

Mission Statement: *“The College of Business Administration is a school of opportunity providing an accessible, high quality, comprehensive business education which blends contemporary business practices into the classroom. We empower both working and full-time students of all ages and diverse backgrounds, from the region, the state of Texas, national, and international communities, transforming their lives.”*

Vision: Texas A&M University-Kingsville College of Business Administration will be recognized for:

- High quality teaching programs that produce graduates who are valued by employers.
- Being an inclusive institution that produces citizens who positively impact society and value diversity.
- Engaging all stakeholders through academic, professional and community service.
- Excelling in applied, pedagogical, theoretical, and other research endeavors, extending business knowledge, contributing to practice, and advancing academics.

Core values:

- Excellence – The College of Business Administration is driven by excellence in teaching, research, and service.
- Ethics – The College of Business Administration sets the highest standards of academic and professional behavior for its faculty, staff, and students.
- Engagement – The College of Business Administration embraces inclusiveness, diversity, open communication, collegiality, and collaboration.
- Experiential learning – The College of Business Administration produces citizens who positively impact society through engagement with local businesses and the community, professional development, and cross-cultural experiences allowing students to apply what they are learning in real time.
- Evolvment – The College of Business Administration utilizes continuous integration of innovative pedagogies leading to learning agility among faculty, staff, and students

Strategic Plan

Strategic Goal 1: Provide undergraduate and graduate students with high-quality learning experience, meaningful engagement with industry, and preparation for successful careers.

We accomplish this through the expertise and talents of our faculty and staff who effectively utilize advanced technology. Timely curricula development and collaboration with the business community play a critical role in fostering student success, providing authentic learning experiences to empower our graduates to become emerging leaders of the region, the state of Texas, national, and international communities.

	Action Item	Responsibility of	Resources Needed	Status	Measure of Performance	Expected Measures of Success	Risks/Mitigants
1	Continue to offer innovative, engaging, and high-quality learning experiences to address societal needs.	Faculty, Dean	Faculty time	Engage in a dialogue with stakeholders and explore	<p>Launched seven (7) business minors (e.g., banking, digital banking, professional sales, entrepreneurship, digital marketing, supply chain and logistics, merchandising);</p> <p>Two (2) undergraduate certificates (e.g., personal financial planning, financial analysis);</p> <p>Seven (7) graduate certificates (e.g., Business Analytics, Health Informatics, Collaboration and Team Dynamics, Renewable Energy Finance, Accounting, and Logistics, Managing People in Global Enterprise, Taxation).</p> <p>Cross-disciplinary specialized master degree - MS in Environmental Systems Management – developed in collaboration with Dick & Mary Lewis Kleberg College of Agriculture and Natural Resources.</p> <p>2021: Master of Science in Taxation</p>	Innovative portfolio of programs and services to deliver high quality, flexible, relevant, and engaging learning.	<p>Risks: recruiting of students</p> <p>Mitigants: use student clubs/societies to generate interest</p>

2	Inspire and empower the next generation of business leaders by supporting new forms of learning and community building through a new and/or improved College of Business Administration building.	University Office of Alumni and Giving/TAMUK Foundation; University and College Administration; Executive Director of Marketing and External Relations; Faculty; Dean's Advisory Board	Private funding & online tuition fee funding (\$825,294.49)	Improve the CBA facility	<p>Newly remodeled in 2019 special purpose classrooms to support Volunteer Income Tax Assistance (VITA) program (\$106,129.49)</p> <p>2019 College inaugurates Robert Justus Kleberg Bloomberg classroom (\$118,700)</p> <p>Newly remodeled in 2020 special purpose computer lab/classroom equipped with retracting computer stations to offer data management and business analytics (\$312,292.50)</p> <p>2022 College launches NextGen lab (\$288,172.50)</p>	<p>Completed in spring 2019</p> <p>Completed in fall 2019</p> <p>Completed in summer 2020</p> <p>Completed in fall 2022</p>	
3	Use information from relevant assessment tools to improve business curriculum (e.g., undergraduate, graduate, executive education).	Curriculum, Standards, & Assessment Committee; Faculty, Dean	Faculty time	Embed contemporary skills and abilities; innovative co-curricular learning opportunities that provide individual and professional development; career enhancement into the curriculum,	<p>College "closed the loop" on the changes to the business core implemented in fall 2017 and redesigned MBA. College has put in place faculty driven curricula management program: (1) systematic, (2) proactive, (3) well documented.</p> <p>In 2018, College developed and adopted new learning goals for BBA and MBA programs;</p>	See AoL summary Standard 5; Curriculum Management summary Standard 4	<p>Risks: stagnation in undergraduate students' enrollment due to COVID 19</p> <p>Mitigants: active expansion of undergraduate minors and certificates</p>

				engage students in career planning.	continue to carry out curricula management program (1) systematic, (2) proactive, and (3) documented reflecting input from (A) assurance of learning results, (B) internal and external stakeholder, (C) benchmarking against other high-quality business schools, (D) formal program reviews, (E) benchmarking against AACSB recommended content areas, and (F) environmental scans.		
4	Each program will review curriculum; suggests meaningful updates at least once per accreditation cycle.	Faculty, Department chair, College Administration	Faculty time	College faculty regular review curriculum: by major; by program	Continuously assess and modify program curriculum to deliver excellent education to the College students.	See discussion and examples of curriculum innovations in Standard 5	<p>Risks: curriculum becomes dated quickly</p> <p>Mitigants: ongoing faculty engagement in production of intellectual contributions</p>
5	Provide meaningful industry internship experience that prepares students for successful career.	Faculty, Undergraduate Advisors, Dean, Dean's Leadership Board	Faculty time, Dean's Leadership Board time	Increase the percentage of students who intern (the total number of students who do internships)	"Biz Passport to Success" initiative: personalized connection to academic, professional and social events; earn points for event attendance, accomplishments, task completion; SPDP workshops	See discussion in Standard 6	<p>Risks: pandemic diminished f2f internship opportunities</p> <p>Mitigants: pivot to online internships; enhanced</p>

							practical faculty-led research
6	Enhance students' connections to industry leaders and successful alumni.	Faculty, Director of Public Relations, Dean, University Alumni Association	Faculty time, Director of Public Relations time, Dean time, University Alumni Association time	Invest in and cultivate a network of high quality, deep partnerships with industry executives; other industry visitors; College; University alumni who speak in courses, give presentations, career advice, mentor business students	<p>Between 2018 and 2020, almost 50 classes involved community business leaders, entrepreneurs, CBA alumni as speakers, judges, and executive-in-residence.</p> <p>More than a dozen CBA courses incorporate in-class "consulting" projects with businesses and community organizations in the region, including Bay Ltd., Kleberg Bank, 1st Community Bank, Bank of South Texas, FDIC, Fastenal, Dell Technologies, Bechtel Corp., H-E-B, King Ranch, Saddle Shop @ King Ranch, HASA of Texas-Health Information Organization, Han& Oldham, PC, Spohn Hospital, Corpus Christi IceRays – hockey team, and Kleberg County EDC just to name a few</p>	See discussion in Standard 7	<p>Risks: pandemic diminished engagement opportunities</p> <p>Mitigants: pivot to online engagement; incorporate alumni into mentorship opportunities</p>
7	Give students exposure to global and multicultural perspectives.	Faculty, Office of International Students, Dean	Faculty time, Office of International Students time, Dean, University scholarship opportunities	Continue to develop meaningful international partnerships to increase Study Abroad offered by the College of	<p>College continues to expand affordable student's study abroad offering; student exchange programs (e.g., Germany, France, Georgia, India, Columbia, Spain).</p> <p>2019 College of Business Administration joins The Latin American Council of</p>	See detailed discussion and examples in Standard 6.	<p>Risks: reduced study abroad due to pandemic</p> <p>Mitigants: Integrate multicultural engagement aspects into classroom</p>

				Business Administration.	<p>Management Schools – CLADEA. This is an international organization that reunites both higher education institutions and international organizations committed to the teaching and research of management.</p> <p>Average class size increased from five (5) to 15 students.</p>		Virtual study abroad opportunities
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Strategic Goal 2: Cultivate student success

In support of the university’s goals of strategic increase of the student body and preparing students intellectually, creatively, ethically, socially, and professionally, the college takes steps to enlarge the pool of talented applicants from which it selects entering students, and to improve their retention, progression, completion, and incorporation into the workforce efforts.

	Action Item	Responsibility of	Resources Needed	Status	Measure of Performance	Expected Measures of Success	Risks/Mitigants
1	Continue to collaborate with the University Enrollment Management to attract high school and transfer students to the College of Business Administration.	University Enrollment Management, College Faculty, Undergraduate Advisors, Associate Dean, Dean	Faculty time, Advisors time, Associate Dean time, College endowment to pay for travel expenses	Enrollment numbers is a performance metric for the university. Each college has been charged with ensuring it maintains and increases its pipeline of undergraduate students. Campus-wide undergraduate enrollment has	<p>College faculty actively participate in high school and community college recruiting events:</p> <p>21-22 AY: 55 20-21 AY: 105 (virtual and face-to-face as CDC guidelines allow) 19-20 AY: 36 (impacted by COVID the most) 18-19 AY: 57</p> <p>College signed transfer academic path agreements with local community colleges:</p>	See detailed discussion and examples in Standard 6.	<p>Risks: decreased f2f contact/interaction with perspective students due to pandemic</p> <p>Mitigants: develop network of CTE advisors and streamline recruiting efforts; foster</p>

				<p>been declining since fall 2017.</p> <p>On average, the college supports 50-60 high school recruiting fairs, classroom visits, “campus-for-one day” field trips, and other university-wide enrollment management events.</p> <p>College developed marketing materials for all business majors, Brochures were printed and distributed to the departments and TAMUK Office of Enrollment Management. The college also provided these materials to the University Enrollment Management for its push campaigns to transfer students.</p> <p>The College regularly reviews and updates its marketing material, keeps its website</p>	<p>DelMar Coastal Bend Lone Star Community College (LTC) Texas Southmost Community College; South Texas Community College (STC); Victoria Community College</p> <p>College updates its marketing material at least once a year to keep it relevant</p> <p>College website is updated regularly (Ms. Selina Kieschnick is the College webmaster)</p> <p>College relies on the TALISMA weekly generated reports to reach out to prospective students. TALISMA communication is redesigned yearly to keep it relevant.</p>		<p>more direct contact opportunities</p>
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				<p>current, hosts “calling” campaigns in fall and spring semesters.</p> <p>The College is sending letters from the dean and also from department chairs to all admitted students welcoming them to the College. These activities were successful and will be continued.</p> <p>Develop network of CTE advisors through TALISMA</p>			
2	<p>Improve student retention, time to degree progression, and degree completion efforts.</p>	<p>College faculty, undergraduate advisors, staff, Associate Dean, & Dean</p>	<p>Faculty time, Advisors time, Staff time, Associate Dean time, Dean time, AVPAA for Student Success funding</p>	<p>College student retention, time to degree progression, and degree completion rate favorably compare to the University average</p>	<p>The college faculty, staff and students actively participate in the freshmen university success initiative (UNIV1101). The University Success Course is designed to assist freshman with enhancing their academic skills while introducing them to campus life at Texas A&M University-Kingsville. While building professional relationships with faculty and fellow students, new freshman will critically think, read, discuss and write about creative topics selected for the course. Opportunities are also</p>	<p>Strive to make continuous & quantifiable progress in undergraduate student retention (70%), time to degree progression, and degree completion (24% for 4-year graduation rate and 45% for 6-year graduation rate). Detailed</p>	<p>Risks: reduction in student engagement in clubs/organizations, Student Advisory Board; high impact practices due to pandemic</p> <p>Mitigants: university goal to increase retention to</p>

				<p>provided to explore various campus resources and participate in service learning projects. Presently, the College of Business Administration is responsible for 25 percent of UNIV 1101 coverage.</p> <p>Launched “Biz passport to Success” initiative: personalized connection to academic, professional and social events. It also serves as a depository of disparate events and activities across campus; as a platform to students to build connections across campus and within the College; increases student engagement and retention; serves as a source of business intelligence into student habits and patterns; as a mechanism to pivot programming and activities and as a tool to drive student behavior and promote College and University-wide academic, professional, and social events and initiatives.</p> <p>Redesigned weekly social media communication with students – weekly NewsFlash email with information regarding internships, scholarships, academic and social events on campus, etc.</p>	<p>discussion is in Standard 6.</p>	<p>85% through decentralized, college-level approach; reenergize student clubs and Student Advisory Board in Fall 2021; effectiveness of “Biz Passport to Success”</p>
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3	Develop and implement a graduate student recruitment plan.	Associate Dean & MBA Director, MBA Coordinator, faculty, Dean	Associate Dean & MBA Director time, MBA Coordinator time, faculty time, Dean time, College private funding to pay for travel, advertising	CBA Enrollment	Increase College graduate student diversity and talent.	Strive to make continuous & quantifiable progress in graduate student enrollment. Detailed discussion is in Standard 6.	Risks: contraction of f2f recruiting due to pandemic Mitigants: countercyclical aspect of MBA program; growing interest in online learning; GRE/GMAT waiver; publicity from rankings; affordability; newly offered five-year BBA/MST program
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4	Enhance students' connections with key stakeholders like industry leaders, successful alumni, and faculty.	Faculty, Director of Public Relations, Dean, University Alumni Association	Faculty time, Director of Public Relations time, Dean time, University Alumni Association time	<p>More than a dozen CBA courses incorporate in-class "consulting" projects with businesses and community organizations in the region, including Bay Ltd., Kleberg Bank, 1st Community Bank, Fastenal, King Ranch, Saddle Shop @ King Ranch, HASA of Texas-Health Information Organization, Spohn Hospital, Corpus Christi IceRays – hockey team, and Kleberg County EDC just to name a few.</p> <p>Between 2018 and 2022, almost 50 classes involved community business leaders, entrepreneurs, CBA alumni as speakers, judges, and executive-in-residence.</p>	<p><u>MRCH3340</u>: Cameron Moon, Magnolia Moon, Alpharetta, GA; Anali Ortega, Bealls/Stage Stores</p> <p><u>FINC 4341</u>: Julieta Ezeiza, Federal Reserve Bank-Dallas</p> <p><u>FINC4360</u>: Harry Gutman, PNC Derivatives Division</p> <p><u>FINC4331</u>: Robert Maldonado, Deltra Systems</p> <p><u>FINC4334</u>: Jodi McManus, Sarah Franklin, and Jodi McManus TX Farm Credit; Brad Womack, Kleberg Bank</p> <p><u>FINC5347</u>: Shane Brown, TX Farm Credit</p> <p><u>MGMT5371</u>: Phil Beckett, CEO HASA</p> <p><u>MGMT 4351</u>: Louis Mogas and Camille Robinson, Mogas Industries Silvia Aparicio, First Community Bank</p> <p><u>ACCT 3311 and ACCT3314</u>: Misty Mata and Brett Morrison, Jennings Hawley CPA;</p>	Invest in and cultivate a network of high quality, deep partnerships with industry executives; other industry visitors; College faculty; University alumni who speak in courses, give presentations, career advice, mentor business students.	<p>Risks: diminished contact and internship availability due to pandemic related workplace changes</p> <p>Mitigants: partnering with businesses to incorporate real projects into curricula; recovery of f2f internship opportunities beginning Fall 2021; expanded cooperation with TBA and Banking Advisory Board</p>
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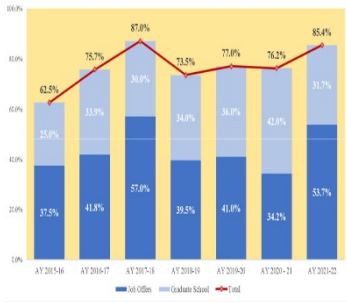
					<p>Brittini Strange, Carr, Riggs, and Ingram CPA Kevin Mihm, Valero Jeff Smith, Bay Ltd. Jennifer Perales and Kim Green, CC TXCPA</p> <p><u>ACCT4319</u>: San Antonio Chapter of IMA</p>		
5	Increase college engagement with the business community.	Faculty, Director of Public Relations, Dean, University Career Services	Faculty time, Director of Public Relations time, Dean time, University Career Services	Establish, strategically invest, & grow a network of high-quality partnerships between business community and College of Business Administration aligned with the College mission.	In fall 2021, with the support of Texas Bankers Association and members of the College Banking Advisory Board, College of Business Administration hosted a two-day Banking Career Expo for business and ag business majors. Fifteen financial institutions, including 12 banks, bank management consulting company Deltra Systems, The Texas Bankers Association, and most notably the U.S. Federal Reserve – Dallas participated in the event. The Expo kicked off with a social hour, dinner, and program. Mr. Jack Cissna, the first banking minor, and Mr.	Work with the University Career Services to make a tangible improvement in the business students' career placement; number of internship opportunities; starting salaries.	<p>Risks: workplace disruption and associated longer-term changes to work environment; internship availability due to pandemic</p> <p>Mitigants: practical projects in classes; summer</p>

					<p>Elijah Hughes, a 2020 graduate shared information about how the baking program had prepared them for careers at Kleberg Bank and the Bank of South Texas, respectively. The other speaker was Ms. Brianna Arevalo, who described her great internship experience at the Bank of Falfurrias during the summer of 2021. Next day, close to thirty students interviewed with the bankers. Students had a minimum of two-prearranged interviews, while banker guests were set up with five of business and ag. business students. Almost all bankers took advantage of the opportunity to add other students to their interview schedule, approximately 112 interviews were held. In addition, students had the opportunity to visit with the bank representatives in less formal setting – over the prior evening’s dinner and social hour. In less than two months, over a dozen students have secured internships or have been extended job offers by the participated institutions. This event was underwritten by one of the College of Business Administration corporate donor. Plans for Fall 2022 Banking Expo are under way.</p>		<p>business workshop in 2021; recovery of f2f internship opportunities, in-class guest speakers and immersion experience in Fall 2021; expansion of opportunities through Banking Advisory Board, other stakeholders</p>
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6	Encourage undergraduate student professional organization to engage in public and community service activities within the local community.	College leadership, Student Advisory Board, Faculty-mentors of Student professional organizations	Faculty and student time, College of Business Administration private funding to support student travel if needed	Members of each of the College's six student organizations, fraternities, and professional societies interact with the business community. Officers attend leadership development training, annual conferences, and other students' regional and national professional events.	Encourage student-run professional associations and clubs (e.g., Accounting Club, Financial Management Association, Javelina Marketing, Delta Sigma Pi, etc.) to engage in local community service activities (e.g., VITA, Kleberg County Animal Shelter, etc.).	Student-run professional association membership and volunteer hours. Number of projects delivered to community.	Risks: Opportunities for community engagement among student organizations diminished due to pandemic Mitigants: reenergize student organizations beginning Fall 2021 and reengage in community service
7	Encourage undergraduate student professional organization to include at least one service learning activity a semester.	College leadership, Student Advisory Board, Faculty-mentors of Student professional organizations	Faculty and student time	Members of each of the College's six student organizations, fraternities, and professional societies interact with the business community (e.g., VITA, Animal Shelter, Food Bank, Ronald McDonald House, Toys-for-Tots to name a few).	<u>ISYS5347</u> : Fastenal (fall 2018) University Foundation (fall 2020) <u>MKTG4350</u> : Kleberg Bank (spring 2018) <u>MKTG3365</u> : IceRay Hockey Team (fall 2018) <u>FINC5331</u> : King Ranch (spring 2021) 6666 Ranch (spring 2021) Blue Sky Ranch (spring 2020) Swenson Ranch (spring 2020) KB Carter Ranch (spring 2019) Florida Ranch (spring 2018) <u>MGMT4360</u> : Farmer's Exchange Co-op, Falfurrias, TX Mars Game Cafe,	Encourage student-run professional associations and clubs (e.g., Accounting Club, Financial Management Association, Javelina Marketing, Delta Sigma Pi, etc.) to offer at least one service learning activity a semester to the	Risks: participation in and activities for student organizations limited during pandemic Mitigants: reenergize student organizations beginning in Fall 2021

				<p>Kingsville, TX Mogus Industries, Houston, TX TX A&M Foundation, Kingsville, TX Williams WebServices, Kingsville, TX Bay, Ltd., Corpus Christi <u>FINC4334</u>: Kleberg Bank (fall 2021) Bank of South Texas (fall 2020) First Community Bank (fall 2019)</p> <p>Business students assist local community annually (since 2010) with income tax preparation through Volunteer Income Tax Assistance (VITA) program :</p> <p>2022 Tax Season goal 150 tax returns</p> <p>2021 Tax Season: interrupted by COVID- CBA volunteers virtually assisted local communities with income tax filings (\$99,119 in tax returns).</p> <p>2020 Tax Season: 17 business students assisted with income tax return filings at two sites (newly opened CBA VITA site and TCFCU existing site); 39 completed tax returns (CBA site), 468 (TCFCU site) total \$37,360 and \$775,698 spend in Kleberg County;</p>	<p>local community (e.g., help with tutoring; assist with recruiting undergraduate students).</p>	
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					<p>2019 Tax Season: 29 volunteers; 603 completed returns, over \$820,000 to spend in Kleberg County;</p> <p>2018 Tax Season: 20 volunteers; 500 completed returns, over \$791,000 to spend in Kleberg County).</p>																																		
8	Undergraduate students will demonstrate professional behaviors learned through engagement completion of the Student Professional Development Program and immersion experience.	Faculty mentors, undergraduate advising team, and Faculty member in charge of the SPDP program	Faculty and advisors time, College of Business Administration private funding (\$45,000/year)	<p>100% of business students successfully complete the SPDP program before graduating-graduation requirement</p> <p>100% of business students complete the immersion experience – graduation requirement</p>	<p>Immersion Experience - BBA</p> <table border="1"> <caption>Immersion Experience - BBA Data</caption> <thead> <tr> <th>AY</th> <th>Internships (%)</th> <th>Study Abroad (%)</th> <th>Faculty-Student Research (%)</th> </tr> </thead> <tbody> <tr> <td>AY 2015-16</td> <td>89.3%</td> <td>8.8%</td> <td>1.9%</td> </tr> <tr> <td>AY 2016-17</td> <td>90.3%</td> <td>7.7%</td> <td>2.0%</td> </tr> <tr> <td>AY 2017-18</td> <td>91.5%</td> <td>6.6%</td> <td>2.1%</td> </tr> <tr> <td>AY 2018-19</td> <td>91.6%</td> <td>5.7%</td> <td>2.9%</td> </tr> <tr> <td>AY 2019-20</td> <td>96.6%</td> <td>1.4%</td> <td>1.4%</td> </tr> <tr> <td>AY 2020-21</td> <td>49.3%</td> <td>16.7%</td> <td>35.0%</td> </tr> <tr> <td>AY 2021-22</td> <td>63.3%</td> <td>16.7%</td> <td>20.0%</td> </tr> </tbody> </table>	AY	Internships (%)	Study Abroad (%)	Faculty-Student Research (%)	AY 2015-16	89.3%	8.8%	1.9%	AY 2016-17	90.3%	7.7%	2.0%	AY 2017-18	91.5%	6.6%	2.1%	AY 2018-19	91.6%	5.7%	2.9%	AY 2019-20	96.6%	1.4%	1.4%	AY 2020-21	49.3%	16.7%	35.0%	AY 2021-22	63.3%	16.7%	20.0%	See detailed discussion in Standard 6	<p>Risks: reduced f2f development/immersion opportunities due to pandemic</p> <p>Mitigants: pivot to virtual platform for “Biz Passport to Success” initiative; some immersion opportunities moved to virtual space</p>
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9	Undergraduate students will secure full-time employment / enrollment in graduate school within 90 days of graduation.	Graduates, faculty mentors, undergraduate advising team, and Faculty member in charge of the SPDP program	Graduate, faculty, and advisors time	At least 80% of undergraduate have a job offer prior to graduation, or enroll in graduate school 90 days after graduation.	 <table border="1"> <caption>Job Offers/Graduate School Plans at Graduation - BBA</caption> <thead> <tr> <th>Year</th> <th>Job Offer</th> <th>Graduate School</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>AY 2015-16</td> <td>37.5%</td> <td>25.0%</td> <td>62.5%</td> </tr> <tr> <td>AY 2016-17</td> <td>41.8%</td> <td>33.9%</td> <td>75.7%</td> </tr> <tr> <td>AY 2017-18</td> <td>57.0%</td> <td>30.0%</td> <td>87.0%</td> </tr> <tr> <td>AY 2018-19</td> <td>39.5%</td> <td>34.0%</td> <td>73.5%</td> </tr> <tr> <td>AY 2019-20</td> <td>41.0%</td> <td>36.0%</td> <td>77.0%</td> </tr> <tr> <td>AY 2020-21</td> <td>34.2%</td> <td>42.4%</td> <td>76.2%</td> </tr> <tr> <td>AY 2021-22</td> <td>33.7%</td> <td>51.7%</td> <td>85.4%</td> </tr> </tbody> </table>	Year	Job Offer	Graduate School	Total	AY 2015-16	37.5%	25.0%	62.5%	AY 2016-17	41.8%	33.9%	75.7%	AY 2017-18	57.0%	30.0%	87.0%	AY 2018-19	39.5%	34.0%	73.5%	AY 2019-20	41.0%	36.0%	77.0%	AY 2020-21	34.2%	42.4%	76.2%	AY 2021-22	33.7%	51.7%	85.4%	See detailed discussion in Standard 6.	<p>Risks: reduced employment opportunities due to pandemic</p> <p>Mitigants: countercyclical nature of MBA program; GRE/GMAT waivers facilitate access to graduate school</p>
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10	Graduate students will continue with employment and/or advance their career mobility.	Graduate students, External relations, MBA Director	Graduate, faculty, and advisors time	At least 80% of graduate have a job offer prior to graduation, or a promotion/pay raise at current employer	Number of students advancing their career mobility.	See detailed discussion in Standard 6.	<p>Risks: reduced employment opportunities due to pandemic</p> <p>Mitigants: close contact with business community; relations with the University Career Services</p>																																
11	Increase faculty student mentor relationships	Faculty	Faculty time, student associations	Members of each of the College's six student organizations, fraternities, and professional societies interact with the business community. Each	In core business/core major classes: Mock interview opportunities; group projects; in-class debates; project presentations; in-class role plays (e.g., seller and buyer scenario);	Getting more involved with student organizations and student success and service learning	<p>Risks: challenges to provide mentorship in virtual environment</p> <p>Mitigants: increased</p>																																

				<p>organization has at least two faculty mentors.</p> <p>College Students' Advisory Board is very active and provides valuable input to the college in the areas of advising, retention, activities, facilities management, and relationships with incoming students and with alumni and donors. Board meets regularly (once a month during academic year).</p> <p>College is very active in supporting students to travel to conferences, seminars, and competitions. Approximately two dozen student annually are supported in some way, including Delta Sigma Pi Leadership conference and annual meeting, Beta Gamma Sigma annual</p>	<p>student build their LinkedIn profile; open a Facebook business page to learn how to advertise their ideas/products</p>		<p>faculty-led research engagement</p>
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				meeting, FMA Leadership conference, TX CPA weekly luncheons and professional development events.			
12	Enhance student intellectual curiosity by encouraging participation in research opportunities	Faculty	Faculty time, if needed College of Business Administration private funding to support student's conference travel	College averages two undergraduate students presenting at Javelina symposium per academic year; one student presenting at national/international professional conference in discipline. Graduate students present their projects at "Health Informatics" class at Javelina symposium,	Examples of faculty-student research collaboration between 2018 and 2023: 2022: "The Veracity of the Importance of Women in/for Business (Marketing) from a Scientific Point of View" (this is undergraduate graduation project) "Students attitude toward on campus activities" (this is undergraduate graduation project) "Word Cloud analysis for marketing firm and its product" (this is Honors' College project) "Marketing Analytics and the strategies for its firm" (this is Honors' College project) "Sales Strategy" project (this is Honors' College project) "Marketing plan" project (this is Honors' College project)	Number of students presenting at Javelina symposium or professional conferences See detailed discussion in Standard 6	Risks: reduced opportunities to present f2f at symposiums/conferences Mitigants: increased faculty-led research

					<p>“The Covid-19 Way of Business” (this is undergraduate graduation project)“Rural Land Fragmentation in Texas: 2010 – 2020) <i>presented at the Academy of Finance Meetings, Chicago, Illinois, 2022.</i></p> <p>“Sustainability and Optimization of Renewable Energy for Electric Vehicle Charging Stations” <i>IISE Annual 2022 Conference.</i> Smith, Kaitlyn & Dr. Haces-Fernandez, Francisco.</p> <p>2021 “Meme Stocks” A. VanKooijk & Dr. Scalan</p> <p>2020: “Money Laundering Risks and Anti-Money Laundering Policies in Different Countries” B. Vasquez & Dr. Scalan, <i>published in Javelina Student Research Journal</i></p> <p>“Differences in FINCEN Reported Suspicious Activity in Banks and Cambios for Money Laundering and Structuring in Texas Border Counties” C. Balderas & Dr. Scalan: <i>This paper led directly to the student becoming employed at Bank of South Texas in an anti-money laundering capacity.</i></p>		
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					<p>“Effects of COVID 19 on Disney World: A Financial and Marketing Review” S. Nervaez & Dr. Scalan</p> <p>“Cyber Security for Remote Accounting Workers” A. Castro & Dr. Scalan</p> <p>2019: “Satayam Fraud Case” D. Pever & Dr. Scalan</p> <p>“The Krispy Kreme Accounting Fraud,” J. Rauer & Dr. Scalan</p>		
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Strategic Goal 3: Nurture excellence, prominence, and achievement.

Our faculty and staff are key stakeholders for excellence, prominence, and achievement. Just as student success is central to our mission, so is the quality of our teaching, research, and service from faculty and staff. Our intellectual work, with high quality support from faculty and staff, plays a key role in cultivating our prestige, informing our pedagogy and fostering our partnerships. We continue to build a high-performance culture by strengthening supportive, inclusive, and collaborative environment; fostering diversity; recognizing quality; providing faculty and staff development opportunities; rewarding success and smart failures.

	Action Item	Responsibility of	Resources Needed	Status	Measure of Performance	Expected Measures of Success	Risks/Mitigants
1	Strategically invest in personnel and technology; develop, retain, and reward outstanding	Chairs, Dean, Associate Dean, End User Support Specialist, University Administration,	Chairs, Dean, Associate Dean, End User Support Specialist, University Administration,	College and staff travel funding requests granted 100%. Faculty and staff received a bonus	100% of travel funding requests granted (in person and virtually): 84 conferences (47 A&F; 37 MMIS)	100% of travel funding requests granted Recognize faculty & staff	Risks: reduced ability to travel due to pandemic, thereby resulting in a

	<p>faculty, staff, and administrators to work with future generations of College of Business Administration students.</p>	<p>University Foundation</p>	<p>University Foundation, University funding, College private funding to support faculty excellence – awards and stipends, College Summer Research designated faculty funding (5 – 6 stipends @\$6,500/per stipend)</p>	<p>pay in 2020; 2021; merit pay increase (first time since 2015) in spring 2022.</p> <p>College recognizes talented faculty and staff at an annual Award banquet.</p> <p>College website is updated regularly.</p> <p>Faculty and staff stay current in their field. College also raised faculty travel, research and professional development stipend from \$1,500 per year to \$2,500/per faculty.</p> <p>Competitive Summer Research Grant award was raised from \$5,000 to \$6,500. Since last peer review team visit twelve faculty members submitted their research proposals to be funded by competitive</p>	<p>Faculty award ceremony adapted to a virtual environment.</p> <p>College website is updated regularly (Ms. Selina Kieschnick is the College webmaster)</p> <p>College awarded \$78,000 in to support faculty summer research (Seven out of 12 competitive summer research grants resulted in a PRJ publication):</p> <p>2018-19 AY: Dr. Huff, Dr. Scalan, Dr. Verma; 2019-20 AY: Dr. Daniel, Dr. Lelkes, Dr. Verma; 2020-21AY: Dr. Haces-Fernandez; Dr. Procasky, Dr. Verma 2021-22 AY: Dr. Daniel, Dr. Procasky, Dr. Haces-Fernandez, Dr. Verma</p> <p>College faculty participate in seminars/workshops in their field.</p> <p>Twelve faculty across six business majors took part in SAP Educational Alliance training (e.g., bootcamps, workshops, seminars, etc.). Currently, SAP is integrated in the college business core and five out of six majors: students</p>	<p>performance and contribution</p> <p>Faculty salary relative to AACSB benchmark (e.g., AACSB-accredited small public-school network)</p> <p>Support faculty production of intellectual contributions.</p> <p>Continue to offer seminars, workshops, & professional training designed to acquaint faculty and staff with the best techniques and practices used to augment and maximize professionalism & on the job performance.</p>	<p>reduction in opportunities to participate in f2f events</p> <p>Mitigants: increase in virtual events; offerings migrating to virtual platforms; SAP university alliance migrated to cloud</p>
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				<p>Summer Research Grant, nine of the submitted proposals were funded.</p> <p>2018 College joins <i>SAP Educational Alliance</i> to foster connections between academic thought leaders, researchers, business community, and learners to drive “Data literacy” strategic initiative. A dozen faculty attended trainings, seminars, and workshops; presented their research. Students graduate with SAP transcribed certification.</p>	<p>graduate with SAP transcribed certification.</p> <p>Accounting faculty (dr. Lelkes, Dr. Scalan, Dr. Huff, Dr. Rivera) maintain their CPA, CMA, CIA qualifications.</p> <p>Finance faculty (Dr. Procasky, Mr. Singh) maintain their CFA qualifications.</p> <p>Business students graduate with Bloomberg Certification.</p> <p>Coding and modern programming languages are integrated in marketing, management, and ISYS electives</p>		
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2	<p>Maintain collaborative relations with the Center for Teaching Effectiveness (CTE), enhance the mentoring system to provide development among faculty and staff.</p>	<p>Chairs, Dean, Associate Dean, Faculty Development Committee, Provost Office, Center for Teaching Effectiveness, University Administration, University Foundation</p>	<p>Chairs, Dean, Associate Dean, Faculty Development Committee, Provost Office, Center for Teaching Effectiveness, University Administration, University Foundation</p>	<p>College participates in the University new faculty onboarding process. Newly hired faculty attend First Year Faculty Center for Teaching Excellence workshops jointly sponsored by the University Provost Office and Center for Teaching Effectiveness.</p> <p>College has a new faculty and staff mentorship program in place. Newly hired faculty and staff are assigned a mentor – member of the College of Business Administration.</p>	<p>Faculty participation in CTE activities/events/mentorship program. Newly hired faculty and staff are assigned a mentor – member of the College of Business Administration.</p> <p>Faculty and staff participation in campus President’s Academy.</p> <p>Explore and establish staff mentorship program.</p>	<p>Support a formal new faculty onboarding program offered by the University Administration (Provost Office and Center for Teaching Effectiveness).</p> <p>Maintain a formal mentoring system for the College of Business Faculty and staff.</p>	<p>Risks: reduced opportunities for collaboration due to modality change and staffing vacancies</p> <p>Mitigants: collaboration with CTE to be reenergized in Fall 2021</p>
3	<p>Enhance performance of current teaching/research centers; carefully examine feasibility of creating new</p>	<p>Faculty, stakeholders, Dean, University Administration</p>	<p>Faculty, stakeholders, Dean, University Administration</p>	<p>Next-Gen lab – an innovative space that brings together the business community, non-profit organizations, small businesses, students,</p>	<p>Regularly evaluate performance of teaching/research center(s) with respect to their mission and sustainability; develop formal and consistent policies for incentives provided to teaching/research center directors to provide them time</p>	<p>Center for Negotiations was terminated: faculty voluntarily separated.</p> <p>Currently, this initiative is</p>	<p>Risks: delays and modality changes due to shift to virtual environment because of the pandemic</p>

	teaching/research centers			<p>researchers, industry partners, startups, life-long learners, impact investors, and experts in an organized, pragmatic framework of mutual benefit. This lab adds value to the current College project-based learning by combining the contribution of students and faculty to the community outside the framework of a one-class, one semester limitation. It also assists the University and the College of Business Administration in building a stronger industry partnership, empowering learner's technology skills, inspiring young thinkers and promoting an active spirit of</p>	to advance the mission of their center.	postponed till room 107 remodeling is completed	Mitigants: no diminution in support, course releases, or funding.
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				entrepreneurship across campus.			
4	Strategically invest in technology (e.g. Bloomberg terminals, instructional technology, and research statistical packages).	Chairs, Dean, Associate Dean, End User Support Specialist, University Administration, University Foundation	Chairs, Dean, Associate Dean, End User Support Specialist, University Administration, University Foundation, College of Business Administration private funding (e.g., Kleberg Bank Endowment, SAP designated funding)	<p>2018 College joins <i>SAP Educational Alliance</i> to foster connections between academic thought leaders, researchers, business community, and learners to drive “Data literacy” strategic initiative. A dozen faculty attended trainings, seminars, and workshops; presented their research. In 2019-2020/2020-2021-academic years, ten BBA students have graduated with the <i>SAP Student Recognition Award</i>.</p> <p>Bloomberg terminals are available to faculty for research and are incorporated into a half-a-dozen business classes. Bloomberg terminal related</p>	Software updated as annually and refresh computers every five (5) years and provide appropriate technology during faculty onboarding and ensure College programmatic fit.	Monitor, maintain, and enhance technology support for faculty and staff.	<p>Risks: reduced availability, opportunities and usage due to fewer students and faculty on campus</p> <p>Mitigants: Bloomberg Classroom use is recovering from pandemic and being reincorporated into courses; SAP is now 100% online due to shift to Cloud</p>

				<p>projects have been incorporated into almost all finance classes and six students have completed the Bloomberg certificate in the 2019/2020 - 2021/2021 academic years.</p> <p>Coding and modern programming languages are weaved through undergraduate business curriculum.</p>			
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Strategic Goal 4: Co-create and sustain effective collaborations and partnerships.

The College of Business Administration leverages our unparalleled access to the local and the state of Texas business community to create mutually beneficial relationships among our stakeholders. We continue to tell our story effectively to constituents across campus, throughout the state of Texas, nationally, and internationally.

	Action Item	Responsibility of	Resources Needed	Status	Measure of Performance	Expected Measures of Success	Risks/ Mitigants
1	Employ all communication channels to ensure that the College of Business Administration successes are met	Director of Public Relations, Dean, University Office of Marketing and Communications, and TAMUK Foundation	Director of Public Relations, Dean, University Office of Marketing	College continuously evaluates effectiveness of its current communication,	Evaluate effectiveness of current communication processes; determine strategically important messages to emphasize through communication media;	Stakeholder awareness, perception, and engagement.	Risks: reduced distribution during pandemic

	with due recognition, internally and externally.		and Communications, and TAMUK Foundation	<p>stakeholders' outreach.</p> <p>It also works with the University office of Marketing and Communications in exploring contemporary means to promote faculty, staff, and students' accomplishments.</p> <p>Collaborates with the University Foundation and Office of Alumni Relations to stay in touch with the College external stakeholders and keep the current list of the College stakeholders</p>	<p>Determine critical stakeholders and best media to reach those stakeholders;</p> <p>Explore ways to better promote work of faculty, staff, and students.</p>		Mitigants: reenergize communication channels in Fall 2021
2	Develop a fundraising plan that provides support necessary to sustainably meet the goals of the strategic plan and allows the College of Business Administration	Director of Public Relations, Dean, and TAMUK Foundation	Director of Public Relations, Dean, and TAMUK Foundation	<p>College created "Big Idea" opportunities for donors and friends.</p> <p>Work with the University Foundation on expanding new donor base.</p>	<p>Determine opportunities for donors to contribute and continue to develop new donor bases.</p> <p>Capture development needs from academic departments and College staff on a regular basis.</p>	Secure funding needed for college advancement.	Risks: centralization through/associated responsiveness of TAMUK Foundation; fundraising events switched to

	greater financial flexibility.			<p>Javelina Day of Giving</p> <p>College received a grant to support Student Professional Development Program (SPDP) from Wells Fargo Foundation.</p> <p>College is successful in growing \$\$\$ of private scholarship to support academic excellence.</p>	<p>Grow the number of faculty endowed positions and support faculty research and related travel.</p> <p>Increase general program support beyond scholarships to provide students with high quality collegiate experience (e.g., conference travel, study abroad, SPDP).</p>		<p>online modality</p> <p>Mitigants: add new members to Dean's leadership board; develop new contacts with friends of the university/CBA; more face-to-face interactions beginning Fall 2021</p>
3	Strengthen online public relations with the community. Connect with college constituents and collect their updated information to assist in building an alumni database/network.	Faculty, Director of Public Relations, Dean, Associate Dean, University Office of Marketing and Communications	Faculty, Director of Public Relations, Dean, Associate Dean, University Office of Marketing and Communications and TAMUK Foundation	<p>Use technology to communicate with external and internal stakeholders and donors.</p> <p>Keep College website current; maintain faculty online profile current;</p> <p>Actively utilize social media to share college information;</p>	<p>College uses modern technology to communicate with its stakeholders; updated format of its monthly Business Bulletin to make it smart-phone accessible; publishes yearly Business Journal</p> <p>Its website and displays (located in common areas, advising suite, student's lounge) updated regularly.</p> <p>Redesigned weekly social media communication with students – weekly NewsFlash email with information</p>	<p># constituents; # interactions; #clicks per story; # subscribers to monthly business bulletin</p>	<p>Risks: limited due to reduced connectivity with faculty/student advisory boards during pandemic</p> <p>Mitigants: expand participation/haring with CBA Business Journal</p>

				Continue with monthly Business Bulletin, e-newsletter distribution.	<p>regarding internships, scholarships, academic and social events on campus, etc.</p> <table border="1"> <thead> <tr> <th>Academic Year</th> <th># of student recipients</th> <th>Scholarship Total</th> </tr> </thead> <tbody> <tr> <td>2017-2018</td> <td>60</td> <td>\$74,500</td> </tr> <tr> <td>2018-2019</td> <td>41</td> <td>\$68,700</td> </tr> <tr> <td>2019-2020</td> <td>62</td> <td>\$69,450</td> </tr> <tr> <td>2020-2021</td> <td>87</td> <td>\$120,700</td> </tr> <tr> <td>2021-2022</td> <td>TBA 8/31</td> <td>TBA 8/31</td> </tr> </tbody> </table> <p>College launches “Biz Passport to Success” initiative to personalize connection to academic, professional, and social events on campus and in the community for business students; develop successful business professionals, assist with their transformation to the workplace; develop a better understanding of drivers of students’ interest, agility in responding to students and positively influencing their behavior; better gauge success of College programming initiatives.</p>	Academic Year	# of student recipients	Scholarship Total	2017-2018	60	\$74,500	2018-2019	41	\$68,700	2019-2020	62	\$69,450	2020-2021	87	\$120,700	2021-2022	TBA 8/31	TBA 8/31		
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4	Continue to grow College of Business Administration visibility in the community, impact, and engagement through exposure of faculty to news media, civic projects involvement, and consulting opportunities, community events (e.g., Economic Forum, Community	Faculty, Director of Public Relations, Dean, Associate Dean, University Office of Marketing and Communications	Faculty, Director of Public Relations, Dean, Associate Dean University Office of Marketing and Communications and TAMUK Foundation	<p>Between 2018 and 2020, almost 50 classes involved community business leaders, entrepreneurs, CBA alumni as speakers, judges, and executive-in-residence.</p> <p>Members of each of the College’s six student organizations, fraternities, and</p>	<p>Weekly highlights are shared through college social media channels.</p> <p>Monthly highlights are featured in <i>Business Bulletin</i> newsletter.</p> <p>Annual accomplishments are highlighted in <i>Business Journal</i> – annual College print publication.</p>	<p>Showcase faculty and students’ accomplishments using social and print media;</p> <p>Increase number of College partnerships with business community;</p>	<p>Risks: F2F events suspended during COVID Mitigants: pivot to virtual, e.g., Community Breakfasts, Economic Forum; enhanced collaboration with banking community</p>																		

	<p>Breakfast, JOB Partnership, and Bank Advisory Committee and others).</p>			<p>professional societies interact with the business community. Officers attend leadership development training, annual conferences, and other students' regional and national professional events.</p> <p>College of Business Administration hosts annual <i>Economic Forum</i> (every fall since 2011; event attendance averaging 115) and <i>Community Breakfast</i> (every spring since 2010; event attendance averaging 105). These exclusive events bring together domestic and international leaders from business, government and civil society to share their insights and debate the</p>	<p>In addition, all major events are distributed through university and media press releases.</p>	<p>Cultivate College engagement with local community.</p>	<p>via Bank Advisory Board; F2F activities/events to resume in fall semester within CDC guidelines; summer leadership camp to resume next year</p>
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			<p>issues affecting society, the economy and the world of business.</p> <p>The CBA has run “<i>Summer Leadership Camp</i>” for middle school and high school children in Coastal Bend.</p> <p>Approximately 15-20 middle and high school students attend annually and are mentored by the CBA faculty and business professionals.</p> <p>More than a dozen CBA courses incorporate in-class “consulting” projects with businesses and community organizations in the region, including Bay Ltd., Kleberg Bank, 1st Community Bank, Fastenal, King Ranch, Saddle Shop @ King Ranch, HASA of Texas-Health Information</p>		
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				Organization, Spohn Hospital, Corpus Christi IceRays – hockey team, and Kleberg County EDC just to name a few.			
5	Encourage faculty and staff to engage in collaborative relationships with the local community.	College administration	Faculty time, staff time	<p>More than a dozen CBA courses incorporate in-class “consulting” projects with businesses and community organizations in the region, including Bay Ltd., Kleberg Bank, 1st Community Bank, Fastenal, King Ranch, Saddle Shop @ King Ranch, HASA of Texas-Health Information Organization, Spohn Hospital, Corpus Christi IceRays – hockey team, and Kleberg County EDC just to name a few.</p> <p>Between 2018 and 2020, almost 50 classes involved community business leaders,</p>	Assist local entrepreneurs and businesses through offering workshops, seminars, executive training, consulting and other collaborative opportunities to support community economic development, revitalization, to increase employment opportunities, and increase employment opportunities.	<p>Assist local business and entrepreneurs through information dissemination; relevant professional training;</p> <p>Facilitate dialogue among practicing entrepreneurs, academics, and students to encourage entrepreneurial solutions to economic development issues within the local community;</p> <p>Continue to provide relevant innovative workshop, conferences, and training for the</p>	<p>Risks: diminished opportunities due to pandemic Mitigants: pivot to virtual engagement; enhanced collaboration with banking community via Bank Advisory Board; launching and implementation of COVID-19 Recovery Project, a multi-disciplinary, cross-campus effort engaging FEMA, HEB, A&M College of Pharmacy and regional foodbanks/pantries</p>

				<p>entrepreneurs, CBA alumni as speakers, judges, and executive-in-residence.</p> <p>Business students assist local community annually (since 2010) with income tax preparation through Volunteer Income Tax Assistance (VITA) program (e.g., 2021 Tax Season (affected by COVID pandemic): 75 completed returns filed at the College site, recovering \$100,923 in taxes; 2020 Tax Season (affected by COVID pandemic): 532 returns filed at the credit union, recovering \$825,344 in taxes, while the university site processed 42 returns with \$39,466 in tax refunds; 2019 Tax Season: 603</p>		<p>local community.</p>	
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				completed returns, over \$820,000 to spend in Kleberg County; 2018 Tax Season: 500 completed returns, over \$791,000 to spend in Kleberg County).			
6	Leverage visibility in the South Texas community through events sponsored by the College of Business Administration.	Faculty, Director of Public Relations, Dean, Associate Dean	Faculty, Director of Public Relations, Dean, Associate Dean	College of Business Administration hosts annual <i>Economic Forum</i> (every fall since 2011; event attendance averaging 115) and <i>Community Breakfast</i> (every spring since 2010; event attendance averaging 105). These exclusive events bring together domestic and international leaders from business, government and civil society to share their insights and debate the issues affecting society, the economy and the world of business.	Sponsorship of annual community events (e.g., Economic Forum, Community Breakfast, Small Business seminars, CBA Leadership Camp, workshops); other venues to increase College impact, engagement, visibility, and reputation.	Events are co-hosted by principle community organizations (e.g., Hispanic Chamber of Commerce, Kingsville Chamber of Commerce, YMCA, Corpus Christi Chamber of Commerce, city of Corpus Christi) provide enormous support for the educational opportunities the college offers to local residents and surrounding communities.	Risks: diminished opportunities during pandemic Mitigants: pivot to virtual environment, where possible

				<p>Business students assist local community annually (since 2010) with income tax preparation through Volunteer Income Tax Assistance (VITA) program (e.g., 2021 Tax Season (affected by COVID pandemic): 75 completed returns filed at the College site, recovering \$100,923 in taxes; 2020 Tax Season (affected by COVID pandemic): 532 returns filed at the credit union, recovering \$825,344 in taxes, while the university site processed 42 returns with \$39,466 in tax refunds; 2019 Tax Season: 603 completed returns, over \$820,000 to spend in Kleberg County; 2018 Tax Season: 500 completed returns,</p>			
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				<p>over \$791,000 to spend in Kleberg County).</p> <p>The CBA has run “<i>Summer Leadership Camp</i>” for middle school and high school children in Coastal Bend. Approximately 15-20 middle and high school students attend annually and are mentored by the CBA faculty and business professionals.</p>			
7	Raise capital for new building	University Office of Alumni and Giving/ TAMUK Foundation; University and College Administration; Executive Director of Marketing and External Relations; Faculty; Dean’s Advisory Board	Time of the involved personnel	<p>In 2018-2020: special purpose classrooms to support Volunteer Income Tax Assistance (VITA) program, data management and business analytics.</p> <p>2019 College inaugurates Robert Justus Kleberg Bloomberg classroom.</p> <p>2020 College launches NextGen lab - A state of the</p>	Sufficient funds raised to build building	Building completed	<p>Risks: fundraising and access to donors greatly diminished during pandemic</p> <p>Mitigants: reenergize efforts beginning Fall 2021</p>

				art think tank environment			
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