

Appendix 4.1

A.R. Sanchez, Jr. School of Business 2016 – 2020 Vision, Mission, Core Values and Strategic Plan Adopted by the ARSSB Faculty and Staff on April 15, 2016

VISION

The A. R. Sanchez, Jr. School of Business aspires to be a premier regional international institution that delivers excellence in education in a multicultural setting; high quality research; and engages with business and governmental leaders to address important regional and global economic issues.

MISSION

The mission of the A. R. Sanchez, Jr. School of Business is to provide accessible superior academic programs and research from a multicultural and international perspective that enables our students to become successful professionals.

In delivering our Mission and in striving to reach our vision, we are guided by our Core Values:

Value Driven. Inspired by our cultural and organizational values, including integrity, diversity and collegiality.

Academic Excellence. High quality academic and innovative programs, research, teaching, and service.

Leadership. Influencing and engaging with people and organizations to be agents of change and impact in the betterment of others.

Openness. Transparency in all decision-making processes and in all dealings with our stakeholders.

Respect. Acknowledging and valuing the qualities, thoughts, and opinions of others.

Aspiration 1: Visionary Academic Programs and Faculty

Goal 1.1: Establish and enhance academic programs to meet the need of a changing global society

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 1.1.1: Review and enhance undergraduate programs: review and compare undergraduate curriculum and programs against peer and aspirant universities</p>	<p>Establish an undergraduate certificate program in International Trade and Logistics in the next five years.</p>	<p>New task force</p>	<p>Task force to report to the Undergraduate Studies Curriculum Committee</p>
<p>Strategy 1.1.2: Review and enhance masters programs: review and compare graduate curriculum and programs against peer and aspirant universities</p>	<p>Establish at least one new Master's Program with an International Partner in the next two years.</p>	<p>New task force</p>	<p>Task force to report to the Masters Studies Curriculum Committee</p>
<p>Strategy 1.1.3: Review and enhance doctoral program: review and compare doctoral curriculum and programs against peer and aspirant universities</p>	<p>Establish at least two new concentrations in the Ph.D. program over the next five years.</p>	<p>None</p>	<p>Ph.D. Studies Curriculum and Assessment Committee</p>
<p>Strategy 1.1.4: Develop innovative multidisciplinary programs and signature courses that engage students and impact their learning</p>	<p>Increase number of multi-disciplinary programs between ARSSB and other TAMIU colleges and develop two signature courses over next five years.</p>	<p>New Committee</p>	<p>Committee to oversee and design multidisciplinary courses</p>

Goal: 1.2 Empower faculty to develop and provide dynamic degree programs using innovative instructional methods to engage students and impact their learning

Strategy(ies)	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 1.2.1: Equip faculty with the skills and training to deliver courses through innovative and engaging instructional methods.</p>	<p>Increase by 10% each year, for the next five years, the number of faculty achieving QM certification and participating in continuing education related to innovative instructional pedagogies.</p>	<p>None</p>	<p>Division Chairs using information provided by OIT and from syllabi</p>
<p>Strategy 1.2.2: Provide funding and related support for faculty to attend conferences and workshops to further develop programs through innovative instructional methods</p>	<p>Increase number or percentage of the delivery methods used by faculty through innovative instructional techniques.</p>	<p>Additional funding for attendance at pedagogical conferences</p>	<p>Division Chairs</p>
<p>Strategy 1.2.3: Raise awareness and train faculty in the use and application of in-classroom technologies that impact student learning and better engage students (e.g., clickers, Top Hat, etc.).</p>	<p>Create an account to provide funding available for training in innovative techniques within 5 years</p>	<p>None</p>	<p>Dean's office using information from OIT</p>
	<p>Increase the number of faculty attending training sessions for competency for in-class technologies – online courses, achieving QM certification and continuing education</p>	<p>None</p>	<p>Division Chairs</p>
	<p>For each of the next five years, schedule two presentations (by OIT and others) on technology for classroom engagement</p>	<p>None</p>	<p>Division Chairs</p>

Goal 1.3: Use current and innovative technologies to enhance classroom learning and expand distance-learning opportunities.

Strategy(ies)	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 1.3.1: Develop new opportunities to deliver programs online through agreements with other universities nationally and internationally.	Establish at least one new program developed with a national or international university utilizing current and emerging technologies within the next five years.	None	Dean's office
Strategy 1.3.2: Increase in the proportion of on-line courses that are QM certified.	Increase number of online courses that are QM certified by at least one class per year for the next five years.	University funds to reward faculty for QM certification	Division Chairs
Strategy 1.3.3: Increase number of courses offered online	Increase number of online courses developed and offered by 1 class per year for the next five years	None	Division Chairs

Aspiration 2: Empowered Student Success

Goal 2.1: Recruit, retain, and graduate a culturally diverse student body.

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 2.1.1: Optimize recruitment efforts to focus beyond the traditional TAMIU marketplace.	Increase by 10% the overall number, and diversity of the student body over the next five years.	None	Dean's Administrative Council
Strategy 2.1.2: Use social media to recruit students.	Increase by 20% the number of recruits and inquiries from social media campaigns over the next five years.	College Promotional Budget	Web Design and Communications Committee
Strategy 2.1.3: Coordinate with and promote TAMIU to community colleges inside and outside of the local region.	Increase by 10% the number of students transferring to TAMIU from 2-year programs over the next five years.	College Promotional Budget	Communications Committee
Strategy 2.1.4: Make changes to schedules based on the survey of students.	Conduct annual surveys of our Undergraduate and Masters students for each of the next five years. Develop a mentorship program over the next five years.	None	Undergraduates Studies Curriculum & Assessment & Masters Studies & Assessment Committees
Strategy 2.1.5: Develop a mentorship program where freshman and sophomores are mentored by juniors and seniors, to encourage retention.		College Instructional Enhancement Fund	Dean's Administrative Council

Goal 2.3: Strengthen critical thinking skills among students.

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 2.3.1: Incorporation of critical thinking into select CBOK courses.	Use critical thinking as a learning goal for each of our undergraduate program assessments over the next five years On an annual basis, provide at least one training session to instructors on how to incorporate critical thinking into their teaching over the next five years. For each semester over the next five years, provide information sessions on critical thinking for undergraduate students for courses in which critical thinking is assessed.	None	College Undergraduate Studies Curriculum and Assessment Committee
Strategy 2.3.2: Provide faculty with the necessary tools and training to incorporate critical thinking into their courses.		None	Director for Assessment
Strategy 2.3.3: Provide students with the opportunity to apply and evaluate critical thinking in courses assessed for critical thinking under AACSB requirements.		None	Director for Assessment

Goal 2.4: Expand the number of co-curricular experiences that foster student preparation for leadership roles.

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 2.4.1: Increase the number of student organizations, and student participation in these organizations.	(i) Establish two new ARSSB Student organizations over the next five years, (ii) Increase the percentage of students involved in student organizations by 10% over the next five years. Establish a business leader/student mentorship program within five years	None	Dean's Administrative Council
Strategy 2.4.2: Develop and implement a mentor program for students and community business leaders.	Increase the number of students participating in internship programs by 10% over the next five years. Increase the member number of students participating in field trips and external visits by 10% over the next five years.	None	Dean's Administrative Council
Strategy 2.4.3: Provide ARSSB students with internship opportunities.		None	Coordinator for Internships
Strategy 2.4.4: Provide field trip and external visit opportunities for ARSSB Students.		None	Coordinator for Internships

Goal 2.5: Keep track of job placement rates, and starting salaries.

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 2.5.1: Conduct a survey of seniors regarding their placement.	Distribute at least one survey to students before graduation in each year from 2016 to 2020.	None	College Undergraduate Studies Curriculum and Assessment Committee

Aspiration 3: Advancing Research Excellence

Goal 3.1: Expand and develop collaborative, trans-disciplinary, and transformational research

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 3.1.1: Increase in the scholarly output of ARSSB faculty in trans-disciplinary research topics.	The ARSSB faculty as a whole will author or co-author at least five major scholarly publications in trans-disciplinary research topics, such as refereed journal articles or scholarly books over the next five years	None	ARSSB Faculty
Strategy 3.1.2: Increase the engagement of ARSSB faculty on scholarly activities that promote transformational research, such as special issues of academic journals targeting action research.	Selected ARSSB faculty will develop and publish at least one special issue on action research in a major academic journal, with a focus on one or more business disciplines over the next five years	Student assistants to help on administrative tasks for special issues and support time	ARSSB Faculty

Goal 3.2: Expand undergraduate participation in research and scholarly activity

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 3.2.1: Engage undergraduate ARSSB students in the annual conference organized by the Center for the Study of Western Hemispheric Trade (CSWHT)	The ARSSB will introduce one session into the annual conference organized by the Center for the Study of Western Hemispheric Trade that will be dedicated to research presentations by undergraduate ARSSB students	Faculty commitment to encourage students to participate	ARSSB Faculty, Director of CSWHT
Strategy 3.2.2: Engage undergraduate ARSSB students in activities that involve data collection and critical analysis targeted at improving businesses	The ARSSB will offer a new undergraduate major, called BBA in MIS and Data Analytics, focused on data collection and critical analysis targeted at improving business within the next five years.	Offer new courses and new MIS faculty to teach the courses	Division Chairs, DIBTS, and Undergraduate Curriculum Studies and Assessment Committee
Strategy 3.2.3: Promote the participation of undergraduate ARSSB students in the annual LBV Conference organized by the University	At least ten undergraduate ARSSB students will present their research in the LBV Conference by the end of the next five years	Faculty commitment to encourage student's participation	ARSSB Faculty

Goal 3.3: Provide graduate students with research experiences that will prepare them for leadership roles

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 3.3.1: Continue engaging doctoral ARSSB students in the annual conference organized by the Center for the Study of Western Hemispheric Trade (CSWHT)</p> <p>Strategy 3.3.2: Continue engaging all doctoral ARSSB students in the School's Research Seminar Series</p> <p>Strategy 3.3.3: Improve existing ARSSB graduate courses in order to include significant work on data collection and critical analysis targeted at creating new businesses</p>	<p>At least 50% of the ARSSB doctoral students will present their research at least once during their doctoral program in the annual conference organized by the CSWHT over the next five years.</p> <p>ARSSB doctoral students will present their research at least once during their doctoral program in the School's Research Seminar Series</p> <p>At least two ARSSB graduate courses will be revised in order to include significant work on data collection and critical analysis targeted at creating new businesses within the next five years.</p>	<p>Faculty awareness of the requirements on IRB approval</p> <p>Need to train student on writing proposal</p> <p>Yes, need efforts from ARSSB faculty to develop the courses</p>	<p>Director of Ph.D. program, Chairs of dissertation committees</p> <p>Director of Ph.D. program and Chair of dissertation committee Ph.D. Curriculum Studies and Assessment Committee</p> <p>Faculty, Masters/ Ph.D. Curriculum Studies and Assessment committees</p>

Goal 3.4: Foster an intellectual environment to promote active and widely recognized faculty scholarship

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 3.4.1: Continue engaging ARSSB faculty in the annual conference organized by the Center for the Study of Western Hemispheric Trade (CSWHT)</p> <p>Strategy 3.4.2: Develop a list of refereed journals, organized based on international research impact, to guide ARSSB faculty scholarly publications efforts</p>	<p>ARSSB faculty will actively participate in 25% or more of the sessions of the annual conference organized by the CSWHT; as presenters, session chairs, advisors of students presenting at the conference, or similar capacities over the next five years.</p> <p>The ARSSB faculty will develop and maintain a list of referred journals, with at least two levels of international citation impact (tiers), to guide ARSSB faculty scholarly publications efforts</p>	<p>No</p> <p>No, but need to update the list periodically by the Task Force</p>	<p>Dean, Division Chairs and Director of CSWHT</p> <p>Task Force B2 for Journal List, Division Chairs</p>

Goal 3.5: Establish nationally and internationally recognized centers of research excellence

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 3.5.1: Complete leadership transition of the Center for the Study of Western Hemispheric Trade (CSWHT)</p> <p>Strategy 3.5.2: Increase the Texas Center for Border Economic and Enterprise Development focus to the US- Mexico Border Region</p>	<p>A Director will be hired for the Center for the Study of Western Hemispheric Trade within two years.</p> <p>At least one new research initiative from the Texas Center for Border Economic and Enterprise Development that involve USA- Mexico border</p>	<p>None</p> <p>College Budget</p>	<p>Search Committee for Director position</p> <p>Director of Texas Center for Border Economics and Enterprise Development</p>

Goal 3.6: Recognize and disseminate research achievements

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 3.6.1: Continue providing public recognition for research achievements of ARSSB faculty through School awards	The ARSSB will select at least one faculty member as the School's Scholar of the Year	For awards plaques and other means of recognition	Division Chairs, Dean
Strategy 3.6.2: Continue providing public and financial recognition for research achievements of ARSSB faculty through nomination for TAMIU System awards	The ARSSB will nominate at least one faculty member once during the strategic planning period for a Regent's Professorship	Yes, stipends associated with the Regent's Professorship	Division Chairs, Dean
Strategy 3.6.3: Provide public and financial recognition for high quality journal publications, internal or external grants of ARSSB faculty	The ARSSB will create a bulletin board for faculty publication and recognize them in the merit policy and summer research grant process	Yes, stipend associated with the recognition	Division Chairs, Dean , College Research Committee, External Review Committee

Aspiration 4: Transformative International Experience

Goal 4.1: Expand and enhance international experiences

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 4.1.1: Develop and implement programs in Latin America	ARSSB will add one new collaborative program in Latin America within five years At least three new faculty will be engaged in International Programs in the next five years	Faculty and staff time (expected staff support from: Bi-national Center, Dean's Office, ARSSB Advisors), and funding support	Dean, Division Chairs, and ARSSB faculty involved in these programs
Strategy 4.1.2: Engage faculty and students in International programs and dual programs	The ARSSB will increase the number of students participating in faculty-led study abroad programs by 15% over the next five years.	Faculty and staff time (expected staff support from: Dean's Office, Divisions, ARSSB Advisors), and funding support	Division Chairs and ARSSB faculty involved in these programs
Strategy 4.1.3: Promote faculty-led study abroad programs in diverse international markets	The ARSSB will increase the number of faculty participating in faculty-led study abroad program by two over the next five years.	Faculty and staff time (expected staff support from: Dean's Office, Divisions, ARSSB advisors), and funding support.	Division Chairs ARSSB faculty involved in these Programs
Strategy 4.1.4: Promote independent (non-faculty led) study abroad programs in diverse international markets.	Increase the number of students participating in independent study abroad programs by 15% over the next five years	Faculty and staff time (expected staff support from: Dean's Office, Divisions, ARSSB advisors), and funding support.	Division Chairs ARSSB faculty involved in these programs

Goal 4.2: Enlarge international research opportunities for students

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 4.2.1: Expand support for students to collaborate with professors on international research issues across all disciplines and programs	The number of international research papers developed will increase by 10% (in five years) over the 2016-2017 academic year base Increase the financial support for students to present at collaborative international research projects at domestic (to include local LBV and CSWHT annual conferences) and the number of students participating in international conferences will increase by 15% in five years	Funding support, and faculty and staff time (expected staff support from: Divisions & WHTC)	Division Chairs and ARSSB faculty involved in these programs
Strategy 4.2.2: Expand support for students to present collaborative international research projects at domestic (to include local LBV and CSWHT annual conference) and international conferences	The number of presentations on international research issues at domestic and international conferences will increase by 10% (in five years) over the 2016-2017 academic year base	Funding support, and faculty and staff time (expected staff support from: Divisions and CWHT)	Division Chairs and ARSSB faculty involved in these programs
Strategy 4.2.3: Engage students participating in International dual programs in collaborative faculty-led international research projects	Increase the number of dual program students engaged in faculty-led research projects by 15% in five years	Funding support, and faculty and staff time (expected staff support from: Divisions, ARSSB Advisors, Dean's Office, & CSWHT).	Division Chairs and ARSSB faculty involved in these programs

Goal 4.4: Develop a global perspective across programs

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 4.4.1: Review all programs' curricula to ensure that the program content across all disciplines includes a global perspective	There will be an annual program review with recommendation by the undergraduate, masters, and Ph.D. Studies Curriculum and Assessment committees for ways to maintain and increase international perspectives in courses for each year over the next five years	Funding support, and faculty and staff time (expected staff support from: Divisions, Dean's Office & ARSSB Advisor's)	Appropriate curriculum committees
Strategy 4.4.2: Enhance program assessment results in relation to multicultural perspective issues across our programs	Annual analysis of results and recommendations regarding multicultural perspective issues in the assessment of our programs	Funding support, and faculty and staff time (expected staff support from: Divisions, Dean's Office & ARSSB Advisors)	Appropriate curriculum committees
Strategy 4.4.3: Promote faculty development leave to teach and research in international universities	The number of faculty teaching and conducting research at foreign universities will increase by three faculty in five years	Funding support, and faculty and staff time (expected staff support from: Divisions, & Dean's Office)	Dean and Division chairs
Strategy 4.4.4: Promote faculty teaching and research participation in international dual programs	Increase by two the number of faculty participating in international dual programs within five years	Funding support, and faculty and staff time (expected staff support from: Divisions, & Dean's Office)	Deans and Division Chairs

Goal 4.5: Encouraging cultural diversity to reflect our international identity

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 4.5.1: Recruit students through diverse channels	Over the next five years, the number of channels used or nations recruited in will increase by three over the current number of channels	Funding support, and faculty and staff time (expected staff support from: Dean's Office & ARSSB Advisors).	Dean, Division Chairs, and Advising Staff
Strategy 4.5.2: Increase the number of diverse images in our student recruiting materials	Ensure gender equality in student recruitment material within three years. Increase the diversity of images in student recruiting materials by 15% within five years.	Funding support, and faculty and staff time (expected staff support from: Dean's Office & ARSSB Advisors).	Deans, Division Chairs, and Advising Staff
Strategy 4.5.3: Recruit diverse students	Increase student diversity by 15% over the next five years	Funding support, and faculty and staff time (expected staff support from: Dean's Office & ARSSB Advisors).	Dean and Division Chairs, and Advising Staff

Goal 4.6: Provide an understanding and appreciation of international philosophies and cultures

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 4.6.1: Support the increase and diversity of international participants and keynote speakers at the WHTC Annual Conference	Number and diversity of international participants and keynote speakers at the WHTC Annual Conference will increase by at least two nations within five years	Funding and support, and faculty and staff time (expected staff support from: WHTC)	Director of the CSWHT and WHTC Program committee

Aspiration 5: Global Social Catalyst

Goal 5.1: Foster meaningful and synergistic community and global partnerships to stimulate change

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 5.1.1: Design and implement training and start-up services respectively to promote more "Small and Medium Enterprises" through the SBDC.	Annual Reports of statistics of SBDC activities and improvement thereof in terms of number of SMEs started, turnover of those SMEs, and the employment generation by such SMEs, etc.	No additional resources required.	Small Business Development Center (SBDC) Staff
Strategy 5.1.2: Sponsor or co-sponsor meetings that address current topics which are timely and relevant for academic and local community.	Within five years, develop a Speaker Series in conjunction with the Laredo Chamber of Commerce that addresses timely topics in Laredo. Create one new conference each year over the next five years, hosted by the ARSSB.	Additional resources may be required to secure that ARSSB co-sponsors Asociación de Empresarios Mexicanos (AEM) Meeting	Center for the Study of Western Hemispheric Trade (CSWHT): IBC Keynote Speaker series. Dean's Office (Dean): secure that ARSSB co-sponsors AEM meeting.
Strategy 5.1.3: Sponsor or co-sponsor, under the CSWHT or otherwise, academic or professional conferences of interest to business community and business students on topics that are relevant for academic and local community.	Increase the number of contributions received and presented at such conferences by 10% over the next five years. Increase attendance of academic and local community members at such conferences by 10% over the next five years.	Additional resources may be required to secure that ARSSB co-sponsors Laredo Manufacturing Association (LMA) Symposium. ARSSB sponsors the room usage at TAMIU for the symposium & ARSSB pays for ARSSB faculty and student registration fees for the symposium.	CSWHT: Annual Western Hemispheric Trade Conference, Texas Center for Border Economic and Enterprise Development (TCBEED) and Dean: secure that ARSSB co-sponsors LMA Symposium

Goal 5.2: Integrate service learning and civic engagement experiences across programs

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 5.2.1: To promote ARSSB programs in the community and to potential students.</p>	<p>Increase the number of programs over the next five years that promote the ARSSB such as certificates, signing sheets, etc.</p>	<p>No additional resources required.</p>	<p>Dean, Division Chairs, and Student Advisors, Dean's Student Advisory Council, New Student Organizations, career days, recruitment fairs</p>
<p>Strategy 5.2.2: Emphasize involvement by faculty, staff and students with local government, business organizations, school districts, non-profit organizations, to offer knowledge and experience in their area of expertise.</p>	<p>Increase the number of faculty, staff, and students involved in activities such as VITA, Junior Achievement program, Vision report, non-paid faculty consulting, etc.</p>	<p>No additional resources required.</p>	<p>TCBEED: Vision Outlook report. Faculty involved: Voluntary Income Tax Assistance (VITA). Faculty involved (Faculty): Junior Achievement program.</p>
<p>Strategy 5.2.3: Identify service-learning opportunities within the community and implement them via Service learning center sponsored grants.</p>	<p>Increase the number of ARSSB faculty offering service-learning projects with Service Learning Center (SLC) of TAMU. Develop at least one new undergraduate course and one new graduate course that focus on service learning.</p>	<p>No additional resources required</p>	<p>Dean, Division Chairs, Texas Community Bank Honorary Junior Board of Directors, ENACTUS Faculty Advisors, Student Organization Advisors for ARSSB Dean's Student Advisory Council, Accounting Students, etc. Faculty teaching course with service-learning projects; e.g., POM 3310.</p>

Goal 5.3: Enhance awareness and appreciation of cultural competencies

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 5.3.1: Develop academic programs that will produce inter-culturally competent graduates.</p>	<p>Develop one new undergraduate course and one new graduate course over the next five years that incorporate discussion of inter-cultural issues and case studies.</p>	<p>No additional resources required</p>	<p>Dean, Division Chairs ARSSB Faculty: Study Abroad courses. Dean/ Faculty: set list of courses with a culture component.</p>
<p>Strategy 5.3.2: Ensure graduates are well-informed on the latest social, legal, economic, political, and technological trends</p>	<p>Add at least two new business courses that incorporate these aspects in the curriculum over the next five years.</p> <p>Number of extra-curricular activities/ professional and academic conferences our ARSSB students participate in and make presentations.</p>	<p>No additional resources required</p>	<p>Dean, Division Chairs, Faculty, Undergraduate & Masters Studies Curriculum and Assessment Committees</p>
<p>Strategy 5.3.3: Ensure graduates are able to explain the differences in how problems are defined, analyzed, and communicated in various intercultural settings.</p>	<p>Add one new graduate and one new undergraduate course that incorporate these aspects in the curriculum over the next five years.</p>	<p>No additional resources required.</p>	<p>Dean, Division Chairs, Undergraduate & Masters Studies Curriculum and Assessment Committees</p>
<p>Strategy 5.3.4: Include key stakeholders in developing and using, among others, case studies, simulations exercises, or internships to promote organizational and social cultural awareness and appreciation for students.</p>	<p>The total number of such projects or reports turned in by students in various courses/ internships.</p>	<p>No additional resources required.</p>	<p>Dean, Division Chairs, Faculty: ENACTUS, Texas Community Bank Honorary Junior Board of Directors. TCBEED: Quickbook training workshop for Dean's Student Council, VITA for Accounting Devils</p>

Goal 5.4: Identify and promote university faculty and staff as resident subject-matter experts

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 5.4.1: Develop and maintain subject matter experts' lists of faculty in various disciplines of ARSSB.</p> <p>Strategy 5.4.2: Offer non-credit online courses or MOOCs that will benefit the community in subjects/topics of demand.</p> <p>Strategy 5.4.3: Offer workshops that will benefit the community members either as CPE credits or otherwise in subject/ topics for demand.</p>	<p>Increase the number of faculty and engagements undertaken by faculty each year over the next five years.</p> <p>The number of such programs. The number of participants for the year.</p> <p>Increase the number of such programs, administered by the SBDC.</p>	<p>No additional resources required</p> <p>No additional resources required.</p> <p>No additional resources required.</p>	<p>Dean, Division Chairs: create and maintain such lists.</p> <p>SBDC: online courses and Continuing Education</p> <p>Dean, Division Chairs, and Faculty: Executive Certificate in International Trade & Logistics (ECITL). SBDC: Small Business Management Certificate Program; Business Strategies for Entrepreneurs Certification.</p>

Goal 5.5: Increase visibility and recognition of students, alumni, faculty and staff as agents of change

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 5.5.1: Identify and implement programs like the Voluntary Income Tax Assistance (VITA) to provide professional assistance to community.</p> <p>Strategy 5.5.2: Identify and implement business community and student assistance programs, such as ENACTUS and other student organizations, to benefit the community</p> <p>Strategy 5.5.3: In conjunction with the Office of Career Services, organize career-fairs and other such events on and off campus for ARSSB students by inviting former students/ local employers.</p>	<p>Increase the number of cases handled over the next five years.</p> <p>Increase the number of students participating in programs over the next five years.</p> <p>Increase the number of such events /initiative implemented, the number of participants and the number of business units assisted over the next five years.</p> <p>Add one additional career event of such events over the next five years.</p> <p>Establish a system of awards/ recognitions received by the students/ organizations over the next five years.</p>	<p>No additional resources required.</p> <p>No additional resources required.</p> <p>No additional resources required.</p>	<p>Faculty: VITA. SBDC: business advising services; satellite offices.</p> <p>Faculty: ENACTUS. Dean's Student Advisory Board: obtain information from student organizations about such activities. Dean / Student Advisors: Contact AEM about student participation in such activities.</p> <p>Dean/ Division Chairs/ Student Advisors: Office of Career Services to perform such activities.</p>

Aspiration 6: Excellence in Advancement and Stewardship

Goal 6.2: Continue to integrate assessment into the decision-making processes

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 6.2.1: Create a new college standing committee of Program Team Coordinators for SACS Assessment. Team will be comprised of faculty who teach in each of the areas of programs in the college – BBA – accounting, economics, finance, general business, management, information systems, and marketing; Masters – MBA, MPAcc, and MIS; and Ph.D.</p>	<p>Successful completion of the SACS Continuing Review in the area of Assessment.</p>	<p>Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)</p>	<p>Dean, Division Chairs, Faculty</p>
<p>Strategy 6.2.2: Integrate the work of AACSB Assessment into the Charges given for each of the three College Curriculum Studies Committees.</p>	<p>Successful completion of closing the cycle twice for every program learning objective for every program learning goal by the time of the next Continuous Improvement Review by AACSB in 2017.</p>	<p>Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)</p>	<p>Dean, Division Chairs, Faculty</p>
<p>Strategy 6.2.3: Appoint a faculty director for AACSB Program Assessment, charged with overseeing AACSB assessment.</p>	<p>Appointment of a Faculty Assessment Director.</p> <p>It is highly recommended that any future appointments to this position will be of a tenured faculty member.</p> <p>The faculty director will receive adequate support for all assessment operations.</p>	<p>Funding and reduced teaching load for the appointed director (the director should teach a maximum of one course per semester)</p>	<p>Dean and Division Chairs</p>
<p>Strategy 6.2.4: Elevate the knowledge base of faculty on best practices in business program assessment.</p>	<p>Provide college resources for faculty to attend selected Seminars and Conferences hosted by AACSB on Assessment.</p>	<p>Funding</p>	<p>Deans and Division Chairs</p>
<p>Strategy 6.2.5: Include discussion of assessment in regular faculty activities.</p>	<p>Have regular college and divisional faculty meetings to discuss assessment for college programs.</p>	<p>Time to identify what topics can be replaced by assessment discussions during regular college and division faculty meetings.</p>	<p>Dean, Division Chairs, And Faculty</p>

Goal 6.3: Maintain and achieve national recognition

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 6.3.1: Provide competitive salary packages to new faculty hired in the College.</p>	<p>Provide current market based-packages of offers to new faculty which include reduced teaching loads, good reimbursement for moving expenses, summer competitive research grants, and start-up research grant support.</p> <p>Fill current faculty vacancies by successfully hiring new faculty. Desired goals include:</p> <ul style="list-style-type: none"> (1) Reduced number of preps per semester and year (2) Reduced number of teaching class days per week (3) Increased database spending and variety of databases <p>Have college Research Committee routinely solicit faculty input on databases selection and retention</p>	<p>Funding and time to carefully examine teaching schedules</p>	<p>Dean, Division Chairs, and Faculty</p>
<p>Strategy 6.3.2: Provide quality resources (including time) for faculty to conduct quality research</p>	<p>Maintain resource allocations in important areas of research support as research databases and competitive travel allowances for faculty travel to professional conferences other goals would include:</p> <ul style="list-style-type: none"> (1) Reduced number of preps per semester and year (2) Reduced number of teaching class days per week (3) Conduct collaborative course assignments between division chair and faculty 	<p>Funding and time to carefully examine teaching schedules</p>	<p>Dean and, Division Chairs.</p>
<p>Strategy 6.3.3: Provide higher merit evaluation scores for faculty publishing in highly recognized journals.</p>	<p>Increase the number of publications by faculty in highly recognized peer-reviewed journals over the next five years.</p>	<p>Funding</p>	<p>Dean, Division Chairs, and Faculty</p>

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 6.3.4: Develop and implement an integrated, cost-effective strategy to promote the ARSSB brand.</p>	<p>Develop brand and recognition Campaign promoting AACSB accreditation and the ARSSB brand and school name.</p> <p>Successfully implement a social media campaign to raise awareness of the ARSSB programs and achievements</p> <p>Successfully implement-traditional and non-traditional marketing strategies to reach ARSSB target markets</p> <p>Coordinate efforts with the Office of Public Relations to promote the achievements and successes of ARSSB students and faculty</p> <p>Successfully create a database of ARSSB alumni to maintain a CRM (customer relationship marketing) strategy</p> <p>Create an integrated ARSSB branding strategy</p> <p>Create an ARSSB logo</p>	<p>Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)</p>	<p>Dean, Division Chairs, students, and any individuals appointed to develop the new branding strategy</p>
<p>Strategy 6.3.5: Continue to build the reputation of the Center for the Study of Western Hemispheric Trade Annual Conference.</p> <p>Strategy 6.3.6: Continue to promote our in-house academic journals, both of which are international.</p> <p>Strategy 6.3.7: Retain and engage existing faculty and staff</p>	<p>Increased participation by ARSSB Faculty and Students and attendance at the Annual Conference</p> <p>Increased subscription rates and rise in rankings of the quality of both journals</p> <p>Ensure that current faculty have competitive salaries</p> <p>Ensure that current staff have competitive salaries</p> <p>Reduced number of preps per semester and year</p> <p>Reduced number of teaching class days per week</p> <p>Conduct collaborative course assignments between division chair and faculty</p> <p>Provide an Annual Report to all ARSSB stakeholders on faculty and staff job satisfaction</p> <p>Provide an Annual Report to all ARSSB stakeholders on faculty and staff retention</p>	<p>Funding</p> <p>Funding</p> <p>Funding and time to carefully examine teaching schedules</p>	<p>Director of the CSWHT</p> <p>The journals' editor(s)</p> <p>Dean, Division Chairs, faculty, and students</p>

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 6.3.8: Provide more time for high quality research and teaching by streamlining, integrating, and reducing service process assignments	Reduced the number of committees (and committee like) assignments per faculty Recognition of external services as partial fulfillment of service requirements	Time to examine faculty committee assignments and develop merit recognition methods for external service	Dean, and Division Chairs
Strategy 6.3.9: Increase student attraction and engagement	Provide students with input on class times and days	Resources for implementing a feedback mechanism for students	Dean, Division Chairs, Faculty, Students
Strategy 6.3.10: Create an in-house, centralized business research center for faculty, staff, students, and the business community. (current)	Conduct a feasibility assessment of integrating current research resources into one center Conduct a feasibility assessment of developing and funding such a center	Time to implement the feasibility assessment	Dean, Division Chairs, Faculty, staff, and Students
Strategy 6.3.10: Create an in-house, centralized business data center for faculty, staff, students, and the business community. (proposed)	Develop a feasibility study that looks at the needs for a new center. Conduct a feasibility assessment of developing and funding such a center	Time to implement the feasibility assessment	Dean, Division Chairs, faculty, staff, and students

Goal 6.4: Promote professional growth for faculty and staff in a setting that inspires a vibrant international identity

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
Strategy 6.4.1: Develop new programs that emphasize the international aspect of the College and its faculty.	Complete the successful launching of the new Graduate International Trade and Logistics curriculum and degree.	Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)	Dean, Division Chairs, Curriculum Committees, and faculty involved in the process.
	Build an undergraduate curriculum for international trade and logistics within the next five years.	Task Force	Dean and Division Chairs
	Develop one new collaborative programs with international partners, including Asia, Canada, and Europe (in addition to expanding Central and Latin American partnerships) over the next five years.	Task Force	Dean and Division Chairs
Strategy 6.4.2: Add new courses that leverage the expertise of international faculty.	Increase the number new internationally-focused courses over the next five years.	Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)	Dean, Division Chairs, Curriculum Committees, and faculty involved in the process

Strategy(ies) to reach Goal	Measurements of Success	Resources Needed	Responsible Person(s)
<p>Strategy 6.4.3: Build an active recruiting program for international students to study at the A.R. Sanchez, Jr. School of Business through the engagement of international faculty.</p>	<p>Increase in the number and percentage of international students majoring in business over the next five years</p> <p>Increase the numbers of countries from which international students are recruited over the next five years.</p> <p>Develop an international alumni network for student recruitment</p> <p>Provide financial resources to reimburse faculty who will use some of their personal time when visiting abroad to actively recruit international students</p>	<p>Funding, and faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)</p>	<p>Task Force</p>
<p>Strategy 6.4.4: Provide resources for faculty to attend and present papers at international conferences.</p>	<p>Increased participation of faculty at international conferences.</p>	<p>College Funding</p>	<p>Dean and Division Chairs</p>
<p>Strategy 6.4.5: Ensure gender equality in faculty retention and promotion.</p>	<p>Annual report provided to all ARSSB stakeholders comparing ARSSB faculty gender ratios to national norms (with special attention to the various ranks & tenure statuses).</p> <p>Ensure equitable support resources (including time, service assignments, course loads, & funding) between male & female faculty.</p>	<p>Faculty and staff time (e.g. reduction in expected service on other committees and committee like duties)</p>	<p>Dean, Division Chairs, College P&T Committee, and faculty</p>