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<td>2008-2009 Goals and Objectives</td>
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<td>MBA Program</td>
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<tr>
<td></td>
<td>MAcc Program</td>
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I. EXECUTIVE SUMMARY
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SECTION I – EXECUTIVE SUMMARY

The College of Business (COB) achieved its initial accreditation through AACSB International in 1999. Aligned with the new AACSB standards of 2003, the COB has intensified its focus on students’ assurance of learning and achievement of learning goals. Supported by the University administration, the College has enjoyed success in recruiting and retaining highly qualified faculty and has attracted a diverse student body. The COB is looking forward to entering the next era of growth and vision as preparations are underway for a new College of Business building.

The COB offers three academic degrees: the Bachelor of Business Administration degree offered since 1974-1975; the Master of Business Administration degree offered since 1975-1976; and the Master of Accountancy degree offered since 1982-1983.

Background Information

Founded in 1947, Texas A&M University-Corpus Christi is located along the shores of the Gulf of Mexico. The Port of Corpus Christi is the sixth largest port in the United States. The College’s proximity to Mexico, San Antonio, and Houston provides a strategic strength and global link. Since becoming a four-year university in 1994, Texas A&M-Corpus Christi enrollment has increased by 71.4%, and the number of available degrees has grown from 49 to 67. The University was recently included in the doctoral universities peer group by the Texas Higher Education Coordinating Board.

In response to this growth, in the summer of 2005 the University underwent another rigorous strategic planning process that set the direction of the institution for the next ten years. The plan was named Momentum 2015. The goal for Momentum 2015 is clear. By 2015, A&M–Corpus Christi plans to be the premier university of South Texas, guided by the vision of Momentum 2015, and a commitment to maintaining excellence in learning, discovery, and engagement.

Texas A&M University-Corpus Christi became a part of The Texas A&M University System in 1989. A Hispanic-serving institution, the University has proved responsive to the state’s goals for closing the gaps in minority participation. Since becoming a four-year institution in 1994, University enrollment has increased from 4,997 students in Fall 1994 to 8,567 students in Fall 2007. Hispanic enrollment at the University has increased by 91.0%; Anglo enrollment has grown by 47.4%; and African-American enrollment has grown by 234.2%.

![University Enrollment by Ethnicity](image_url)
The University’s First Year Learning Communities Program is nationally recognized as a model for first-year success; the Texas Higher Education Coordinating Board has twice awarded A&M-Corpus Christi the Star Award for exceptional contributions toward the goal of “Closing the Gaps” by 2015; and A&M-Corpus Christi is consistently named by U.S. News and World Report as a top institution in the Southwest.

Diversity of Student Body, Faculty, and Staff

The COB is one of five colleges on campus. The other colleges are Education, Liberal Arts, Nursing and Health Sciences, and Science and Technology.

Enrollment information follows:

Fall 2007 headcount:

<table>
<thead>
<tr>
<th>Enrollment Level</th>
<th>University</th>
<th>College of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>6889</td>
<td>1281</td>
</tr>
<tr>
<td>Master’s</td>
<td>1505</td>
<td>204</td>
</tr>
<tr>
<td>Doctorate</td>
<td>173</td>
<td>N/A</td>
</tr>
<tr>
<td>Total</td>
<td>8567</td>
<td>1485</td>
</tr>
</tbody>
</table>

The University’s enrollment, as of Fall 2007, reflected an undergraduate population of 38.9% Hispanic, 60.2% female, 2.35% from outside the state of Texas, and 1.1% from outside the United States. In comparison, enrollment in the COB reflected an undergraduate population of 33.5% Hispanic, 46.0% female, 4.5% from outside the state of Texas, and 3.3% from outside the United States.

During this same time period, the University’s graduate enrollment consisted of 36.1% Hispanic, 68.2% female, 8.7% from outside the state of Texas, and 6.7% from outside the United States. The COB graduate population consisted of 25% Hispanic, 51.0% female, 30.4% from outside the state of Texas, and 28.9% from outside the United States.

The most recent Department of Labor audit indicated that the University was in compliance with federal affirmative action program requirements. The COB in particular was and continues to be a leader in campus diversity efforts as demonstrated by an overall college faculty and staff representation of 29.4% women and 14.7% minorities.

Ethics

Texas A&M University-Corpus Christi is part of The Texas A&M University System. Ethical behavior is required and monitored by the System, the University, and the COB. Processes are in place to enforce compliance with ethical standards by administrators, faculty, and students. Texas A&M University System policy 07.01 establishes the ethical standards and principles which apply to all system employees.

The COB established a Faculty Ethics and Academic Responsibility policy for faculty and administrators, which was approved by the faculty on May 12, 2004. In addition, the College established the COB Student Code of Ethics which was approved by the faculty on May 12, 2004. Since implementation of the COB Student Code of Ethics, the University revised its policy on June 2, 2008, and requires that all instances of academic misconduct be reported to the University through the Judicial Affairs Officer, with a copy to the appropriate department chair or area coordinator.
Strategic Planning

The COB developed its mission based on inputs from different stakeholders. It is reviewed and updated periodically. The latest update was in 2007. Annual goals and objectives are established at the beginning of each year and are reviewed at the end of the year. Details on an annual basis are found in the annual maintenance reports. These goals and objectives are based on long-range strategic plans with input from key faculty, staff, and Business Advisory Council members.

Faculty Sufficiency and Qualifications

Tables 9-1, 10-1, and 10-2 are provided in an appendix to this report. The 9-1 and 10-2 numbers for Fall 2007\(^1\) and Fall 2008 may be summarized as follows:

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Fall 2008</th>
<th>Fall 2007</th>
<th>% of Participating Faculty</th>
<th>AQ</th>
<th>PQ</th>
<th>O</th>
<th>AQ+PQ</th>
<th>AQ</th>
<th>PQ</th>
<th>O</th>
<th>AQ+PQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting/ Business Law</td>
<td>85.88</td>
<td>94.80</td>
<td>87.80</td>
<td>12.20</td>
<td>0</td>
<td>100.00</td>
<td>80.00</td>
<td>20.00</td>
<td>0</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Economics</td>
<td>82.81</td>
<td>91.40</td>
<td>90.90</td>
<td>9.10</td>
<td>0</td>
<td>90.90</td>
<td>76.20</td>
<td>0</td>
<td>23.80</td>
<td>76.20</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>87.77</td>
<td>83.30</td>
<td>90.90</td>
<td>4.60</td>
<td>4.50</td>
<td>95.50</td>
<td>69.60</td>
<td>4.30</td>
<td>26.10</td>
<td>73.90</td>
<td></td>
</tr>
<tr>
<td>Decision Sciences</td>
<td>97.29</td>
<td>96.40</td>
<td>96.60</td>
<td>3.40</td>
<td>0</td>
<td>100.00</td>
<td>96.60</td>
<td>3.40</td>
<td>0</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>83.67</td>
<td>79.00</td>
<td>89.70</td>
<td>10.30</td>
<td>0</td>
<td>100.00</td>
<td>85.70</td>
<td>10.70</td>
<td>3.60</td>
<td>96.40</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>96.68</td>
<td>95.90</td>
<td>95.00</td>
<td>5.00</td>
<td>0</td>
<td>100.00</td>
<td>95.20</td>
<td>4.80</td>
<td>0</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>College Totals</td>
<td>88.43</td>
<td>90.50</td>
<td>91.40</td>
<td>6.80</td>
<td>1.80</td>
<td>98.20</td>
<td>84.50</td>
<td>8.00</td>
<td>7.50</td>
<td>92.50</td>
<td></td>
</tr>
</tbody>
</table>

Assessment and Assurance of Learning

The College has an extensive assessment program that was established over ten years ago. This program has been refined and expanded to follow assurance of learning standards. Degree goals are measured using direct and course-embedded measures. Other assessment tools are used to evaluate other key aspects of college operations using indirect measures to assess faculty, student, and employers’ satisfaction. More details are found in this report and on-site.

Five-Year Summary

In the five-year period of academic years 2003-2004 to 2007-2008, the COB accomplishments and examples of continuous improvement include the following:

- Maintained a stable student enrollment headcount. A decline in Management Information Systems enrollment was offset by an increase in enrollment in Marketing, Management, Finance, and graduate students.
- Innovation in the classroom increased as exemplified by the following:
  - Finance class visit to financial institutions in New York City and Washington, D.C.
  - Podcasts and additional online support offered in economics classes.
  - Community business development for entrepreneurship students.

\(^1\) Economics and Finance: The percentage of AQ/PQ is lower than 90% due to loss of AQ classification by a faculty member in each of these two disciplines. They regained the AQ classification in Fall 2008 as a result of research productivity outlined in development plans.
Leadership (Management) students give back to the community through service projects.
Guerrilla marketing students learn through non-traditional techniques and competitive exercises.
Tax students participate in community income tax preparation programs.
Forensic accounting and fraud concepts demonstrated to students during Fraud Week.
- Established and filled the Ennis S. and Virginia C. Joslin Endowed Chair in Accounting position.
- Increased international recognition of the College through numerous faculty international presentations.
- A member of the faculty was awarded the Texas A&M University Regents Professor Service Award.
- Continued international recognition through the College being the headquarters for the Society for Advancement of Management (SAM), the oldest professional management association in the business world.
- Faculty continued to receive high recognition in their fields, including two faculty members who are presidents of business associations.
- Some faculty members received university recognition that is detailed in the annual reports.
- Faculty members provided valuable contributions to the community through local newspaper columns and publication of regional economic reports.
- Continued to operate a successful internship program.
- Continued to recognize business leaders through the Kirkland Distinguished Visitor Award Luncheon and presentation to students, campus and community.
- Monthly faculty lecture and research presentations were initiated for faculty development. Known guest speakers were invited from time to time.
- Technology resources for faculty and staff, and in the Business Computer Lab are updated on a three-year cycle.

Additionally, the College invested significant resources, both intellectually and financially, in assessment measures, activities, and follow-up initiatives. These include:

- Implemented new database software (SEDONA) for assessment data and reporting.
- Developed rubrics for course-embedded assurance of learning measures.
- Added non-credit course for student Code of Ethics and Plagiarism to ensure student understanding of ethical issues.
- Implemented new policy that no more than two D’s will be accepted for business core courses (which applies to all undergraduate learning goals).

Effective Practices

The College believes that the following are examples of the COB’s best practices, which are indicative of the College’s dedication to excellence and quality education:

1. Professional Program in Accounting. The Professional Program in Accounting (PPA) provides a more focused degree path for obtaining the undergraduate and graduate accounting degrees. The program academically qualifies students to sit for the Uniform CPA Examination in the State of Texas. A popular program, the number of students enrolled in the program has increased dramatically since the program was retooled in 2006. This program also features additional speakers and activities, enhanced career resources, and active faculty mentoring.
2. Classes taught by outstanding faculty, no teaching assistants as instructors. Faculty members are accessible to students and innovative in teaching methodology.

3. Professional student advising. The College provides professional academic advisors for students in addition to faculty mentors.

4. Student internships. The College offers student internships with businesses in the community which can lead to promising careers and professionally recognized work experience for students as well as rewarding business partnerships for the College. An example of highly successful student internships was the participation of marketing students, led by Dr. Kent Byus, in the development of a marketing plan for a new Toyota car dealership. By working with Mr. Mike Shaw, a national entrepreneur, the students experienced real-life applications of marketing concepts learned in the classroom, and Mr. Shaw and his team gained fresh ideas and perspectives in developing their marketing plans.

5. Innovation in student learning. Students benefit from faculty engagement in innovative student learning activities. Examples are finance students’ field trip to financial institutions in New York City and Washington, D.C., marketing students’ involvement in Guerrilla Marketing and New Venture Creation classes, accounting students’ participation with the IRS to provide income tax assistance to low income families, business students’ participation in Fraud Awareness Week events such as the faculty/student interactive exercise in a “Who Done It” event designed to teach students about white collar crime, and economics students participation in Junior Achievement in partnership with local schools to teach economics topics to elementary school students.

6. Faculty support and development. The College has been successful in obtaining university support and resources necessary to attract top candidates and has been successful in recruiting highly qualified faculty in a nationally competitive environment. Additionally, the College offers faculty the resources needed for travel, software, and instructional resources. Faculty research seminars are conducted monthly to support and enhance quality faculty development.

Future Plans

The COB will continue to pursue high quality and improvements in all aspects of its operations. The COB long-range goals are:

1. Provide high quality, relevant, innovative education for business and non-business students and the community.
2. Recruit, develop, and retain quality faculty.
3. Encourage and support the effective use of technology and other instructional resources to improve learning.
4. Enhance student learning and retention through quality recruitment, advising, classroom experiences, placement, and student organizations.
5. Pursue continuous improvement of college operations and community service.
II. FIFTH YEAR MAINTENANCE REPORT
[This page is intentionally left blank.]
1. Historical, national, local, and other factors that shape the College of Business mission and operations.

Texas A&M University-Corpus Christi has been a part of The Texas A&M University System since 1989. The Texas A&M System is located in College Station, Texas. The Texas A&M System is composed of nine universities, seven state agencies, and a health science center, as well as the System headquarters.

Texas A&M-Corpus Christi is located on the Gulf of Mexico in South Texas, a region rich in historical and cultural ties to Mexico and on the cultural border with Latin America. A&M Corpus Christi is an expanding, state-assisted Hispanic-serving institution dedicated to excellence in teaching, research, creative activity, and service. This geographical and cultural setting shape the University's mission and provide the focus and foundation to engage undergraduate and graduate students in challenging educational experiences, within a supportive environment, to pursue the University's commitment to closing historical educational gaps and preparing graduates for lifelong learning and responsible citizenship in the global community.

As one of five colleges and an integral part of the University, the College of Business (COB) supports the mission of Texas A&M-Corpus Christi by focusing on the educational needs of business students in the region and beyond. The COB’s academic program offerings are designed to help students advance their education in business to become more productive citizens, further their careers, and pursue advanced studies within a global environment.

2. College of Business relative advantages and disadvantages in reputation, resources, sponsors, and supporters.

A. Advantages.

The College of Business quest for continuous improvement is made possible by the following strengths:

- Accreditation by AACSB International provides recognition of the College’s programs and operations as one of quality and facilitates the recruitment and retention of competent and qualified faculty.
- Highly qualified and motivated faculty and staff (with a relatively low turn-over rate among the COB’s personnel) provide stability and a favorable working climate for improving operations and enhancing programs.
- Diversity-rich faculty and staff, representing twelve countries, add to the wealth of cross-cultural experiences that supplement students’ preparation to succeed professionally in the global marketplace.
- The COB serves as the international headquarters for the Society for Advancement of Management (SAM), the oldest professional management association in the business world. This relationship enhances the image of the COB, especially outside of South Texas.
• Strong information technology backbone and systems potential with a dedicated technology teaching laboratory and ample access to information databases offer opportunities for continuous professional development and facilitate the research productivity of faculty.

• Well-developed COB infrastructure that supports existing programs and activities. For example, three professional advisers assist COB undergraduate students in scheduling their classes and progressing toward their degree while the faculty focuses on their role as career mentors.

• Strong community ties through the Business Advisory Council, the Kirkland Distinguished Speaker Series, the Lichtenstein Scholarships, area businesses such as HEB, Susser Partners, and government agencies such as the Port of Corpus Christi, Nueces County, and the City of Corpus Christi. These ties foster growing partnerships of increased internship and employment opportunities, class research, and community engagement activities, as well as consulting opportunities for faculty.

• Implementation of an English as a Second Language Institute (ESLI) on campus has contributed to strong growth in international graduate student (MBA and MAcc) enrollment during the past two years. This trend is expected to continue over the foreseeable future.

• Strong and stable leadership provided by the Dean, who has led the COB for over 17 years and who is active in various capacities with AACSB. This leadership has been instrumental in marshaling the support of the University’s administration and other constituents.

B. Disadvantages.

Historically A&M-Corpus Christi and the COB have taken a proactive approach in minimizing their disadvantages. These disadvantages include:

• Currently operating at optimum capacity levels. Recent strong growth in MBA enrollment, principally in international students, has led to an increase in average class size at the graduate level.

• Office and classroom space do not fully support efficient or effective operations. With limited space available for student assistant work stations, professors have to share office space with their student assistants. This will be remedied when the new COB building becomes available in Fall 2010.

• Limited supply and tight markets for academically qualified faculty at a time when the next wave of COB faculty retirements will be taking place during the next decade.

• Lack of large endowment/name endowment plus uncertain growth in scholarship opportunities for students at a time of rapidly rising tuition and student fees due to declining state support for higher education, and a reduction in the availability of student loans.

• Lack of a strong regional identity and brand recognition beyond the Coastal Bend area of South Texas may limit opportunities to continue to attract quality students from beyond the region.

3. Internal, environmental, or competitive forces challenging the future of the College of Business.

Continuing success in any enterprise requires the ability to meet anticipated and, at times, unexpected challenges. This certainly applies to higher education in general and to the COB in particular. The potential challenges for the COB include:
Increasing competition, primarily from providers of online educational services, as a result of increased Internet connectivity, and the University of the Incarnate Word’s (located in San Antonio) partnership with Del Mar College (local community college) to offer classes in Corpus Christi.

Increasing energy and hurricane insurance costs being absorbed by the University.

Supply of new Ph.D.s in all business disciplines that is insufficient to meet the projected nationwide demand for faculty positions, including the COB’s demand to meet the challenge of faculty generational replacement.

Stagflationary economic conditions (stagnant economic growth coupled with rising inflation) in the United States may lead to state budget shortfalls with the resulting need to implement budget cuts. These possible future macroeconomic conditions may also compel the University to continue to increase tuition and fees, which may constrain student enrollment growth and/or delay student graduation (as students are forced to work more hours) which affects state rankings.

4. Opportunities for enhancing the College of Business degree offerings.

Despite the potential challenges identified above, there are ample opportunities for the COB to fulfill its mission of focusing on the educational needs of business students in the South Texas region through the enhancement of its degree offerings. These potential opportunities include:

- A significant (37%) increase in Hispanic-surname U.S. population since 1999 leverages A&M-Corpus Christi’s role as Hispanic-serving institution.
- The Texas Coastal Bend area is experiencing rapid growth in population, real estate development and tourism.
- Continued U.S. dependence on petrochemical products increases the robustness of the South Texas economy.
- The Texas Coastal Bend area is at a crossroads of trade between the U.S. and Mexico and is close to major trading centers in both countries. This offers the opportunity for the potential development of Masters of Science programs to promote international business. Possible Masters of Science programs that may be considered include supply chain management and logistics, forensic accounting, and/or international organizational development. At the undergraduate level an opportunity exists to analyze the viability of leveraging current undergraduate COB international courses in conjunction with undergraduate College of Liberal Arts international courses to offer an International Business major for the Bachelor of Business Administration degree.
- Increased Internet and other forms of interconnectivity increase opportunities to deliver course materials and interact with students and the community outside of traditional forums. Moreover, increasing enrollment in current online courses and expansion of current COB online offerings to better serve students provides a basis for continuing to examine opportunities for online program offerings at the undergraduate and graduate levels.
- An increasing number of retiring, second career “baby boomers” and “Winter Texans” may increase potential student populations and may provide the impetus for the development of a joint degree with the College of Nursing and Health Sciences in healthcare administration.
- Investigating opportunities to leverage COB resources with those of other units in the University and The Texas A&M System to create innovative cooperative programs, e.g., a Masters in Business Administration with a major in business valuation, or forensic accounting.
Additional opportunities also exist to enhance the quality of existing degree programs through initiatives such as the following:

- Continuing experiential learning opportunities for students such as service learning, ethics training, and experiential workshops provide students with a practical understanding of the challenges facing them in the world today. Examples of these activities include the biennial Criminal Investigation Division workshop in conjunction with the Internal Revenue Service, and graduate students working with a regional hospital on investigating the development of a strategic alliance with Mexican health care providers.
- Continuing to develop and deliver programs to increase student awareness of ethical issues in business and sensitivity to act appropriately in such situations.

5. Degree programs included in the AACSB accreditation review and number of graduates from each program in the previous year.

At the undergraduate level the COB offers the Bachelor of Business Administration (BBA) degree with majors in Accounting, Economics, Finance, General Business, Management, Management Information Systems, and Marketing. At the graduate level, the COB offers the Master of Business Administration (MBA) and Master of Accountancy (MAcc) degrees. All three degree programs (BBA, MBA, and MAcc) are included in the AACSB accreditation review.

Over the past academic year (2007-2008), 284 students graduated with a BBA degree, 59 students graduated from the MBA program and 14 graduated with a MAcc degree.
The mission statement for the College of Business has been reviewed on a regular basis and revised as deemed appropriate. The following mission statement was revised and approved by the COB faculty in Spring 2007.

College Mission Statement

The College of Business supports the mission of the University by focusing on the higher educational needs of business students in the region. Programs are designed to help students advance their education in business to become more productive citizens, further their careers, and pursue advanced studies within a changing global environment. Undergraduate programs offer selected specializations built on a foundation of general education and a broad business core. The Master of Business Administration program provides more advanced general management education with selected concentrations. The Master of Accountancy program offers advanced accounting studies. The College promotes a code of ethics, special concern for student learning, and the effective use of technology.

Student learning is the highest priority of the College. To that end, the College emphasizes intellectual contributions of applied scholarship and instructional development. The College supports faculty development, community service and involvement in professional organizations resulting in service to key stakeholders. The College solicits input from its primary stakeholders through advisory councils.

College Vision

The College of Business strives to be the premier business school in South Texas known for relevant programs, quality faculty, and concern for students and their learning.

The mission of the College of Business addresses three degree programs; the Bachelor of Business Administration, the Master of Business Administration, and the Master of Accountancy. The mission emphasizes faculty intellectual contributions to practice and pedagogy. The mission of the College of Business is congruent with the mission of Texas A&M University-Corpus Christi, which was revised and adopted in September 2008:

University Mission Statement

Texas A&M University-Corpus Christi is an expanding, doctoral-granting institution committed to preparing graduates for lifelong learning and responsible citizenship in the global community. We are dedicated to excellence in teaching, research, creative activity and service, and our supportive, multicultural learning community provides undergraduate and graduate students with a challenging educational experience. The university’s federal designation as a Hispanic Serving Institution (HSI) provides a foundation for closing historical educational gaps, while our strategic location on the Gulf of Mexico and on the cultural border with Latin America provides a basis for gaining national and international prominence.
The College of Business (COB) has two time frames for strategic planning. A one-year plan is developed, approved, and implemented on an annual basis. The latest long-term plan (five year plan) was developed and approved in 2007.

An annual plan is prepared each year. The plan is initially developed by the College’s Administrative Council. The plan is approved each year by the College’s faculty, the University leadership (Provost and Vice President of Academic Affairs), and the College’s Business Advisory Council. The plan includes annual objectives, assessment criteria, financial resources required, and responsibility. At the end of the year, actual performance is evaluated based on the approved objectives and the plan for the following year is developed.

The latest long-range (five year) strategic plan was approved in 2007. The development of the plan spanned several years. A committee of college administrators and faculty developed and recommended the plan for approval by the College faculty (October 11, 2007).

The development process included a review and minor modification of the College’s mission statement, and a thorough analysis of the College’s strengths, weaknesses, opportunities, and threats. The three strategic initiatives that were developed and approved are:

1. Improve quality of programs,
2. Facilitate regional economic development, and
3. Develop international programs.

From these three initiatives, five goals were confirmed that also support the University’s long-term goals, specifically the University’s ten-year vision, as outlined in the Momentum 2015 strategic plan. These include:

1. Provide high quality, relevant, innovative education for business and non-business students and the community,
2. Recruit, develop, and retain quality faculty,
3. Encourage and support the effective use of technology and other instructional resources to improve learning,
4. Enhance student learning and retention through quality recruitment, advising, classroom experiences, placement, and student organizations, and
5. Pursue continuous improvement of college operations and community service.

Who is involved, and how do the various stakeholders influence the strategic management plan?

Both the short- and long-range strategic plans are influenced by faculty, students, administrators, alumni, and the local business community. Direct input is received from faculty, administrators, and the business community. Indirect input, through surveys, is gathered from students and alumni.

How are the resources strategically managed?

Resources are strategically managed by the College’s Administrative Council. Any expenditure requests or initiatives outside the parameters of the strategic plan are reviewed and discussed by the Administrative Council and a recommendation is given to the Dean of the College. The
Dean of the College has final authority for the allocation and use of all resources managed by the College. Due to the small size of the College, consensus on resource allocation is easily achieved. Significant issues or resources required outside of the normal budget of the College are recommended to and reviewed with the University’s executive administration (Provost and Vice President for Academic Affairs). Over the years, the Dean has been successful in obtaining resources to accomplish college objectives and provide sufficient support for faculty development. The University supports acquisition of needed software for faculty and student research and learning.

It is felt that resources are adequate to maintain high quality programs. Expansion of programs will require additional faculty resources.
The COB uses various assessment tools that aid in the continuous improvement of its operations. Main components include the ETS Major Field Tests, Educational Benchmarking Inc. (EBI) surveys, and other surveys, course evaluations, committees, councils, and other inputs. The COB uses the University’s WEAVEonline program to help monitor progress towards achieving college goals and objectives. (Sample reports for 2006-2007 and 2007-2008 are available on-site.)

Assessment has been a process used by the College for many years. For example, the use of the Major Field Test (MFT) began in 2000. Changes in AACSB accreditation standards have necessitated changes and improvements in our assessment program.

A major change taking place over the past several years has been the implementation of an assurance of learning approach to assessment. During 2004-2005, the College reviewed and revised its learning goals for the Bachelor of Business Administration (BBA), the Master of Business Administration (MBA), and the Master of Accountancy (MAcc) programs. Measures of these learning goals were developed and initiated in 2005-2006. In 2006-2007, these measures were refined with detailed rubrics for course-embedded measures, use of external evaluators (not faculty teaching the specific class), and assessment follow-up (closing the loop).

The assessment process provides information for improvement of COB programs and operations. The Assessment Committee (which includes the department chairs) reports all assessment results to the Dean, who then distributes the results to the appropriate parties. Each semester, assessment results are reviewed at a faculty meeting. College committees, departments, the Dean, and college staff use the data from the various assessment tools to improve the performance of the College. Assessment is a ceaseless process and improvement is a continuous goal. The College continues to improve its use of assessment tools and evaluation processes, with a primary focus on assurance of learning. Annual assessment reports prepared by the Assessment Committee are available on-site.

Below is an overview of the assessment tools that currently are in place and used by the College of Business:

### Table of Current Assessment Tools

<table>
<thead>
<tr>
<th>Tool</th>
<th>Purpose</th>
<th>Process</th>
<th>Use of Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course-Embedded Measurements</td>
<td>Evaluates student knowledge and/or skills for a particular learning goal within a course.</td>
<td>Results are reported to the Assessment Committee and distributed to the department chairs and undergraduate and graduate advisory committees.</td>
<td>As input to college assurance of learning and improvement of course and/or curriculum and/or instruction.</td>
</tr>
<tr>
<td>Tool</td>
<td>Purpose</td>
<td>Process</td>
<td>Use of Results</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>ETS Major Field Test</td>
<td>Evaluates student knowledge of core business areas near completion of their program.</td>
<td>Test given each semester in the management policy capstone course. Results given to department chairs, Dean, and faculty.</td>
<td>Used to determine if students have knowledge of the business core. Used to improve coverage of core topics and business curriculum.</td>
</tr>
<tr>
<td>EBI Surveys</td>
<td>Measures faculty and student satisfaction with the College.</td>
<td>Surveys of faculty, and undergraduate and graduate students as they complete their degree requirements.</td>
<td>Used to determine effectiveness of college operations and learning objectives.</td>
</tr>
<tr>
<td>Other surveys</td>
<td>Measures student and other stakeholders’ satisfaction with the College.</td>
<td>Surveys conducted by the University to determine satisfaction and perceptions of academic programs and the University overall.</td>
<td>Used to improve college operations and/or curriculum.</td>
</tr>
<tr>
<td>WEAVEonline</td>
<td>A University program used to electronically document College planning and achievements.</td>
<td>A college staff member enters the data into the WEAVEonline program based on the College’s strategic and annual plans. The data reported on WEAVEonline are based on AACSB annual maintenance reports to avoid unnecessary duplication of systems.</td>
<td>Used to track accomplishments and to supplement the assurance of learning assessment program at the College level.</td>
</tr>
</tbody>
</table>

The College has three degree programs, BBA, MBA, and MAcc. For each degree program there are learning goals that were developed and approved by the faculty of the College. The goals for the three degree programs are:

**BBA Learning Goals**

- Students will demonstrate the ability to communicate effectively, both orally and in writing.
- Students will demonstrate the ability to use analytical skills supported by information technology for problem-solving and decision making.
• Students will demonstrate professionalism through interpersonal skills, including an understanding of ethical issues and governance responsibilities.
• Students will comprehend and explain the basic business functions of accounting, economics, finance, management, management information systems, and marketing.
• Students will analyze and synthesize the integration of business functions in diverse cultural settings and the global marketplace.

**MBA Learning Goals**

• Students will demonstrate the ability to communicate solutions to diverse audiences effectively, both orally and in writing.
• Students will provide leadership to teams working in collaborative problem-solving situations.
• Students will demonstrate the ability to use analytical skills supported by information technology and quantitative tools to solve complex business problems.
• Students will recognize ethical and governance issues and resolve these in a socially responsible manner.
• Students will analyze and synthesize the integration of business functions in diverse cultural settings and the global marketplace.

**MAcc Learning Goals**

• Students will demonstrate the ability to communicate solutions to complex accounting situations to diverse audiences effectively, both orally and in writing.
• Students will interpret and apply accounting theory and practice for complex organizations.
• Students will demonstrate the ability to use analytical skills supported by information technology and research to solve complex accounting and business problems.
• Students will recognize ethical and governance issues and resolve these in a socially responsible manner.
• Students will solve accounting problems in diverse and changing environments.

Appendix G has more detailed information about assessment methodology used, summary of results, and examples of actions taken to close the loop.

**Closing the Loop**

The key benefit of an assessment program is to find what is working and what needs improvement. Then, continue to improve the programs. The College Assessment Committee meets almost weekly to ensure that assessment is not neglected realizing it is a never-ending process. By including the department chairs in the Assessment Committee, needed actions to deal with less than expected results are ensured. The practice of reporting the findings in an open faculty meeting stresses the importance of the activity and allows for maximum faculty input.

Examples of changes that were made to close the loop include the following:

1. A limit was placed on the number of D’s (allowing a maximum of two in business core or business major courses, effective Fall 2007 and forward) that an undergraduate student could earn in the BBA program.
2. A required online non-credit major field test review course was developed for students to reemphasize basic concepts.
3. A non-credit course (BUSI0011 COB Student Code of Ethics and Plagiarism) that must be taken by all undergraduate students was developed to stress ethics concepts.
4. A new text was adopted which provides more online support for students in MGMT3312 Behavior in Organizations.
5. In response to student complaints about career placement options, effective Fall 2008, a representative of the University Career Services Office spends two half days in the College to meet with students on a one-to-one basis.
The College of Business (COB) has adequate resources to offer high quality business programs. The COB has a continuing budget that is sufficient to provide the needed personnel (faculty and staff) and funds for operations including faculty development, technology upgrades and other expenditures (such as student assistants, travel, supplies, postage, phones, etc.). The COB was allocated a base budget of $5.5 million in FY2007-2008. An additional supplement of $15,000, which was allocated based on the number of full-time faculty and staff members, was provided for technology upgrades.

Additional capital expenditure amounts are granted based on an annual request by the Dean. Recently, we have been successful in getting over $125,000 annually to acquire accounting/finance software licenses and support other faculty requests to supplement their research and student needs such as:

- Euromonitor International, Inc. – a global market online database used by students in international marketing classes
- Audit Analytics Edu – used in advanced audit class for projects and research
- Wharton Research Data Services (WRDS) – used by students and faculty for research
- Standard & Poor’s Research Insight – interacts with WRDS and used by students and faculty for research
- EXSYS Inc. – used to teach Decision Support Systems and Expert Systems (MISY 4325), and used by faculty for research
- SPSS AMOS (structural equation modeling software) – used for faculty research
- AICPA Professional Standards-Resources – used by for class by accounting graduate students

A new COB building is expected to be completed by Fall 2010. Funding is provided by gift proceeds from Michael and Karen O’Connor donated stock options and a $19 million University loan. Additional funds are provided as follows:

1. The Business Computer Lab computers have been replaced every three years. The last replacement in summer 2008 was funded at $86,478 from university IT Committee allocations.
2. The University funds two computer science graduate assistants (each at 20 hours per week) to help the College faculty and staff with their computing needs.
3. The Provost helps support the participation of students in national competitions along with the College by providing shared coverage of students' travel expenses.
4. The Lichtenstein Foundation provides an annual donation of $20,000 for scholarships for graduate students.
5. The Corpus Christi Estate Planning Council contributes $2,500 per year for student scholarships.
6. Exxon/Mobil provides extra funding and a discretionary fund to support the MIS program (approximately $2,500 annually).
7. An endowed chair in accounting ($1.5 million) is provided in the name of the Ennis S. and Virginia C. Joslin Endowed Chair in Accounting. The University supplements the 4.75% annual return to pay the full cost of the position.
8. CITGO donated $10,000 in student scholarships for accounting and MIS students.
9. The Kirkland Distinguished Visitor Endowment provides partial coverage of the annual honors recognition program.

10. A Deans’ Council annual fund-raising event administered by Institutional Advancement generates about $20,000 for discretionary use by the Dean.

The College has enjoyed university and outside support that fund practically all reasonable requests submitted by faculty and staff for helping them to be productive. However, the University could not address the need to deal with salary compression. While the newly hired faculty members are hired at near market rates, other remaining faculty members receive only merit pay at an average of 3% per year. The Dean requested that university administration make funding available to provide equity pay for productive faculty members who are paid much lower than newly appointed individuals. The University does not have the funds necessary to address salary equity on a university-wide basis and consequently did not supply the requested funds. During FY2005-2006, some salary adjustments were made university-wide at the full-professor level to address salary equity issues at that level. However, this action did not fully address the continuing equity issue.

Salary compression did not result in a significant number of departures of COB faculty members to seek opportunities elsewhere. However, it is an issue that needs to be addressed as soon as possible. It is felt that the support for faculty members and the collegial environment are key factors in achieving high levels of faculty stability.

Financial Plans to Achieve Action Items

Each year objectives for the next year are set along with estimates of additional funds needed to achieve them. Funding is provided from the COB budget or with university support. The University is to be commended for supplementing the COB budget when needed and appropriate.

While faculty replacements at higher salaries to meet market demands were funded, requests for additional faculty positions to expand college offerings were not granted. Faculty salaries in business are much higher than most disciplines and the University does not have the resources to fund additional positions at this time. The College strategy is focused on doing what we already do in a better way and to avoid doing new things that we do not have adequate funding to do well. For example, offering additional minors was possible because they did not require additional faculty members since students in these minors take some of the same classes offered to the majors.

Anticipated Sources of Funds

University Allocation

The COB anticipates getting the necessary university support from university allocations to continue to offer high quality programs as represented in the current three degree programs.

Fundraising

Fundraising is centralized at the University level in the Division of Institutional Advancement. The Dean is working with this office to coordinate efforts to get additional funds to supplement the COB regular budget and for adding extra enhancements to the new COB building expected to be completed in Fall 2010.
The COB receives periodic contributions from alumni, supporters, and members of the Business Advisory Council. Those funds help in supporting activities that add a margin of excellence.

Timing of Expenditures/Outcomes

The COB operates under State of Texas rules that allow expenditures only when funds are available in the budget. Any new program that requires additional funding cannot be implemented until these funds are found. The operating budget for the College in the last five years is shown below.

<table>
<thead>
<tr>
<th>Budget Year</th>
<th>Operating Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>$5,531,435</td>
</tr>
<tr>
<td>2006-2007</td>
<td>$5,513,029</td>
</tr>
<tr>
<td>2005-2006</td>
<td>$5,195,913</td>
</tr>
<tr>
<td>2004-2005</td>
<td>$4,727,764</td>
</tr>
<tr>
<td>2003-2004</td>
<td>$4,379,063</td>
</tr>
</tbody>
</table>
6. **New Degree Programs:** A list of degree programs introduced since the previous accreditation review.

The College of Business did not add any new degree programs since its last AACSB accreditation.
A. Tables 9-1, 10-1, and 10-2.

The College’s Tables 9-1, 10-1, and 10-2 are included in Appendix B to this report.

B. Policies for Faculty Management.

Processes

Policies for faculty management occur at the University and COB levels. At the University, the Faculty Handbook was developed in 1994 and has been updated at least once a year since then. The Faculty Handbook is available on the University website at http://www.tamucc.edu/provost/faculty_handbook/index.html. The COB developed a process manual in the mid-90’s for faculty in the COB. The processes in the College manual are reviewed and revised on a periodic basis as needed. All of the processes were reviewed between 2006 and 2008. A copy of the University Faculty Handbook and the COB process manual will be made available for the Peer Review Team on-site.

Recruitment/Hiring Processes

Tenure-Track Faculty

Faculty recruitment and selection is a four-step process:

1. The Department Chair and the Dean determine expertise and qualifications needed when a faculty opening occurs.
2. A search committee is formed and approved by the Dean.
3. A national search is conducted. Job announcements are placed in national print and online publications. Initial interviews may take place at annual meetings of appropriate professional associations.
4. On-campus interviews are conducted with faculty and the Department Chair, the Dean, and, if available, the Provost.

Typically, positions are announced in one issue of a premier peer-reviewed journal that is widely disseminated in the academic field (e.g., The Accounting Review), and online at the appropriate academic professional organization website (e.g., American Accounting Association website), the Texas A&M University-Corpus Christi and COB websites, the Chronicle of Higher Education website, and other websites as appropriate for the discipline. Care is taken that the faculty opening is announced in publications accessible to minority applicants. The search committee screens all applicants and eliminates candidates lacking proper academic qualifications. The committee conducts a second screening to identify potential finalists. This process may include telephone interviews or interviews at conferences. The search committee then recommends finalists to the Dean. The top candidate is invited to campus and provided a packet of information about the University, College, and Department. The packet includes information on the University and the College processes on promotion and tenure and mission statements. In the campus interview, a prospective faculty member is asked to make a presentation to the College faculty in which the candidate discusses intellectual contributions and teaching philosophy. The Department Chair reviews the provisions of the University and college
processes on promotion and tenure with the candidate. The College faculty completes a written evaluation of the candidate, which is forwarded to the Dean. The search committee makes a recommendation to the Dean. If the top candidate does well in the visit, an offer may be extended. If not, the next in line is selected for interview. The Dean works with the Provost to expedite the process which may result in making an offer to the qualified applicant the day of the visit. This process has been effective in securing qualified faculty members for the COB.

**Part-time and Adjunct Faculty**

Individuals within the community normally contact the College concerning a desire to teach at the University on a part-time basis. Applications sent to the College or University are forwarded to the Chair at the department level. The Department Chair collects/files the letters of interest and reviews the file as necessary to offer courses within the discipline. When a course needs to be offered and no full-time faculty is currently available to teach the course, an adjunct or part-time individual is sought. The starting point in that search is those individuals who have expressed a desire to teach at the University. If a match can be obtained with qualifications and available time of the adjunct/part-time faculty, the individual is offered a contract. If a good fit cannot be found amongst the individuals who have expressed interest, then the Department Chair will seek qualified individuals from other sources, which include, but not limited to, referrals from faculty, faculty from other nearby institutions, local newspaper advertising, etc. Prior to a contract being issued, the Chair will discuss the appointment with the Dean. Letters of appointment are issued through the Dean’s office.

Supervision of individuals who have been hired as part-time/adjunct faculty is the responsibility of the corresponding Department Chair. The primary component of the evaluation of these part-time/adjunct faculty members is teaching quality. The Department Chair shall seek various inputs to identify the quality of teaching by these individuals. The inputs include student evaluations, class visits, student and peer comments, and other factors that measure teaching performance. Due to the usually short-term and non-permanent nature of the employment relationship, any problems that arise are addressed with the part-time/adjunct faculty member as quickly as possible.

Prior to the beginning of the course, the adjunct faculty member provides to the Department Chair a copy of the course syllabus. If multiple sections of a course are involved, the coordinator also receives a copy of the syllabus based on the standardized syllabi. The syllabus is compared with the standardized syllabus for the course to assure that the course is in line with the standardized syllabus. An orientation session is held at the beginning of every semester for new adjunct faculty members.

**Orientation Processes**

The College recognizes the importance of a formal orientation program for new faculty. Because an orientation introduces new faculty to the University, the College, the job, other faculty, and staff, a program is in place to make this a productive experience. Orientation for new faculty in the College is a cooperative effort among the University, the College, and the particular department to which the new faculty member is assigned.

New full-time faculty members are expected to attend university and college orientation programs. A College New Faculty Orientation meeting is conducted in the week preceding the beginning of fall semester classes. An orientation session for adjunct faculty is also held prior to the start of classes.
Promotion and Tenure Processes

Processes on promotion and tenure are contained in the Texas A&M-Corpus Christi Faculty Handbook and the COB Process Manual. The COB process for promotion or tenure is included in Appendix D to this report.

Retention and Development Process

Programs exist in both the University and the College to support faculty retention and development.

University Level

- **Faculty Development Leave Program.** Faculty who are tenured and have been employed on a full-time basis for at least seven consecutive academic years at A&M-Corpus Christi may apply for faculty development leave. The program has two options: (1) one long semester at full salary or (2) one academic year at half salary. The program commences in the spring 2008.
- **Faculty research enhancement grants.** Each year the University allots funds for research enhancement grants. The awards are made each spring semester.
- **The University Faculty Renaissance Center** conducts programs in the utilization of new technology, enhancing teaching, and scholarly activities.
- **Research databases.** Over the last five years the availability of archival databases for research use has increased dramatically. The following databases are available to college faculty members for research and use in classes:
  - AuditAnalytics
  - Compustat Research Insight–North America
  - Compustat Global Insight
  - Standard & Poor’s Daily Price Database
  - Wharton Research Data System
  - Euromonitor International
  - CCH Tax Research Manager
  - CCH Accounting Research Manager
  - AICPA Core Library
  - DirectEDGAR

College Level

- **Travel support** is made available to faculty for presentation of papers at appropriate professional organization meetings. Most faculty attend at least one conference annually.
- **Financial support for faculty development programs.** Requests are reviewed by the College Administrative Council.
- **Faculty research enhancement grants.** Each year, the College receives an allotment of funds for research enhancement grants from the University. Normally, the College supplements this amount with funds from other sources. Each spring semester, faculty members are invited to submit proposals for the research grants.
- **Faculty research colloquia.** The College has an active research workshop program that provides college faculty with an opportunity to present their research and receive feedback on their work. The program also includes research presentations by faculty invited from other institutions. These are held monthly during the academic year.
Technology. All classrooms in which college courses are offered have access to appropriate technology. All faculty members have computers that are replaced on a three-year cycle. Faculty members are provided the necessary software (e.g., statistical packages) to conduct their research, and additional software is available on request.

Workload. While the typical teaching load at the University is four courses (12 credit hours) per semester, faculty can receive a one course per semester reduction for research activity. Workload release is common.

Staff support. Three departmental secretaries are available to faculty members in the College. Technology support staff are also available for faculty support and development. Each faculty member is allowed to have a student assistant to support them for up to 15 hours per week.

Faculty Goal Setting and Annual Review Process

The annual review process also provides additional guidance and mentoring of faculty. During the annual review process, faculty members receive written evaluations from the Department Chair prior to their evaluations being forwarded to the Dean. A complete discussion of this review process follows.

Faculty members in each department are evaluated annually by their respective department chair on the basis of their performance in the areas of teaching, intellectual contributions, and service. Faculty members are expected to provide an updated account of their performance in SEDONA. Each faculty member also submits his or her short-term and long-term goals.

Evaluation Criteria-Teaching

The Department Chair reviews student evaluations, teaching portfolio, student and peer comments, teaching innovations and other factors that assess the faculty member’s teaching performance.

Evaluation Criteria-Intellectual Contributions

The Department Chair reviews the faculty member’s documentation of intellectual contributions since the last faculty evaluation. The quantity and quality of the contributions are considered by the Department Chair.

Evaluation Criteria-Service

The Department Chair reviews the faculty member’s record of academic and professional service over the evaluation period.

Based on these reviews, the Department Chair determines the individual’s overall standing in comparison to other faculty in the department. The Department Chair rates the faculty member on the three components of teaching, intellectual contributions, and service, and determines the faculty member’s overall performance. Areas where improvement is needed are discussed with the faculty member and noted in the evaluation. Areas of excellence also are discussed and noted. The evaluation notes whether the faculty member’s performance is satisfactory or unsatisfactory for purposes of post-tenure review. The Chair of each department uses the COB promotion and tenure policy as a guide in the annual evaluation of the faculty member and emphasizes progress being made and steps needed to meet the expectations for tenure and promotion for non-tenured tenure-track faculty or for promotion for tenured faculty. The Department Chair and faculty member meet to discuss the annual evaluation. The faculty member and the Department Chair sign the evaluation document. If the faculty member does
not agree with the Department Chair’s evaluation, the faculty member can attach a statement to the evaluation. The Dean reviews the faculty member’s evaluations and also signs the evaluation document. A copy of the signed evaluation is provided to the faculty member and a copy of the evaluation is kept in the faculty member’s personnel file in the Dean’s office.

Criteria for Classifying Faculty Sufficiency and Qualifications

The College’s policies for determining academically qualified (AQ), professionally qualified (PQ), and participating and supporting faculty members are included in Appendix C to this report.

A summary table for Fall 2007 and Fall 2008 is provided in the Executive Summary and reproduced here for the reader’s convenience.

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Table 9-1 Participating</th>
<th>Table 10-2 Fall 2008</th>
<th>Fall 10-2 Fall 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Of Participating Faculty</td>
<td>AQ</td>
<td>PQ</td>
</tr>
<tr>
<td>Accounting/ Business Law</td>
<td>85.88 94.80</td>
<td>87.80 12.20</td>
<td>0 100.00</td>
</tr>
<tr>
<td>Economics</td>
<td>82.81 91.40</td>
<td>90.90 0</td>
<td>9.10 90.90</td>
</tr>
<tr>
<td>Finance</td>
<td>87.77 93.30</td>
<td>90.90 4.60</td>
<td>4.50 95.50</td>
</tr>
<tr>
<td>Decision Sciences</td>
<td>97.29 96.40</td>
<td>96.60 3.40</td>
<td>0 100.00</td>
</tr>
<tr>
<td>Management</td>
<td>83.67 79.00</td>
<td>89.70 10.30</td>
<td>0 100.00</td>
</tr>
<tr>
<td>Marketing</td>
<td>96.68 95.90</td>
<td>95.00 5.00</td>
<td>0 100.00</td>
</tr>
<tr>
<td>College Totals</td>
<td>88.43 90.50</td>
<td>91.40 6.80</td>
<td>1.80 98.20</td>
</tr>
</tbody>
</table>
III. ANNUAL REPORTS
INTRODUCTION

The College of Business (COB) accomplished many noteworthy results in 2003-2004 which are highlighted below. As a result of extensive faculty involvement, learning goals were identified for the Bachelor of Business Administration, Master of Accountancy, and Master of Business Administration programs. Dr. Eugene Bland (finance) was hired to start in Fall 2003. The COB also hired highly qualified individuals for the Ennis S. and Virginia C. Joslin Endowed Chair in Accounting, and for faculty positions in management, marketing, and management information systems to begin teaching in Fall 2004. This action was in line with the COB’s goal to recruit, develop and retain quality faculty. An economist was also hired for one year while one of the economics faculty members was on developmental leave. Additionally, 3,500 copies of the first College of Business “Dean’s Report” were distributed widely to publicize the COB locally, regionally and nationally. The College continues to be the international headquarters of the Society for Advancement of Management (SAM), the oldest professional management association in the business world.

PROGRESS UPDATE

The following provides a summary of the COB’s progress in meeting goals and objectives for 2003-2004 and key achievements related to excellence.

Students

COB activities reflected a strong focus on enhancement of student learning and retention. Student support was evidenced by continuation of the COB student internship program, by COB acquisition of student scholarship funds from Exxon/Mobil, the Lichtenstein Foundation, and Whataburger, Inc., and by specific student learning events such as Dr. Karen Middleton’s Leadership Service Learning Project. Support was provided for student organizations such as Beta Gamma Sigma, the Accounting High Promise Luncheons, and the campus chapter of the Society for Advancement of Management (SAM) who participated in the SAM undergraduate and open case competitions held in Baltimore, Maryland. The Accounting and Business Law Department, along with the IRS, organized and presented a mock accounting investigation. The COB hosted the Kirkland Distinguished Visitor event with an Honors Luncheon in April 2004, which provided students with the opportunity to interact with a highly successful business leader and provided recognition for students graduating with honors. In the fall, our students and recent alums were given the opportunity to pre-test the new computerized uniform CPA exam in the COB computer lab in partnership with AICPA. A student code of ethics was also developed.

Student enrollment increased slightly over 2002-2003 (comparing total student credit hours for the fall semester), with the largest enrollment increase in the Finance, Economics and Decision Sciences Department. To contribute to student recruitment and retention efforts, new brochures for undergraduate and masters’ programs were developed in 2004. Additionally, the COB supported an academic advisor’s attendance at the annual conference of the National Academic Advising Association in Cincinnati, Ohio.
Curriculum

In Fall 2003, a new major in economics in the BBA program and a major in economics in the BA program, developed cooperatively with the College of Arts and Humanities, were implemented. Plans were initiated to monitor the progress of the new majors. The COB explored development of a post-MBA graduate certificate program, however, this activity was deferred until sufficient qualified faculty are designated and funded to implement the program. Additionally, the COB explored the feasibility of establishing an MBA program at Cairo University in Egypt. However, Cairo University submitted a significant, unacceptable change in the proposal so the process was deferred and will be monitored. Review of requirements for all majors began in 2003-2004, to be completed when the new assessment program, which is aligned with the new AACSB standards regarding assurance of learning, is complete. When assessment goals and objectives are finalized, direct and embedded measures for accomplishing the objectives will be developed. Revised standardized syllabi are being prepared to include course learning goals and objectives as a further step beyond the degree goals required for assurance of learning.

Faculty

Faculty stability in 2003-2004 was evidenced by the hiring of a new faculty member in finance, Dr. Eugene Bland. The COB continues to provide faculty support through funding faculty travel, student assistants, and research. A faculty and administration code of ethics was developed. A “Faculty Research Series” was funded by the COB with a platform of faculty research presentations and, on occasion, invitations to outside experts to share information. Faculty accomplishments for 2003-2004 include:

- Dr. Jim Lee continued publication of the Economic Pulse, a publication distributed by the COB twice a year.
- Faculty members assisted the Port of Corpus Christi with the “Americas Unidas” program for conducting business in Mexico and other South American countries.
- Dr. Patrick Crowley was appointed Visiting Research Scholar at the Bank of Finland for the academic year 2004-2005.
- Dr. Swint Friday incorporated a trip for students to the financial district in New York City in a graduate finance topics class.
- Dr. Moustafa Abdelsamad, Dean of the College of Business, continued to serve on the board of directors of the Corpus Christi Chamber of Commerce. He also served as chair of the accreditation team of the Bachelor of Science in Finance program at the American University of Sharjah for the Ministry of Higher Education in the United Arab Emirates, as a member of AACSB visitation teams for Lander University in South Carolina and Sonoma State University in California, and as a mentor for Monterrey Tech in Mexico City South.

Technology and Instructional Resources

The College supported the effective use of technology and instructional resources in 2003-2004 by reviewing technologies used in instructional computer labs and faculty/staff offices and upgrading hardware and software as needed. All faculty/staff hardware was determined to be current technology, with a three-year replacement cycle. Software upgrades are made on an ongoing basis.
Financial Resources

The COB’s operating budget, including all fund sources, exceeded $4.1 million for fiscal year 2004, and included approximately $53,500 appropriated for capital expenditures (primarily for technology acquisitions and replacements).

Community and Region

The COB continued its efforts to foster relationships and enlist the help of key stakeholders by presenting its goals and objectives to the Business Advisory Council and explaining the new AACSB standards to them. Also, the first College of Business “Dean’s Report” was distributed to many groups to publicize the College locally and nationally. The COB sponsored a “Basketball Bash,” which is a visible support function for one day of men’s and women’s basketball games. This event is advertised widely on campus and in the community, displaying the College’s support for athletics, and is a popular event for many constituents.

The Kirkland Distinguished Visitor and Awards program, sponsored by the College of Business, was held in April and provided an opportunity for the campus and local communities to learn successful business strategies from a highly respected business professional. The 2004 Kirkland Distinguished Visitor in Business was Mr. Joe V. Elizondo, Entrepreneur of Greenwood Door Company.

The University received a significant gift (500,000 shares of stock options) from Michael and Karen O’Connor for a new College of Business building. Additionally, the College held a Business Advisory Council meeting in February 2004 to review COB goals and objectives, update the group on the new AACSB standards for assurance of learning, and solicit comments from the advisory group.

Assurance of Learning

Assessment tools including student class evaluations, graduating student exit interviews, ETS Major Field Tests, Uniform CPA Exam results, and periodic surveys, provided useful and relevant information for assessing achievement of college performance goals. The process of finalizing the COB’s list of comparable universities and aspirant universities to serve as benchmarks for the next five years was partially completed during 2003-2004. Contacts were made with identified universities and draft lists were compiled. The Assessment Committee met regularly and reported all assessment results to the Dean, who then distributed the results to the appropriate parties.

The College held a dinner for graduating seniors who had taken the undergraduate and graduate exit surveys to obtain additional student feedback. The students’ comments were passed to the faculty to take any necessary action and to the academic advisors to obtain further comments from students coming in for registration.

PRIORITIES FOR THE IMMEDIATE FUTURE

- Fill open faculty positions in accounting, management, marketing, and management information systems (MIS).
- Develop and implement additional tools for efficient measurement of college operations and AACSB reporting.
- Study and identify comparable universities and aspirant universities to serve as college benchmarks for the next five years.
- Review and recommend changes as needed for all majors and continue to review college processes and policies.
- Initiate a networking/visitation program for COB professional advisors and high school counselors.
- Continue to support student organizations and activities, including student placement activities.
- Continue to upgrade technologies used by faculty/staff and in instructional computer labs.
INTRODUCTION

In 2004-2005 the College of Business (COB) continued to refine its assessment program and engage in activities focused on assurance of learning. Collaborating with faculty and the Administrative Council, the Dean led the development of an updated set of assurance of learning-aligned objectives based on university and college missions and goals. The COB developed direct and embedded assessment measures to provide relevant data for program evaluation in current and future years. The COB acquired SEDONA database software for measurement of college operations and AACSB reporting, and activities began to ensure maximum utilization and effectiveness of this important database.

Other successes included the hiring of four new faculty members to begin in Fall 2004. They are Dr. Donald Deis (the Ennis S. and Virginia C. Joslin Endowed Chair in Accounting), Dr. Joseph Mollick (MIS), Dr. Karen Loveland (marketing), and Dr. Scott Sherman (management). Activities to enhance the COB’s visibility continued. The University’s leadership changed with Dr. Flavius Killebrew assuming the position of University President in 2005.

PROGRESS UPDATE

The following provides a summary of the COB’s progress in meeting goals and objectives for 2004-2005 and key achievements related to excellence.

Students

The COB realized considerable success in 2004-2005 in working toward its goal of enhancing student learning and retention through quality recruitment, advising, classroom experiences, placement, and student organizations. Among the COB’s student-focused activities were: the continuation of the student internship program, the implementation of a student code of ethics, support for student organizations such as Beta Gamma Sigma and the campus chapter of the Society for Advancement of Management (SAM), and support for Dr. Swint Friday’s graduate finance class to travel to the financial district in New York City.

Other COB student-focused activities include support for Dr. Karen Middleton’s leadership class to give presentations at the Southwest Academy of Management annual meeting in Dallas, Texas, and support for the campus chapter of SAM to participate in the case competition at the 2005 SAM Conference in Las Vegas, Nevada.

College student enrollment declined slightly in 2004-2005 (approximately 4.4% decline in credit hours comparing the fall semesters of current and prior academic years). A College enrollment task force was formed and the COB worked with the University Enrollment Services Department to determine the reasons for the decline and find ways of promoting business programs. Additionally, the COB worked with the College of Science and Technology to offer specialized business courses to meet the needs of science majors.
Curriculum

Learning goals for all College of Business degree programs were developed by the faculty during 2004-2005. Additionally, standardized syllabi updates were completed and at fiscal year-end were pending review by the undergraduate or graduate committees as appropriate. The COB Assessment Committee pursued modifying the curriculum assessment process to align it with the assurance of learning standards of AASCB. Assessment efforts included continuing to offer the Major Field Test (MFT) to students who are completing the capstone course for business programs and continuing to conduct exit interviews for both graduate and undergraduate students who are scheduled to graduate at the end of the current semester.

Faculty

The College of Business succeeded in hiring qualified individuals for positions in accounting, management information systems, marketing, and management. Faculty promotion and tenure policies were reviewed and revised and a faculty code of ethics was implemented. Faculty accomplishments for 2004-2005 include:

- Dr. Marilyn Spencer and Dr. A.N.M. Waheeduzzaman coordinated a “Faculty Research Seminar Series” designed to enhance faculty research development.
- Dr. Patrick Crowley was appointed Visiting Research Scholar at the Bank of Finland for the academic year 2004-2005.
- Publication of the Economic Pulse, distributed by the College twice a year, was led by Dr. Jim Lee.
- Two COB economics faculty, Dr. Jim Lee and Dr. Marilyn Spencer, worked with Junior Achievement to help elementary school teachers teach economics to their students. Approximately 350 Texas A&M-Corpus Christi students participated in that effort.
- The COB Associate Dean, Dr. Adolfo Benavides, served on the Board of the Business Academy at Moody High School in Corpus Christi.
- COB accounting faculty, along with the Internal Revenue Service (IRS), organized and presented a mock accounting investigation to elevate student awareness of the Criminal Investigations Division of the IRS and to develop interest in forensic accounting.
- The endowed professor’s chair in accounting was filled by Dr. Donald Deis who serves as a member of the American Institute of Certified Public Accountants-Government Performance and Accountability Committee.
- Dr. Moustafa Abdelsamad, Dean of the College of Business, served as chair of the accreditation team for the MBA program at the American University of Sharjah for the Ministry of Higher Education in the United Arab Emirates in 2005, and served as a member of the AACSB visitation team for Kuwait University. Additionally, Dr. Abdelsamad served as AACSB mentor for the University of Qatar, member of the visitation team for Sonoma State University in California, and chair of the AACSB peer review teams for the University of Arkansas at Pine Bluff and the University of North Georgia.

Community and Region

The COB’s internship program continues to serve our students while contributing to the workforce for several area businesses. The COB sponsored a “Basketball Bash” for one of the University basketball games, which brought students, faculty, alumni, and the community together to recognize COB activities and demonstrate the importance of athletics to the University and the College. Additionally, the COB hosted the 2005 Kirkland Distinguished
Visitor and Awards program, honoring Mr. Ruben Bonilla, Jr., Chairman of the Port of Corpus Christi Authority, a highly successful business professional from the area, and offered the campus and local communities the opportunity to participate in a valuable presentation by Mr. Bonilla. The COB succeeded in obtaining scholarship funds from Exxon/Mobil as well as the Lichtenstein Foundation.

A luncheon was held on September 10, 2004, with representatives from Del Mar College, the Corpus Christi community college, to foster partnership efforts to streamline the processing of students who are transitioning from Del Mar College to Texas A&M University-Corpus Christi, particularly business students.

The COB co-sponsored a “Living Leadership” conference in October 2004 to offer lessons in business leadership to the campus and local community businesses.

Technology

Technology resources for the COB were enhanced by the purchase of computers, projectors, a “smart board” for the COB conference room, and a state-of-the-art color copier for producing brochures and publications.

The COB replaced all computers in two classroom labs in spring 2005.

The Standard & Poor’s Research Insight software was acquired to support faculty and student research.

Assurance of Learning

The COB worked toward development and implementation of AACSB assessment and reporting tools by acquiring SEDONA software which was designed for efficient management of faculty information and intellectual contributions. Also, an initial list of universities to be considered as an aspiration group was developed and relevant data for these universities was gathered. COB processes were partially reviewed and updated and the Associate Dean led efforts to complete this task. The Assessment Committee met regularly, focusing on effective measurement of accomplishing learning and other goals.

PRIORITIES FOR THE IMMEDIATE FUTURE

- Continue to update standardized course syllabi to align them closely with current AACSB standards.
- Fill vacant faculty positions in MIS, finance, and accounting, and work towards faculty salary adjustments.
- Review and upgrade instructional technology and computer lab technology resources.
- Strengthen student organizations through support for participation in competitions and other academic and service learning endeavors.
- Refine lists of peer, aspiration, and competing universities to serve as college benchmarks for the next five years.
- Continue to review and update college processes.
- Update college offices and conference room to create a more productive environment.
- Continue to support faculty and staff development.
INTRODUCTION

In fiscal year 2005-2006, the College of Business (COB) realized many successes as noted in the narrative below. Significant events for the College included hiring three new faculty members who began teaching in Fall 2005. They are Dr. Timothy Klaus (MIS), Dr. Armand Picou (finance), and Mr. Robert Slater (accounting). Also, full professor salaries were adjusted by the University.

The College’s maintenance of AACSB accreditation application was submitted on June 14, 2006, with an expectation of a visit in 2008-2009. While assurance of learning goals for assessment were reviewed and revised for the Bachelor of Business Administration, the Master of Business Administration, and the Master of Accountancy programs in 2004-2005, measures of these learning goals were developed and initiated in 2005-2006. Online ETS Major Field Tests (MFT) were administered for both undergraduate and graduate students for the first time and an online MFT review exam was developed.

Definitions of academically qualified and professionally qualified faculty were approved and distributed. Faculty members attended AACSB conferences and seminars to expand their knowledge and understanding of assessment tools and processes. These conferences and seminars included the Continuous Improvement Conference, AACSB Assessment Seminar, and an AACSB Applied Assessment Seminar.

The University’s leadership for academic affairs changed hands in 2006 as Dr. Sandra Harper was replaced in her position as Provost and Vice President for Academic Affairs by Dr. Robert Kirby, who assumed the position of Interim Provost. Dr. Virginia Wheeless was hired as Provost at the end of the year.

PROGRESS UPDATE

The following provides a summary of the COB’s progress in meeting goals and objectives for 2005-2006 and key achievements related to excellence.

Students

The COB engaged in a variety of student-focused activities to enhance student learning and retention, including support for the COB student campus chapter of the Society for Advancement of Management (SAM) participation in a national case competition, student leadership seminar, and Beta Gamma Sigma. An innovative approach to student learning was demonstrated when Dr. Swint Friday led a finance class trip to New York City to visit key financial markets and institutions. While the COB continues to enjoy moderate enrollment growth, the College worked with the Office of Enrollment Management and the Office of Graduate Studies to promote COB enrollment at all levels. Recruitment efforts were demonstrated by the COB’s participation in programs at area high schools, Del Mar College and Coastal Bend College. Student placement activities realized successes by working with the University Career Services Department and by continuation of the COB’s internship program.
Three student advisors and the Associate Dean attended the National Academic Advising Association meeting, seeking excellence in student advising.

**Curriculum**

The COB’s goal to review and update standardized course syllabi at all levels was partially achieved. Although graduate course updates were completed, review and update activities for undergraduate courses continue. As stated previously, learning goals were finalized, online MFTs were administered, and an online MFT review exam was developed. Certain required undergraduate classes had course-embedded measures implemented as part of assessment activities, and follow-up activities were conducted based on MFT results. A new minor in human resource management was developed and the curriculum for the management major was reviewed and updated.

**Faculty**

As previously stated, new faculty members who joined the COB in 2005-2006 were Dr. Timothy Klaus (MIS), Dr. Armand Picou (finance), and Mr. Robert Slater (accounting). COB faculty members were very productive in research, as evidenced by production of over 30 peer reviewed journal articles in calendar year 2005, in addition to other intellectual contributions such as paper presentations and conference proceedings. A monthly business research seminar series provided faculty development with presentations from COB faculty members and outside guest speakers, including Dr. Wynne W. Chin from the University of Houston, Dr. Daniel S. Hammermesh from the University of Texas, and Dr. Jagdish N. Seth from Emory University.

Faculty members were recognized frequently for their accomplishments in 2005-2006, and the following documents some of their efforts:

- Dr. Valrie Chambers received the Bobby Bizzell Southwestern Deans’ 2006 Innovative Achievement Award, Southwestern Business Deans Association. She also arranged to partner with the IRS in providing students with exposure to the "Who-dun-it" training program on financial crimes.
- Dr. Robert Vokurka was elected secretary-treasurer of APICS, the Association for Operations Management, a 45,000 member international professional organization. He served as a senior examiner for the Malcolm Baldrige National Quality Award, and served on a panel of judges for the Texas Award for Performance and Excellence.
- Dr. W. Scott Sherman, through his Multinational Management (MGMT4315) course, worked with Driscoll Children’s Hospital to help identify opportunities for expansion into northern Mexico. He served as closing speaker for The Texas A&M System Student Affairs Symposium held in May 2006.
- Dr. Marilyn Spencer was elected to serve as a regional governor for the Rotary Club.
- Dr. Patrick Crowley served as co-editor of the journal *Current Politics and Economics of Europe*, co-chair of the economics interest section of the European Union Studies Association, and co-organizer of a seminar on Europe entitled “Wither EU Integration and Cooperation?” held at Wilfrid Laurier University in Canada.
- Dr. Moustafa Abdelsamad, Dean of the College of Business, continued to serve as the international President and CEO for the Society for Advancement of Management, the Editor-in-Chief of *SAM Advanced Management Journal*, and chair of the 2006 SAM International Business Conference. He also served as a member of the AACSB PreAccreditation Committee, AACSB accreditation mentor for American University of Beirut and Qatar University, and chair of the AACSB accreditation team for North Georgia College and State University.
Technology and Instructional Resources

The COB continues its commitment to effective use of technology and instructional resources by replacing and updating technology resources. This includes replacement of 21 computers and 5 printers in faculty/staff offices, provision of additional software for faculty research, and replacement of a server and other hardware and software used in instructional computer labs.

Community and Region

The COB conducted a successful Kirkland Distinguished Visitor and Awards program. The 2006 Kirkland Distinguished Visitor in Business was Mr. Melvyn N. Klein, Managing General Partner, GKH Partners, L.P., and entrepreneur and Founder of Melvin N. Klein Interests. Additionally, the COB was one of the sponsors for the 2nd International Conference on Youth and Education for the 21st Century held on campus, and sponsored the International Asset Management Council event in October 2005. The COB sponsored a highly successful university basketball game, which was well-attended and provided excellent publicity for the University and the College. The COB co-sponsored the 11th Annual Luminary Series entitled “Leading to Greatness” in November 2005.

Assurance of Learning

In alignment with assurance of learning initiatives, measures of learning goals for all academic programs were developed and initiated in 2006. The College utilized assessment tools and evaluation processes, including the ETS Major Field Tests, Educational Benchmarking, Inc. (EBI) surveys, and other surveys, course evaluations, committees, councils, and other inputs in its measurement processes. Major Field Tests (MFTs) were administered online for both undergraduate and graduate students in the fall and spring semesters. Syllabi for core undergraduate business courses incorporated MFT statements and an online MFT review exam was developed. EBI surveys were administered for undergraduate and graduate programs in the fall and spring semesters, with a response rate of 53% - 60%.

PRIORITIES FOR THE IMMEDIATE FUTURE

- Ensure curriculum is in compliance with AASCB standards, update standardized course syllabi, and submit approved proposals for new/enhanced program offerings.
- Align assessment program to current AACSB standards.
- Fill faculty positions that may become vacant.
- Continue to work with university administration for faculty salary adjustments and continue to support faculty development activities.
- Replace and upgrade computer equipment and office technology.
- Support student organizations and student placement activities.
- Work with Business Advisory Council to support student scholarships and college projects.
- Support networking/visitation programs for COB professional advisors.
- Implement online module on the COB Student Code of Ethics and Plagiarism.
- Develop and implement measurement tools for college programs.
- Review and update college processes.
- Support staff development.
INTRODUCTION

The College of Business (COB) achieved significant successes in 2006–2007 in comprehensive assessment activities and working together as a team to meet COB goals and objectives. Assessment activities included increased utilization of the SEDONA information database and use of assessment tools such as EBI surveys (faculty, undergraduate seniors, and graduating graduate students), major field tests, and course-embedded measures. Following approved course rubrics, course-embedded measures were initiated into the College’s academic programs to measure program learning goals such as implementation of effective communication, business functions in the global marketplace, and ethics. The COB approved changes to the College mission statement which incorporated comments from the Business Advisory Council, demonstrating the COB’s commitment to recognition of community stakeholders’ input.

The COB operated in an environment of transition for senior administration at the University in 2006-2007. Changes in university leadership included a new Chief Financial Officer, and in 2007, the Provost and Vice President for Academic Affairs returned to the faculty within her first year of appointment, to be replaced by an interim Provost.

The COB was proud to distribute a high-quality newsletter, “College of Business Outlook,” to stakeholders in 2007. Student enrollment increased in Fall 2006 by 3.3% compared to Fall 2005, and the College was active in student engagement by supporting various student organizations.

PROGRESS UPDATE

The following provides a summary of the COB’s progress in meeting goals and objectives for 2006–2007 and key achievements related to excellence.

Students:

Innovation in learning continues to be demonstrated by offering students unique learning experiences such as a class trip for graduate finance students to New York City to visit key financial markets and institutions, blending classroom and real-world experience. Additionally, the COB held a Fraud Prevention Week for students featuring nationally prominent speakers who presented programs about white-collar crime and its motivations, obstacles, and consequences. Students in Dr. Karen Middleton’s Leadership and Managerial Effectiveness (MGMT4320) class contributed to the local military community by helping families of deployed military with home repairs, yard upkeep, and other activities as their service learning projects.

Accounting and business students were given a unique opportunity to interact with state and national leaders in governmental accounting during a panel session of the Government Performance and Accountability Committee of the AICPA. The COB provided support for students and student organizations, such as sponsorship of students to participate in the case competition of the international Society for Advancement of Management (SAM) conference,
Adelante and Beta Gamma Sigma leadership conferences, and providing scholarships for graduate and undergraduate students. Student placement activities realized successes by working with university Career Services and by the COB’s internship program.

**Curriculum:**

In addition to continuing to update standardized course syllabi for all college courses, many courses have been modified to include course-embedded measurements for assessment purposes. Other assessment activities during 2006-2007 include utilization of Major Field Tests (MFT), with activation of an MFT web-based review course (BUSI0088) available to students this year. An online module for the COB Student Code of Ethics and Plagiarism (BUSI0011) was implemented. New program offerings for students included minors in marketing and personal financial planning. Compliance with the undergraduate 120-hour state-imposed ruling was achieved, to be effective September 2009.

**Faculty:**

The COB was successful in recruiting highly qualified individuals for one business law and two accounting positions for Fall 2007 in an intensely competitive market for these disciplines in the United States. The College’s full-time faculty members produced 98 peer reviewed journal articles and 195 other intellectual contributions. Faculty accomplishments were extensive for 2006-2007, and include the following (among many):

- Dr. Moustafa Abdelsamad, Dean of the College of Business, continued to serve as the international President and CEO of the Society for Advancement of Management, the Editor-in-Chief of *SAM Advanced Management Journal*, and chair of the annual SAM conference.
- Dr. Robert Vokurka was elected as the President-elect of APICS, The Association for Operations Management.
- Dr. Donald Deis served as a member of a national task force assigned by the Public Company Accounting Oversight Board, and is editor of the accounting section of the *Journal of Public Budgeting, Accounting & Financial Management*.
- Dr. Valerie Chambers is a member of the American Institute of Certified Public Accountants (AICPA) Regulation Simulation Development Subcommittee.
- Professor Paul Cameron (a half-time faculty member) attained the Certified Fraud Examiner certification.
- Dr. Marilyn Spencer served as District Governor for Rotary International.
- Dr. Karen Middleton was named the Texas Recreation and Park Society (TRAPS) Educator of the Year 2006.
- Dr. Kent Byus received the Chairman’s Award from the Corpus Christi Hispanic Chamber of Commerce.
- Dr. Timothy Klaus received the Best Presentation Award at the 2006 Academic Business World Conference in Nashville, TN., and also won the Best Paper Award at the 2007 ACM SIGMIS Conference in St. Louis, MO.
- Dr. Gregory Black received the Best Paper Award at the 2007 Association of Collegiate Marketing Educators Conference in San Diego, CA.
- Dr. Jim Lee and Dr. David Yoskowitz completed a study that documents the economic contributions of the University in the report “The Economic Impact of Texas A&M University-Corpus Christi in the Local Community, the Coastal Bend Region and the State of Texas.”
The COB demonstrated support for faculty development by holding seven research seminars, including one with an invited outside speaker, Dr. David C. Bello of Georgia State University, and renewed specialized software for faculty research. Faculty members were also supported by college funding for travel, student assistants, and research enhancement funds.

**Technology and Instructional Resources**

The COB honored its commitment to current technology and instructional resources in the classroom by providing replacement of two LCD projectors, 13 computers, and four printers.

**Community and Region**

The COB participated heavily in the University’s proposal for state funding to establish a business incubator and technology transfer center to positively impact the region's economic growth. Although the State did not fund the proposal, the COB continues to explore opportunities for partnership with the Corpus Christi Regional Economic Development Corporation and the community to develop a center for entrepreneurial development (business incubator).

The COB conducted a successful 2007 Kirkland Distinguished Visitor in Business program, with an informative presentation by the Mr. John Buckley, Buckley & Associates, L.L.P., for the students and campus community. The COB works closely with its active Business Advisory Council and continues to serve as the headquarters of the Society for Advancement of Management.

**Assessment and Assurance of Learning**

The College's specialized database software, SEDONA, has been highly utilized for faculty data reporting and for providing key tables of information for AACSB standards. The COB’s Assessment Committee provided leadership and innovation in regular meetings to help the College move forward in refinement of an assurance of learning approach to assessment.

As noted in the Introduction, additional course-embedded measures were initiated, following approved course rubrics, to assess more direct measures of program learning goals.

**PRIORITIES FOR THE IMMEDIATE FUTURE**

- Continue to review curriculum, academic programs, and standardized course syllabi for compliance with current AACSB standards.
- Review and submit proposals for new program offerings or enhancements.
- Support faculty development by providing resources for travel, research seminars, student assistants and web-based instruction; and support staff development.
- Continue to upgrade faculty/staff offices and instructional lab technology.
- Support student recruitment, student organizations, and placement activities
- Update college publications.
- Expand use of SEDONA faculty reporting system to measure college operations.
- Work with Business Advisory Council to obtain input and scholarship opportunities.
- Continue to review and update college processes.
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INTRODUCTION

The College of Business (COB) had many successes in meeting its goals and objectives for 2007-2008. Three new faculty members were hired to start in Fall 2007. They are Dr. Brian Elzweig (business law), Dr. Bo Ouyang (accounting), and Ms. Anita Reed (accounting), who completed her Ph.D. in the summer of 2008. In a very tough recruiting environment for accounting faculty, the COB was able to fill its only vacancy for the 2008-2009 academic year. Dr. Rabih Zeidan was hired to begin teaching in Fall 2008.

Dr. Anantha Babbili joined the University in Fall 2007 as the new Provost and Vice President for Academic Affairs. He is supportive of the College and its continuous pursuit of high quality.

President Flavius Killebrew was successful in securing the additional funds needed to supplement the O’Connor Gift to build a new COB building. The COB faculty and staff worked with architects to prepare the COB’s list of needs for the new building.

The Assessment Committee continued to refine its assurance of learning activities to enhance the COB’s ability to ensure that programs and learning goals are met. These learning goals continue to be primarily assessed through course-embedded measures and the ETS Major Field Tests (MFT). The Accounting and Business Law Department filed for initial AACSB accreditation of accounting programs.

The COB encountered significant growth in graduate student enrollment in both the MBA and Master of Accountancy programs, due in part to the recruitment of English as a Second Language Institute (ESLI) students into the graduate programs. This increase can also be attributed to the proactive efforts of the accounting department faculty in recruiting highly motivated and qualified students into the Professional Program in Accounting (PPA). The undergraduate enrollment remained stable.

The COB continued to support faculty development in the form of travel support, technology upgrades, purchasing database licenses, and providing student assistants to help faculty become more productive.

PROGRESS UPDATE

The following subsections provide a summary of the COB’s progress in meeting goals and objectives for 2007-2008 and key achievements related to excellence.

Students:

The COB remains committed to student learning and retention through quality recruitment, advising, classroom experiences, placement, and student organizations. Many of these efforts were accomplished with the cooperation of other departments or organizations both inside and outside of the University. Examples of those activities are: students teaching economics in elementary school classes organized through Junior Achievement, students preparing income
tax returns for low income families in the Coastal Bend as part of the IRS’s Volunteer Income Tax Assistance (VITA) program, and students participating in a national case competition sponsored by the Texas A&M University-Corpus Christi Chapter of the Society for Advancement of Management (SAM).

COB personnel continue to regularly attend recruitment events held on campus, including Island Days for prospective undergraduate students and Graduate Night for prospective graduate students; and off campus, including College Day events at Del Mar College and Coastal Bend College. They also teamed up with the University’s Enrollment Services and Graduate Studies departments to enhance recruiting efforts. The addition of ESLI students has significantly increased the overall MBA enrollment and diversity.

Students in the COB had many opportunities to participate in academic activities of interest beyond the classroom. To promote student engagement, the COB sponsors several business-related student organizations that provide students with leadership development opportunities, including the Student Accounting Society, the Student Economics Association, and the Society for Human Resource Management. For the year 2007-2008, Beta Gamma Sigma, the College honor society, inducted 29 students. Dr. Brian Elzweig, assistant professor of business law, served as faculty advisor of Phi Alpha Delta, the pre-law fraternity.

A select number of students participated in learning activities away from the Texas A&M-Corpus Christi campus. Students enrolled in Dr. Swint Friday’s graduate finance course during the Maymester experienced a unique blend of classroom instruction and real-world applications. During the initial part of the course they studied the key financial markets and institutions. During the final part of the course they traveled to New York City to visit many of those institutions. In May 2008, an undergraduate finance and accounting student participated in an international essay competition in Switzerland where he presented his award-winning paper, “Financial Instruments Innovation: Risk or Negligence?”

Graduate enrollment in the COB increased significantly. Graduate student credit hour production increased by 35.8 percent in Fall 2007 (compared to Fall 2006) and by 11.3 percent in Spring 2008 (compared to Spring 2007).

Curriculum:

Several groups participated in curriculum reviews this year. First, many instructors updated their course syllabi, which were ultimately reviewed and approved by the appropriate department and the College committees. Second, the Assessment Committee continued to refine “assurance of learning” activities and procedures. In particular, the Committee worked diligently on improving the effectiveness of course-embedded measures. In addition, the Assessment Committee continued to administer and monitor the results of the ETS Major Field Test, which is designed to evaluate students’ mastery of the major business areas covered within the program. Both the course-embedded measures and the Major Field Test are designed to uncover any noted deficiencies in student learning. Two new minors, Human Resource Management and Entrepreneurship, were added.

Faculty:

The College continued to maintain a high faculty retention rate. The only faculty vacancies were in accounting and business law and they were filled with qualified candidates. This speaks highly of the COB’s ability to attract qualified faculty in a very tight market.
The Promotion and Tenure Committee was asked to review the COB’s promotion and tenure process and make recommendations for its improvement. Also, task forces were appointed to review student engagement and the faculty evaluation process. The committee and task force submitted reports to the Dean for possible implementation of their proposed recommendations.

Faculty members continually strive to remain current in their fields. Some availed themselves to the monthly business research seminars series which are usually conducted by faculty colleagues sharing their research study findings. Additionally, faculty members continue to be productive in intellectual contributions. They have published articles in peer-reviewed publications and engaged in other forms of intellectual contributions, such as paper presentations and conference proceedings. Faculty members benefit from association with the University’s Faculty Renaissance Center. To encourage faculty achievement in research, teaching, and service, each year the COB Awards Committee nominates one individual in each area to be considered for awards at the University level. In addition, the COB recognizes those selected individuals at the annual Kirkland Awards Ceremony.

Faculty achieved a number of noteworthy accomplishments during the year. Samples of those accomplishments are listed below:

- Dr. Moustafa Abdelsamad, Dean of the College of Business, continued to serve as the international President and CEO of the Society for Advancement of Management, the Editor-in-Chief of *SAM Advanced Management Journal*, and chair of the annual SAM conference.
- Dr. Adolfo Benavides, Associate Dean, won the undergraduate Honors Program’s Faculty Award this year.
- Dr. Chuleeporn Changchit began serving as the Editor-in-Chief of the *Journal of Information Privacy and Security* (JIPS). The journal is housed in the COB.
- Dr. Patrick Crowley did a summer internship with the Bank of Finland, received a faculty research award, and was awarded the University’s Excellence in Creative/Scholarly Activity Award for 2007-2008.
- Dr. Donald Deis served as a member of the American Accounting Association (AAA), Government and Nonprofit Section (GNP), Research Committee, and a task force to create a new AAA section journal in the GNP area; American Institute of Certified Public Accountants-Government Performance and Accountability Committee, and the Public Company Accounting Oversight Board’s Task Force on Audit Firm Quality Standards. He serves on the editorial boards of five publications.
- Dr. Swint Friday writes a periodic finance column for the *Corpus Christi Caller-Times* (our local newspaper).
- Dr. Jim Lee continues to produce the publication *Economic Pulse*, which is available online, to address economic issues in the Coastal Bend.
- Dr. Karen Middleton worked with the naval base on a project to aid our military families.
- Dr. Elwin Myers served on the local Better Business Bureau (BBB) Education Advisory Board.
- Dr. Katy Peeples received an Outstanding Faculty Advisor Award from the Society for Advancement of Management in 2008.
- Dr. Robert Vokurka served as chair of the board of APICS, The Association for Operations Management. He is an alumni/senior examiner for the Malcolm Baldrige National Quality Award. He serves on the editorial boards of 13 publications.
- As part of our cooperative efforts to assist with a sister A&M institution, Dr. A.N.M. Waheeduzzaman taught a doctoral marketing course at Texas A&M International University in Spring 2008.
Dr. Awni Zebda received this year’s University Alumni Association’s Distinguished Faculty Award.

**Technology and Instructional Resources:**

The COB continued to support the effective use of technology and instructional resources in 2007-2008. The Business Computer Lab (BCL) placed into service 85 new computers. In addition, the BCL upgraded its projection system. COB faculty received computer upgrades as planned. The College increased its output of online instruction. A total of 14 WebCT courses were offered during 2007-2008, seven in each semester. This compares to 10 total online courses being offered during the preceding year.

**Community and Region:**

The COB maintains a presence in the community and the region through its partnerships with several organizations. The College’s Business Advisory Council, as well as the local business community, supplies invaluable assistance by hiring graduates, sponsoring internship opportunities, and its members serve as guest speakers. Students enrolled in several upper-level marketing courses have provided market research and analysis assistance to local businesses. The COB newsletter, published in spring 2008, informed constituent groups of the College’s recent activities and accomplishments. For the first year in this region, the University hosted the People’s Law School, coordinated by Dr. Brian Elzweig, assistant professor of business law. Additionally, the COB expanded its participation in the Volunteer Income Tax Assistance (VITA) program by becoming a training center for local volunteers, coordinated by Dr. Valerie Chambers, an associate professor of accounting.

The COB hosted a successful Kirkland Distinguished Visitor and Awards program in April. The recipient of the 2008 Kirkland Distinguished Visitor in Business Award was Mr. Mike Shaw, national entrepreneur and owner of the new Toyota dealership in Corpus Christi.

**Assurance of Learning:**

The pursuit of continuous improvement permeates the COB’s operations. In fact, the subject has been addressed earlier in the “Curriculum” and “Faculty” subsections of this report. As mentioned in those sections, the COB continues to use, measure, and implement course-embedded measurements in selected courses. In addition, the ETS Major Field Test continued to be used to monitor student mastery of key business concepts.

**PRIORITIES FOR THE IMMEDIATE FUTURE**

- Continue to prepare for the maintenance of AACSB accreditation and for initial accounting accreditation.
- Collaborate with architects and builders on the planning and design of the new COB building.
- Work with the University administration to address the ESLI English language competency concerns.
- Continue working on goals and objectives specified in the Goals and Objectives section for 2008-2009.
- Continue to review and update college processes.
- Continue to foster student engagement through classroom experiences, support of social events, and service learning opportunities.