

## Strategic Plan: Goals, Objectives, Tactics, and Measures of Success

### Strategic Initiative 1: Invest in Students' Success

Goal	Objective	Tactics	Measure of Success	Key Performance Indicators	Resources Needed
1.1. Increase undergraduate and graduate student enrollment	1.1. Recruit more undergraduate and graduate students	1.1. Leverage University undergraduate recruitment team to identify in-state prospects, paying particular attention to South Texas and Coastal Bend – our direct service areas. 1.2. Target our top-feeding community colleges and deepen those relationships with an eye toward undergraduate enrollment. 1.3. Expand graduate recruiting efforts. 1.4. Faculty time series and cross-sectional engagement in recruiting efforts 1.5. Partner with external stakeholders to develop additional funding opportunities to support students	1.1. Grow number of undergraduate students by (FTIC, transfer, and returning students) by fall 2025 by three (3)% vs. fall 2023. 1.2. Maintain graduate students enrollment at fall 2023 level by fall 2025  1.3. \$\$\$ of scholarship raised 1.4. \$\$\$ of scholarship awarded. 1.5. # of recruiting engagements/faculty 1.6. # of faculty engaged/academic year	1.1 In progress   1.2 In progress  1.3 \$216,818 scholarship raised 1.4 In progress  1.5 Faculty participated in more than 50 recruitment events 1.6 All faculty participated in on- and off-campus recruitment events.	1.1. Student recruiting budget \$60,000 1.2. Faculty and staff time
1.2. Improve the rates of student retention, persistence, and graduation by focusing on high-impact practices and increasing the personal connection to our students	1.2. Increase student retention, persistence, and graduation rates	1.2.1. Deliver high quality instruction in current and relevant discipline specific curriculum 1.2.2. Create innovative and engaging experiences that challenge and equip our students to find their place in	1.2.1. Bring undergraduate student retention to 75% by fall 2024, persistence, and graduation rates to 40% by fall 2024.	1.2.1 77.8% to 89.2% (increase) Retention Rate, 31.1% 4yr Graduation Rate	1.1. Faculty and staff efforts 1.2. The College of Business Administration is the only college on campus that currently provides a structured Student Professional

		<p>a diverse, competitive, and global environment</p> <p>1.2.3. Develop and deliver academic experience designed to foster business major's connection to the college early in their academic life on campus (e.g., fully assimilated UNIV Success Class into College experience; Bloomberg Lab demonstrations, Stock Trak, SAP, PitchVantage AI software to help with developing oral communication skills).</p> <p>1.2.4. Identify barriers to program completion and implement changes as needed</p> <p>1.2.5. Increase specific actions to identify at-risk students and reduce the barriers to their success</p> <p>1.2.6. Ensure that students are engaged in creating positive societal impact by improving quality of life and economic development opportunities in rural and underserved areas of Texas, paying particular attention to our immediate service area</p> <p>1.2.7. Increase the number of "informal" events that foster student and student-faculty connectiveness</p>	<p>1.2.2. # of students engaged in BizPassport to Success activities.</p> <p>1.2.3. # of student engagement activities offered; study session with faculty offered</p> <p>1.2.4. # of informal activities among students</p> <p>1.2.5. DFW rates</p> <p>1.2.6. # of service-learning projects in undergraduate and graduate classes.</p> <p>1.2.7. # of students engaged in service-learning projects.</p> <p>1.2.8. # of students participating in Study Abroad.</p> <p>1.2.9. # of informal student-faculty events</p> <p>1.3. Faculty college-wide adoption and use of StarFish tools to communicate student's continuous progress</p>	<p>1.2.2 85 students</p> <p>1.2.8 7 students (9 during Winter Break)</p> <p>1.2.9 Ten student-faculty events are held each AY.</p> <p>1.3 In progress</p>	<p>Development Program (SPDP). By applying themselves in the workshops business students develop a balanced portfolio which reflects their academic, professional, and career readiness objectives (\$15,000).</p> <p>1.3. BizPassport to Success: It is important to understand the drivers of student interests and have the agility in responding to students and influencing behaviors. This initiative is to encourage student engagement in an array of college and university programs and events, foster and support their affinity to the University and the College. The college believes that by offering this personal connection to academic, professional and social events students will be better prepared to successfully transition to the workforce.</p> <p>1.4. Bloomberg Software (\$25,000); PitchVantage (\$17,000); SAP (\$8,000), Tableau (\$630)</p>
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		1.2.8. Expand Study Abroad offering (e.g., countries, time offered)	1.2.8 Around The World & Germany		1.5. Experiential learning projects (e.g., VITA, Small Business Consulting projects, Bank Management projects, Web-design projects, Sales and Marketing projects)
1.3. Create a student-centered hub that provides comprehensive, individualized support and professional development for all College of Business Administration majors	1.3.1. Increase student career placement rate (by 10%) upon graduation and three months after graduation. 1.3.2. Ease student access to the University shared resources	1.3.1. Remodel a dedicated physical space (Student Lounge) in the College of Business Administration for students to connect and engage 1.3.2. Upgrade technology in CBA Presentation rooms 1.3.3. Enhance Business and Banking Professional Career Fair event 1.3.4. Fully implement PitchVantage into business and major specific core across all business disciplines and SPDP. 1.3.5. Revise Senior Survey: improve to capture job placement	1.3.1. Upgraded and renovated Student Lounge - for students to connect and engage 1.3.2. Bring student post graduation career plans to 90% by fall 2025 vs. fall 2023 1.3.3. # and diversity of companies participate in Business and Banking Professional Career Fair 1.3.4. #r and diversity of students' major participating in Business and Banking Professional Career Fair. 1.3.5. # of internships secured through Business and Banking Professional Career Fair 1.3.6. # of career placement secured through Business and Banking Professional Career Fair 1.3.7. Pilot the revised senior students' survey to	1.3.1 Completed Fall 2024  1.3.2 86.7% Post Grad Plan  1.3.3 49 recruiters  1.3.4 54 students/3 colleges  1.3.5 / 1.3.6 Ten students	1.3.1. Student Lounge Remodeling (\$900,000). 1.3.2. \$30,000 to upgrade technology in two presentation rooms (e.g., computer, software, etc.) 1.3.3. Faculty and Staff time. 1.3.4. The Banking and Career Expo is sponsored through private funding (\$5,000 - \$10,000) 1.3.5. PitchVantage Software subscription (\$17,500); faculty and staff time

			capture job placement data.		
<b>Strategic Initiative 2: Facilitate Learning and Transformation</b>					
2.1. Adapt and innovate curriculum, educational opportunities, and programs based on the College strengths and the needs of a dynamic marketplace	2.1. Regularly (at least once every five years) review and revise undergraduate and graduate curriculum based on learners' outcomes, faculty expertise, and the workforce needs	2.1.1. Engage in industry partnerships to stay informed about market needs. 2.1.2. Ground undergraduate and graduate curriculum on improving social mobility and economic development opportunities in rural and underserved areas of Texas communities 2.1.3. Review and revise (as needed) undergraduate business core 2.1.4. Review and revise (as needed) graduate (MBA and MST) core 2.1.5. Use modern technology across undergraduate and graduate curriculum	2.1.1. Additional concentrations, minors, undergraduate and graduate certificates and credentials (e.g., SHRM) that attract student and provide exceptional preparation for future careers are launched. 2.1.2. Create and strengthen early awareness among students about career in business (e.g., students in UNIV class) 2.1.3. Revised undergraduate business core 2.1.4. Revised graduate core (MBA and MST) 2.1.5. Modern technology used across business core 2.1.6 MS- Energy Business	2.1.1. HR minor and Graduate transcribed Certificate offered since Fall 2024.  2.1.2. UNIV classes for Business students are Taught by the college Instructor since fall 2023  2.1.3. Revised in 2023  2.1.5. 10 students Completed Bloomberg Essentials Certificate in 2023	2.1.1 Faculty time and efforts 2.1.2. External constituents time and efforts 2.1.3. College Distance Fee account is used to support faculty time buyout if needed to redesign undergraduate/graduate business core and electives (\$20,000) 2.1.4. Raise external funding to support professional business certifications (e.g., Bloomberg Essentials) – stipend for business students (\$25,000 to be matched during Javelina Day of Giving)
<b>Strategic initiative 3: Foster Connection and Engagement</b>					
3.1. Build meaningful connections and engagement by service as an academic and community hub that fosters mutually beneficial, lasting relationships among its	3.1.1. Enhance collaborative partnerships with business and industry  3.1.2. Increase alumni engagement	3.1.1. Collaborate with the College external stakeholders and business community to secure input for curriculum development, internships and students career placement. 3.1.2. Enhance the quality of communication to all,	3.1.1. # of business and industry partners engaged with the College  3.1.2. # of alumni engaged with the College 3.1.3. # of various outreach means to engage external stakeholders (e.g.,	3.1.1-3.1.3 LinkedIn- 583 to 613 connections Facebook- 1.1K to 1.169K followers Instagram- 576 to 579 followers Averaged 40 postings, 2K interactions	3.1.1. Faculty and staff time and efforts  3.1.2. College Budget for Community events e.g.,  IRS grant \$12,500 to support VITA; \$5,000 Kleberg Bank sponsorship of the Economic Forum;

stakeholders that enrich learning of all		<p>communicate and solidify our reputation with the external stakeholders.</p> <p>3.1.3. Strengthen existing relationships with alumni and increase the number of alumni who are actively engaged with the College</p>	<p>Business Journal, social media, LinkedIn followers, Internship Highlight poster, etc.)</p> <p>3.1.4. # of College events to increase external stakeholders' engagement (e.g., Economic Forum, Community Breakfast, community engagement projects, consulting activities)</p> <p>3.1.5. Alumni-student mentorship; faculty-student mentorship.</p>	3.1.4 Ten events	<p>seek external sponsorship to support Community Breakfast (\$10,000), Banking and Business Career Expo (\$10,000)</p> <p>3.1.3. College Budget to support graphic designer (e.g., Business Journal): \$5,000</p> <p>3.1.4. College funding to support software subscription(s) for marketing and outreach (e.g., Constant Contact; Survey Monkey, Adobe): \$7,000</p>
<p>3.2. Increase involvement in endeavors and partnerships resulting in positive societal impact, especially improving</p> <p>social mobility and economic development opportunities in rural and underserved areas of Texas communities paying particular attention to South Texas and Coastal Bend – our direct service areas</p>	<p>3.2.1. Share our expertise to assist stakeholders with their business-related challenges.</p> <p>3.2.2. Enhance impact and visibility of our thought leadership and knowledge creation</p>	<p>3.2.1. Provide experiential learning experiences for students to contribute to workforce development.</p> <p>3.2.2. Engage students supervised by faculty to serve the needs of underserved business and citizens.</p> <p>3.2.3. Increase faculty engagement in applied research and consulting activities</p> <p>3.2.4. Proactively seek opportunities to develop interdisciplinary research team within and outside the College of Business Administration and outside the institution</p>	<p>3.2.1. Grow consulting, expert witness, and “shared mind” and media engagements</p> <p>3.2.2. Grow students' participation in consulting projects, faculty led research activities, community-based learning projects; field trips to business (at least one engagement in a core major specific class)</p> <p>3.2.3. Consistent with the College AACSB CIR report, production of high quality and impactful research across time and per faculty (e.g., increased ABDC “A” and “B” and</p>	<p>3.2.1. Dr. Procasky</p> <p>3.2.2. 8 students participated In Research Projects, 10 Students took a field trip To W-Mart distribution Center in San Antonio, TX; 9 students participate in a Project in Bank Management class, and Many others</p> <p>3.2.3. – 3.2.6. Dr. Chatelain - Jardon is in year two Participating in Supported by more than \$22 million in grants funded By the USDA , US Department of Commerce,</p>	<p>3.2.1. Faculty time and efforts</p> <p>3.2.2. College Distance Fee Budget to support faculty and students travel budget to professional conferences (\$50,000)</p> <p>3.2.3. College Budget to support competitive summer research grant (\$25,000), software subscriptions to conduct faculty research and consulting activities; community-based learning projects for students (\$20,000)</p>

		<p>3.2.4. Partner with external stakeholders to develop additional funding opportunities to support faculty and staff, facilities and technology pursuit of the College of Business Administration mission</p> <p>3.2.5. Promote the success and societal impact of our students and faculty by communicating a consistent brand to prospective students, our alumni, and the community.</p>	<p>Cabell's =&lt; 25% acceptance rate); grant from external sources</p> <p>3.2.4. # of interdisciplinary projects College faculty engaged</p> <p>3.2.5. # of external grants College faculty engaged</p> <p>3.2.6. Consistent with the College AACSB CIR, at least one high-quality intellectual contribution per faculty per academic year by fall 2025</p> <p>3.2.7. Maintain contacts with the University Office of Marketing and Communications and the business media to promote the success and societal impact of our students and faculty via appearances and interviews</p>	<p>NI of Standards and Technology, and National Science Foundation Dr. Huff and Dr. Scalan IRS Grant (\$12,500) to support VITA. Student participation. Only six (6) students participated in VITA in AY 2023-2024. VITA was not made a required service-learning project in the advanced accounting class in AY 2023-2024. The number of returns filed rose to 286, a 35 percent increase. Total refunds reached \$188,152, an 18 percent increase. Total Earned Income Tax Credit dollars reached \$44,287, a 16 percent increase.</p> <p>3.2.6. During 2023-2024 five MMIS faculty (62.5% of full-time faculty) produced 11 peer-reviewed articles in high-quality journals, one book chapter, and six published proceedings. Seven of nine, or 77.8 percent, of the ACFN faculty, published peer-reviewed journal articles during AY2023-2024.</p>	
<p><b>Strategic Initiative 4: Increase the quality, visibility, promotion of, and collaboration on research activities, publications, and presentations</b></p>					

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4.1. The College of Business Administration will attract, support, and recognize highly qualified and diverse faculty and staff who advance the mission and vision of the College	<p>4.1.1. College faculty members will demonstrate their scholarly impact by publishing applied, pedagogical, and basic scholarship in reputable high-quality journals.</p> <p>4.1.2. College will attract and retain qualified faculty and staff of diverse backgrounds and perspectives.</p>	<p>4.1.1. 40% minimum SA in each major</p> <p>4.1.2. No “Additional” faculty</p> <p>4.1.3. Expand competitive Summer Support Grant</p> <p>4.1.4. Expand and strengthen support to enhance faculty engagement in the production of intellectual contributions.</p> <p>4.1.5. Hire and retain qualified faculty and staff of diverse backgrounds and perspectives</p> <p>4.1.6. Recognize and share the success stories of the College faculty and staff with internal and external constituents</p>	<p>4.1.1. SA <math>\geq</math> 40%</p> <p>4.1.2. SA+PA+IP+SP <math>\geq</math> 90%</p> <p>4.1.3. Expanded financial support of the competitive summer research grant (support at least four grants/academic year) through private funding.</p> <p>4.1.4. Hire at least one FTE in Marketing; hire at least one FTE in Accounting</p> <p>4.1.5. College of Business Administration employee composition reflects the diversity of our student body.</p> <p>4.1.6. Celebrate faculty and staff success, share their accomplishments/success stories with external stakeholders and public media</p>	<p>4.1.6 Business Journal, College Honors Ceremony, University Press Releases</p> <p>Two faculty members Dr. Xiaochuan Song and Dr. Zhuofan Zhang, won Best Paper in the Management Track at the 2023 Academy of Business Research Conference for their offering, “Investigating unintended consequences of employee volunteering activities.”. An article authored by Dr. Procasky was published in the International Review of Financial Analysis, which is rated as an "A" journal on</p>	<p>4.1.1. 100% of SA faculty engaged in the production of intellectual contributions.</p> <p>4.1.2. Support at least four competitive summer research grants/academic year (\$25,000).</p> <p>4.1.3. FTE in Marketing (replacement line); FTE in Accounting (replacement line)</p> <p>4.1.4. Take steps to ensure that the College of Business Administration employee composition reflects the composition of our student body.</p> <p>4.1.5. Increase in social media views; website interactions</p>
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				<p>the ABDC list. Dr. Procasky's research was recognized with the CBA's 2024 Researcher of the Year award.</p> <p>Dr. Francisco Haces-Fernandez received the Texas Commission on Environmental Quality Award, for the Uranium Mining Outlook for the State of Texas project.</p> <p>Dr. Thomas Krueger won the 2024 Texas A&amp;M University-Kingsville Service Award.</p> <p>Dr. Kathleen Rees is recognized as a Faculty Emeritus</p>	
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