1,000 majors has three first-call classrooms and, as are most departments, is stretched to accommodate class needs. Additional classroom space will be required for any future growth and program enhancements. Office space has similar constraints. Faculty are housed outside the building, in a bullpen setting with four workstations, and in some cases, with multiple people in a single office.

Space for housing college centers is important to allow related programs to grow and provide opportunities to interface with the business community to increase. The Center for Professional Sales, with more than 20 corporate partners and one of only 23 sales centers worldwide fully accredited by the University Sales Center Alliance (USCA), needs dedicated space to meet accreditation guidelines. Likewise, the advising center space is constrained. Several departments with faculty pursuing behavioral research are interested in a behavioral lab to enhance research capabilities.

As we enhance our online, hybrid and face-to-face offerings, next-generation learning spaces that will enable us to create teaching and learning environments that facilitate students' involvement in the learning process as well as a means to blend various delivery methods for the best student experience and learning to take place will be critical. A state-of-the-art technology solution and facility will be needed to support student-centered, active learning from anywhere, regardless of whether the instruction involves online, hybrid or face-to-face delivery methods. As a start, the college proposes equipping at least one classroom with the state-of-the-art technology and physical infrastructure to support next-generation learning environment.

- **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. These include:

- Maintain AACSB standards
- Develop a strong research culture while maintaining quality teaching
- Increase graduate student enrollment by providing innovative, market-driven programs
- Focus on global business initiatives
- Provide an environment for our learning community that enhances and supports diversity
- Foster business community relationships with primary emphasis on small and medium-size businesses
- Sustain a development program
- Support a dynamic student learning environment

For this plan, the process began in fall 2016 with the dean meeting on November 1 with the student advisory board, the McCoy Ambassadors, to solicit input about potential initiatives. A meeting of the McCoy College Advisory Board took place on November 4 and feedback was solicited about the future direction of the school.

Next, the College of Business Administration Council (CBAC) discussed the process for involving departments. Each department met to determine its priorities. Each department chair presented the top three departmental priorities at a college meeting held on November 11<sup>th</sup>. A discussion period for faculty input followed. CBAC discussed the input received and drafted the top priorities for the college. On March 5 a summary of those priorities was shared via e-mail with the college and feedback requested. Subsequently the plan was finalized by CBAC.

**College/School/Department: McCoy College of Business**  
**Academic Plan 2017-2023**

• **Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
Data and databases: Bloomberg terminals; Factset; Crystal Ball; Direct Edgar, etc.	Support for faculty and student research and curriculum	\$ 90,000	Support student learning and faculty research
Accounting: 4 tenure-track faculty members	Replacement of anticipated retiring tenure-track faculty and increase in summer support	\$870,000	Support separate AACSB accounting accreditation; support enrollment in undergraduate and graduate programs; increase research productivity
Computer Information Systems & Quantitative Methods: 4 tenure-track faculty members	Replacement of anticipated retiring tenure-track faculty members and increase in summer support	\$550,000	Support enrollment in undergraduate and graduate programs; increase research productivity
Finance and Economics: 3 tenure-track faculty members	Replacement of anticipated retiring tenure-track faculty members and increase in summer support	\$315,000	Support enrollment in undergraduate and graduate programs; increase research productivity
Management: 2 tenure-track faculty members	Replacement of anticipated retiring tenure-track faculty members and increase in summer support	\$310,000	Support enrollment in undergraduate and graduate programs; increase research productivity
Marketing: 1 tenure-track faculty member	Replacement of anticipated retiring tenure-track faculty member and increase in summer support	\$170,000	Support enrollment in undergraduate and graduate programs; increase research productivity

\*Total cost of net new faculty dollars required to replace 16 anticipated retirements is approximately \$125,000

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**IV. Planning Goals (University Goal Statements)**

Dept.	Unit Goal	1 yr	2-6 year s	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote the success of all students.</b>								
ACC	Support the MAcy Program/Career Advisor		X	Staff/Lecturer	\$75,000	Provost/Graduate Student MAcy Fees	MAcy enrollment growth	1.1, 1.3, 1.6, 1.7, 1.13
ACC	Retain separate accreditation to support undergraduate and MAcy programs		X	2 tenure-track ACC faculty	\$350,000	Provost	Renewal of accreditation	1.1, 1.2
ACC	Support quality undergraduate education and provide funding to graduate students		X	4 graduate teaching assistants	\$52,000	MAcy Graduate Fees	Student success and increased support for faculty	1.1, 1.2
ACC	Support growth in quality undergraduate education and prepare students for graduate education		X	Clinical faculty	\$125,000	Provost	Teaching/Research	1.1, 1.2, 1.12, 2.3
CIS/QM	Teach any student in the world from any CISQM classroom or lab	X	X	Classroom and 1 full-time lab manager	\$200,000 & \$80,000	Information Technology, M&O, Academic Computing, and Grants	Track student retention, interaction with diverse student population, level of access for students with disabilities	1.6, 1.7, 1.9, 1.10, 1.11, 2.4, 4.9
CIS/QM	Administrative Assistant to support growth in students and faculty research	X		Admin II	\$38,000	Provost	Track office efficiency	1.2, 1.3, 3.2
CIS/QM	Scholarships for incoming CISQM students	X	X	University Advancement support	TBD	Donors	Number and amount of scholarships awarded	1.3, 1.4, 4.12

FIN/ECO	Hire course coordinator for BLAW 2361		X	1 full-time BLAW lecturer	\$90,000	Provost	Teaching/ Service	1.2
FIN/ECO	Hire director for T. Paul Bulmahn Trading Lab		X	1 full-time FIN clinical faculty line	\$100,000	Provost	Teaching/ Service	1.2, 1.6
FIN/ECO	Update curriculum and degree requirements in response to continued growth	X	X	None	None	Department	Increased student retention and graduation rates	1.2, 1.3, 1.6, 4.3
MGT	Creation of McCoy College Professional Development Clearinghouse to serve business undergraduates, graduates and eventually alumni in the form of Executive Education		X	Behavioral laboratory space; Administrative assistant support; graduate assistant and/or student assistant support M&O plus individual assessments budgets	\$100,000	Provost; where appropriate, use of MGT online fee monies	Initial focus on increased student success with internships, interviews, and employment opportunities	1.1, 1.6, 1.7, 1.8, 1.12
MGT	Comprehensive curriculum and assessment review	X	X	None	Faculty time	Faculty	Updated curriculum and revised student learning outcomes/metrics	1.3, 1.6, 1.7, 1.8, 2.2, 4.3
MKT	Encourage service-learning projects in our classes	X	X	None	Included in other items	Internal	Tracking data	1.8
MKT	Encourage students to study and work abroad	X	X	None	Included in other items	Internal	Tracking data	1.8
MKT	Support quality undergraduate education and provide funding for graduate students		X	2 graduate teaching assistants	\$36,000	Provost	Teaching	1.13
MKT	Strengthen the sales concentration curriculum	X	X	1 tenure-track and 1 lecturer in Sales	\$205,000	Provost	Increase number of classes offered in sales	1.6, 1.7

MCOY	Create and maintain alumni database	X	X	Technology solution	\$25,000	Information Technology	Data capture for at least 80% of business graduates	1.6, 1.9, 4.12
MCOY	Increase scholarships	X	X	Increased scholarship endowments	TBD	Donors	Number of scholarships	1.3, 1.4
<b>University Goal 2: Offer high quality academic and educational programming.</b>								
CIS/QM	Promote and grow the MS in Accounting and Information Technology (MSAIT) degree	X	X	1 tenure-track in Security and/or Dev Ops/ Cloud computing	\$120,000	Provost	Growth in program	2.1, 2.2, 1.6
CIS/QM	Implement Undergraduate Analytics Concentration	X	X	None	None	Internal	Tracking concentration data	2.1, 2.2, 1.6
CIS/QM	Adapt Undergraduate Curriculum to changing technology	X	X	None	None	Internal	Assessment	2.1, 2.2, 1.6
FIN/ECO	Establish an MS in Finance and Economics		X	2 tenure-track lines; 1 in FIN and 1 in ECO	\$240,000	Provost	Program established	2.1, 1.6, 3.1, 3.2
FIN/ECO	Develop Corporate Governance concentration in MBA Program		X	1 tenure-track line in BLAW	\$100,000	Provost	Concentration established	2.1, 1.6, 3.1, 3.2
MGT	Hire 4 additional faculty members to help support the undergraduate and graduate classes needed	X	X	4 tenure-track faculty lines in HRM, Strategy's, B-Comm and Intl.	\$515,000	Provost's Office/Academic Affairs	Hired faculty members	2.3, 1.2, 1.12, 4.1
MGT	Global externships/experiences for faculty	X	X	Faculty stipends	\$50,000	Provost	Increased faculty international experiences; enhanced global content in curriculum and increased research contributions with international focus	2.2, 2.7, 1.1, 1.6, 1.7, 1.8, 1.13

MGT	Encourage and support online and hybrid course development	X	X	Faculty stipends and technology	\$25,000	Initial seed monies from provost will be self-funding once department has stream of online fee monies	Increased number of high quality online and hybrid courses; increased enrollments in online and hybrid courses	2.4, 2.6, 4.9
MKT	Build the services marketing concentration	X	X	None	None	Internal	Increased number of students in concentration	2.1, 2.2
MCOY	Promote graduate programs	X	X	Funds to develop and distribute messaging	TBD	Graduate fees	Increase in number of graduate students	2.1, 1.6, 3.1, 3.2
MCOY	Support student excellence	X	X	Funds to offer honors sections of core business courses	\$50,000	Provost	Number of business students graduating with honors	2.3, 1.1, 1.3, 1.8, 1.12, 1.13, 3.1, 3.3
<b>University Goal 3: Achieve significant progress in research and creative activity as measured by national standards.</b>								
CISQM	Implement new MS in Analytics and Information Systems (MSAIS) degree		X	1 tenure-track QM faculty	\$120,000	Provost	Establishment of program and growth in graduate enrollment.	3.1, 3.2, 2.1, 2.2
CISQM	Increase collaborative research with companies and other universities	X	X	None	None	Internal	Co-authors on publications with outside credentials	3.5
FIN/ECO	Support research and grant writing activity	X	X	2 graduate research assistants	\$26,000	Provost	Increased Faculty Research	3.1, 3.4
MKT	Initiate a demand assessment for a graduate marketing degree; develop program	X	X	1 tenure-track MKT faculty	\$140,000	Provost	Establishment of graduate program	3.2
MKT	Seek funding to name Centers/Institute/Collaboration	X	X	TBD	TBD	Donors	Named areas	3.1, 4.12
MKT	Create a behavioral research lab to increase research opportunities		X	Space, furniture and equipment	TBD	Donors, internal	Establishment of the lab	3.1, 3.4

MKT	Establish Transformative Service Collaborative – “innovative, trans-disciplinary collaborative for improving human well-being.”	X	X	None	Included in other items	Internal	Collaborative research is underway; grant funding plans complete	3.4, 3.5
MKT	Prepare to host the International Frontiers in Service Conference in September	X	X	None	Included in other items	Internal	Tracking data	3.4, 3.5
MKT	Hire 1 faculty member to support the graduate classes	X	X	1 tenure-track MKT line	\$140,000	Provost	Faculty member hired	3.2, 4.2
MCOY	Workload reduction for research active Faculty		X	Additional teaching support to hire lecturers	\$500,000	Provost	Increased research productivity	3.4
MCOY	Increase research support	X	X	Increase research funding for faculty and students		Grants, Foundations and Donors	Increased funding	3.1, 3.4, 3.3, 4.12
MCOY	Support research and grant writing activity	X		Additional graduate research assistants	\$65,000	Provost	Increase faculty research	3.1, 3.4
<b>University Goal 4: Provide the necessary services, resources, and infrastructure to support the university’s strategic direction.</b>								
ACC	Identify a regional industry and develop specialized CPE programs and professional development		X	Faculty and staff time; Space to host day long and multiday professional workshops	TBD	University	Number of professionals participating	4.9
ACC	Develop a Consortium around research, outreach to the profession and student development that will, among other things, increase access to research results for practice		X	Faculty and staff time; Space to host research presentations for the accounting profession.	TBD	University	Number of professionals participating	4.9
ACC	Expand fundraising to support faculty and department		X	Funds to endow a professorship in accounting and add discretionary resources	\$400,000	Donors	Increase in funds and establishment of professorship	4.1, 4.4, 4.12, 3.1
ACC	Create and maintain an alumni database		X	Assignments of University program analyst to complete alumni database	TBD	IT Staff	Develop and alumni database	4.10, 4.12
FIN/ECO	Provide faculty salary increases to bring existing salaries up to market	X	X	Additional salary	\$150,000	Provost	Increased retention of high-quality faculty	4.1, 4.2

FIN/ECO	Increase engagement with Advisory Board	X	X	None	None	Department	Improved engagement of external constituencies	4.12
FIN/ECO	Expand fundraising activities targeted at support for faculty research	X	X	Funds to endow a professorship in FIN, ECO, or BLAW	\$300,000	External donations	Improved faculty salaries, increased research productivity, and improved engagement with external constituencies	4.1, 4.4, 4.12, 3.1
MGT	Support faculty research, enrich student experiences through programs offered, and community outreach	X	X	Funding for Center/Institute	\$75,000 to be shared for administrative assistant, 2 graduate assistants, start-up support for programs and operations	Grants, endowments, sponsorships and corporate partners. Initial seed funds and support from department funds	Have two active collaborate structures (center and institute) with engaged advisory boards and valuable program offer multiple benefits to faculty, students and Texas business communities; enhanced external visibility fir dept., college and university	4.4, 4.12, 3.1, 3.3, 3.4, 3.5
MCOY	Develop annual fundraising campaign		X	Develop structure and materials	\$20,000	Internal	Increase in annual gifts to college	4.4, 4.12, 3.2
MCOY	Provide necessary technology infrastructure to offer next generation learning spaces		X	Technology solution to be determined in consultation with ITS and technical training for the college IT staff; consider increasing support for I-TV and distance education	\$200,000	University funding	TBD	4.9, 2.4, 2.6
MCOY	Increase interaction with advisory boards; add advisory boards for new programs	X	X	None	None	Internal	Increased engagement with alumni and the professional community	4.12, 1.4, 1.6