Texas A&M University-Corpus Christi

Detailed Assessment Report
2007-2008 College of Business Annual Report

Mission/Purpose

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.

Goals

G 1: Education
Provide high quality, relevant, innovative education for business and non-business students and the community.

G 2: Faculty
Recruit, develop, and retain quality faculty.

G 3: Technology
Encourage and support the effective use of technology and other instructional resources to improve learning.

G 4: Student support
Enhance student learning and retention through quality recruitment, advising, placement, and student organizations.

G 5: Operations
Pursue continuous improvement of college operations and community service.

Outcomes/Objectives, with Any Associations and Related Measures,
Achievement Targets, Findings, and Action Plans

O 0: Manage College Operations

Strategic Plans:

Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.10 Manage resources efficiently and effectively.
1.7 Commitment to faculty & staff diversity & quality.
1.9 Expand University impact and stature.

Related Measures:

M 0: Manage College operations

Manage College operations.

Source of Evidence: Document Analysis

Achievement Target:
Manage College operations with budget and support enrollment growth

Findings (2007-2008) - Achievement Target: Met
College was managed within budget.

Related Action Plans:

New faculty Positions
New faculty positions:

- New finance position: $143,578
- New economics position: $101,167
- New management position: $122,353
- New marketing position: $131,093

This amount represents the median salary for new positions at comparable schools. New positions are needed for expansion of programs and to keep pace with increasing student enrollment in COB classes.

For more information, see the Action Plan Details section of this report.

M & O Increase

M & O Increase:

- General growth: $30,000
- AACSB costs: $20,000
- Incubator 1st year deficit: $67,650
- Graduate Assistant for ESLI: $4,000
- 4 Graduate Assistants (other): $12,670 each. TOTAL = $50,680

(Note: COB has not received a fair share of graduate assistants from the Office of Graduate Studies & Research.

No increase was given for many years. New unfunded mandates.

For more information, see the Action Plan Details section of this report.

O 0: College of Business Building
Work with the University administration on the completion of the new College of Business Building.

**Related Measures:**

**M 0: College of Business Building progress**  
Progress in the planning and preparations  
Source of Evidence: Administrative Measure

**O 1: Faculty actively publish in refereed journals**  
Faculty actively publish in refereed journals.

**Associations:**  
AASCB

**Strategic Plans:**  
Texas A&M-Corpus Christi  
1.1 Provide excellent academic programs & instruction.  
1.5 Increase research and creative activity.  
1.9 Expand University impact and stature.

**Related Measures:**

**M 1: Refereed journal articles published**  
Number of refereed journal articles published.  
Source of Evidence: Document Analysis

**Achievement Target:**  
Total of 37 refereed articles (one per faculty member).

**Findings (2007-2008) - Achievement Target: Met**  

**Findings (2006-2007) - Achievement Target:**  
see annual report

**O 2: Faculty and staff participation in committees**  
Faculty and staff actively participate in University and College Committees.

**Associations:**  
AASCB

**Strategic Plans:**  
Texas A&M-Corpus Christi  
1.1 Provide excellent academic programs & instruction.  
1.10 Manage resources efficiently and effectively.  
1.4 Provide a supportive and safe campus environment

**Related Measures:**

**M 2: Filled committee positions.**  
Filled committee positions.  
Source of Evidence: Administrative Measure

**Achievement Target:**  
University and college committee positions filled.

**Findings (2007-2008) - Achievement Target: Met**
All committee positions were filled.

**Findings (2006-2007) - Achievement Target:**
seen annual report.

**O 3: Ensure curriculum is in AACSB compliance**
Continue to review and update programs and standardized course syllabi.

**Associations:**
AACSB

**Strategic Plans:**
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.

**Related Measures:**

**M 3: Curriculum reviews and updated syllabi.**
Curriculum reviews and updated syllabi.

Source of Evidence: Document Analysis

**Achievement Target:**
All curricula reviewed and syllabi updated as required.

**Findings (2007-2008) - Achievement Target: Met**
ACCBL reviewed all courses in Fall 2007 and plans to review them every other year. MGMT/MKTG was reviewed Fall 2007 (will be reviewed every third year). FEDS was reviewed in a prior year. It is scheduled for review in 2008/2009.

**Findings (2006-2007) - Achievement Target:**
see annual report

**O 4: Effective use of assessment**
Continue to refine and enhance our assessment program to maximize effective use of assessment information.

**Associations:**
AACSB

**Strategic Plans:**
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment
1.6 Commitment to student diversity and quality.
1.7 Commitment to faculty & staff diversity & quality.

**Related Measures:**

**M 4: Refine and enhance assessment processes**
Organization structure and processes approved and in place. Improvements documented.

Source of Evidence: Document Analysis

**Achievement Target:**
Structure in place and processes approved.

**Findings (2007-2008) - Achievement Target: Met**
Continued to use MFT and EBI surveys. Expanded course embedded

MFT = $2,475
EBI = $1,975

Findings (2006-2007) - Achievement Target:
see annual report

O 5: Proposals for new programs
Explore the advisability of adding new programs. review related proposals and submit COB approved proposals for university approval.

Associations:
AACS

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.9 Expand University impact and stature.

Related Measures:

M 5: New program proposals approved and submitted
New program proposals reviewed and those approved by COB submitted to administration.

Source of Evidence: Document Analysis

Achievement Target:
Submitted proposals.

Findings (2007-2008) - Achievement Target: Met
Submitted and obtained approval of minors in entrepreneurship, and management.

Findings (2006-2007) - Achievement Target:
see annual report

O 6: 120 hour limit for undergraduate programs
Bring undergraduate programs to 120 hour state-imposed limit.

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment

Related Measures:

M 6: Revised programs. to meet 120 hour rule
Revised programs to meet 120 hour rule.

Source of Evidence: Document Analysis

Achievement Target:
Programs revised.

Findings (2007-2008) - Achievement Target: Met
Undergraduate programs have been revised to meet the 120 hour limit.

Findings (2006-2007) - Achievement Target:
see annual report
O 7: Fill vacant faculty positions
Fill faculty positions that may become vacant.

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.5 Increase research and creative activity.
1.7 Commitment to faculty & staff diversity & quality.
1.9 Expand University impact and stature.

Related Measures:

M 7: Filled positions.
Filled positions
Source of Evidence: Administrative Measure

Achievement Target:
Filled faculty positions.

Findings (2007-2008) - Achievement Target: Met
Filled one accounting position that resulted from a faculty member's resignation.

$15,382

Findings (2006-2007) - Achievement Target: see annual report

Related Action Plans:

Replace Finance Position
This amount represents the difference in the current budgeted amount for the finance professor poised to retire at the end of the spring semester and the replacement cost of an incumbent.

For more information, see the Action Plan Details section of this report.

O 8: Continue to work on salary adjustments
Continue to work with university administration for salary adjustments (to AACSB comparisons) for faculty retention.

Associations:
AACSB

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.5 Increase research and creative activity.
1.7 Commitment to faculty & staff diversity & quality.

Related Measures:

M 8: Salary equity adjustment recommendations made.
Salary equity adjustment recommendations made.
Source of Evidence: Document Analysis

Achievement Target:
Recommendations made.
Findings (2007-2008) - Achievement Target: Met
The Dean discussed it with the Provost and VPAA. Funding was not available for that purpose.

Findings (2006-2007) - Achievement Target:
see annual report

Related Action Plans:

Salary Compression
The 2008 AACSB salary survey indicates that salaries within the COB are well below the median level for comparable schools. The COB anticipates a decrease in faculty retention unless we can begin to bring salaries in line with the median.

For more information, see the Action Plan Details section of this report.

O 9:  Support faculty development activities
Continue to support faculty development activities (e.g. travel, student assistants, and research enhancements).

Strategic Plans:

Texas A&M-Corpus Christi
  1.1 Provide excellent academic programs & instruction.
  1.5 Increase research and creative activity.
  1.7 Commitment to faculty & staff diversity & quality.
  1.9 Expand University impact and stature.

Related Measures:

M 9: Support activities.
Support activities.

Source of Evidence: Document Analysis

Achievement Target:
(9) Faculty activities supported at an appropriate level; (10) activities supported.

Findings (2007-2008) - Achievement Target: Met
Faculty support in travel, student assistants, faculty research colloquia, and other activities. Supplemented the University allocation to the COB of research enhancement funds.

Spent $116,605 on student wages in FY 2008 for a difference of less $9,092.

Spent $77,482 on travel in FY 2007 for a difference of $21,698 in FY 2008.

Findings (2006-2007) - Achievement Target:
see annual report

O 10: Faculty development for web-based instruction
Encourage and support faculty development in web-based instruction.

Associations:
AACSB

Strategic Plans:

Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.

**Related Measures:**

**M 9: Support activities.**
Support activities.
Source of Evidence: Document Analysis

**Achievement Target:**
(9) Faculty activities supported at an appropriate level; (10) activities supported.

**Findings (2007-2008) - Achievement Target: Met**
In Spring 2008 and Fall 2007 there were 7 on-line courses offered each semester for a total of 14.
In Summer 2008 there were 9 on-line courses offered.
In Spring 2007 and Fall 2006 there were 5 on-line courses offered each semester for a total of 10.

**Findings (2006-2007) - Achievement Target:**
see annual report

**O 11: Replace computers in lab as appropriate**
Replace instructional computer lab equipment as appropriate.

**Associations:**
AACSB

**Strategic Plans:**
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.10 Manage resources efficiently and effectively.
1.4 Provide a supportive and safe campus environment
1.6 Commitment to student diversity and quality.
1.7 Commitment to faculty & staff diversity & quality.

**Related Measures:**

**M 10: Technology upgrades.**
Appropriate instructional equipment and faculty / staff office technology as required.
Source of Evidence: Climate / Environment

**Achievement Target:**
(11) Instruction computer labs updated on a three-year cycle; (12) Faculty and staff software updated on a three year cycle and software upgrades as appropriate.

**Findings (2007-2008) - Achievement Target: Met**
Funds were granted and new computers are being ordered.

$86,000

**Findings (2006-2007) - Achievement Target:**
see annual report

**O 12: Upgrade technology as required**
Upgrade faculty/staff office technology as required.

**Associations:**
AACSB

**Strategic Plans:**
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.10 Manage resources efficiently and effectively.
1.5 Increase research and creative activity.
1.7 Commitment to faculty & staff diversity & quality.

**Related Measures:**

**M 10: Technology upgrades.**
Appropriate instructional equipment and faculty/staff office technology as required.

Source of Evidence: Climate/Environment

**Achievement Target:**
(11) Instruction computer labs updated on a three-year cycle; (12) Faculty and staff software updated on a three year cycle and software upgrades as appropriate.

**Findings (2007-2008) - Achievement Target: Met**
Done. $14,305

**Findings (2006-2007) - Achievement Target:**
see annual report

**Related Action Plans:**

Software - Permanent funding
The funded software programs used by the COB are needed on an annual basis for student use, teaching, and faculty research.

For more information, see the Action Plan Details section of this report.

**O 13: Networking with high school counselors**
Continue networking/visitation program for COB professional advisors and high school counselors (e.g. mileage, promotion materials).

**Associations:**
AACSB

**Strategic Plans:**
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.3 Promote lifelong learning and global citizenship.
1.4 Provide a supportive and safe campus environment

**Related Measures:**

**M 11: Program visits.**
Program visits.

Source of Evidence: Document Analysis

**Achievement Target:**
High school counselors visited at least annually.
Findings (2007-2008) - Achievement Target: Met
Participated in Del Mar College and Coastal Bend Transfer Day, Financial Aid Fair, and other activities. Conducted a recruiting campaign through the Talisma. Participated with the Graduate School in recruitment program. Participated in the Island Days for recruiting undergraduate students.

Findings (2006-2007) - Achievement Target:
see annual report

O 14: Support student organizations
Strengthen and support student organizations including participation in competitions and other academic and service learning endeavors.

Associations:
AACSB

Strategic Plans:

Texas A&M-Corpus Christi
  1.1 Provide excellent academic programs & instruction.
  1.2 Achieve targeted national prominence.
  1.4 Provide a supportive and safe campus environment

Related Measures:

M 12: Participation in activities.
Participation and support in student organizations.

Source of Evidence: Activity volume

Achievement Target:
Student organizations actively supported.

Findings (2007-2008) - Achievement Target: Met
Supported participation of students in a case competition, supported a student's attendance at the Global Capitalism Symposium in Switzerland. Encouraged student organizations. A number of innovative activities were done to enhance student engagement such as Careers in Government, IRS Criminal Investigation program to detect fraud, People's Court (over 200 participants of students and other community members), VITA tax preparation assistance, and Junior Achievement.

PPA Program = $569
Case Competition = $1,125
SAM Board Meeting Student Representative = $817
Junior Achievement = $735
Global Capitalism Symposium = $750
Careers in Government = $1,644
IRS Event = $448
Total = $5,271

Findings (2006-2007) - Achievement Target:
see annual report

O 15: Supplement student placement activities.
Supplement student placement activities.

Associations:
AACSB
Strategic Plans:

Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment

Related Measures:

M 13: Develop action plan with Career Services
Developed an action plan with Career Services to supplement student placement activities.

Source of Evidence: Document Analysis

Achievement Target:
Action plan developed.

Findings (2007-2008) - Achievement Target: Met
Conducted meetings with the CCREDC to develop relationships with the business community to increase awareness of opportunities for jobs in the area. Revised the requirements for internships to expand student opportunities for internships.

Findings (2006-2007) - Achievement Target:
see annual report

O 16: Update College publications.
Update College publications.

Associations:
AACSB

Strategic Plans:

Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.9 Expand University impact and stature.

Related Measures:

M 14: Code of ethics
Code of ethics implemented

Source of Evidence: Document Analysis

Achievement Target:
New publications.

Findings (2007-2008) - Achievement Target: Met
Updated the UG student programs brochure. Currently working with the University PIO to develop publications for marketing the COB programs.

Findings (2006-2007) - Achievement Target:
see annual report

O 17: Student code of ethics and plagiarism
Implement an on-line module on the College Student Code of Ethics and Plagiarism.

Associations:
AACSB

Strategic Plans:
Texas A&M-Corpus Christi

1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment
1.6 Commitment to student diversity and quality.

Related Measures:

M 15: Code of ethics
Code of ethics implemented.
Source of Evidence: Document Analysis

Achievement Target:
Web-CT shell created and implemented.

Findings (2007-2008) - Achievement Target: Met
Implemented

Findings (2006-2007) - Achievement Target:
see annual report

O 18: Tools for AACSB reporting
Continue to develop and implement tools including Sedona, WEAVEonline (university acquired program, and EBI surveys to measure College operations and progress and for AACSB reporting.

Associations:
AACSB

Strategic Plans:

Texas A&M-Corpus Christi

1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment
1.6 Commitment to student diversity and quality.
1.7 Commitment to faculty & staff diversity & quality.
1.9 Expand University impact and stature.

Related Measures:

M 16: Sedona faculty reporting system
Expand use of Sedona faculty reporting system and test its effectiveness.
Source of Evidence: Document Analysis

Achievement Target:
Sedona used for AACSB reporting.

Findings (2007-2008) - Achievement Target: Met
Work continues to provide useful data for university strategic planning and assessment with minimum amount of duplication.

$2,775

Findings (2006-2007) - Achievement Target:
see annual report

O 19: Annual COB report
Dessiminate information about College programs and happenings.

Associations:
AACSB

Strategic Plans:

Texas A&M-Corpus Christi

1.1 Provide excellent academic programs & instruction.
1.9 Expand University impact and stature.

Related Measures:

M 17: Publish and distribute COB report
Published and distributed COB report.
Source of Evidence: Document Analysis

Achievement Target:
Report published and distributed.

Findings (2007-2008) - Achievement Target: Met
Reactivated the COB newsletter.

$24,000 + $1,106 cost of newsletter.
Total = $25,106

Findings (2006-2007) - Achievement Target:
see annual report

O 20: College processes
Continue to review and update College processes.

Associations:

AACSB

Strategic Plans:

Texas A&M-Corpus Christi

1.1 Provide excellent academic programs & instruction.
1.10 Manage resources efficiently and effectively.
1.4 Provide a supportive and safe campus environment

Related Measures:

M 18: Reviewed COB processes
Reviewed COB processes.
Source of Evidence: Document Analysis

Achievement Target:
Processes reviewed.

Findings (2007-2008) - Achievement Target: Met
A major segment of the processes were reviewed and updated.

Findings (2006-2007) - Achievement Target:
see annual report

O 21: Support staff development.
Continue to support staff development.

Associations:

AACSB

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.4 Provide a supportive and safe campus environment
1.7 Commitment to faculty & staff diversity & quality.

Related Measures:

M 19: Support staff development activities.
Support staff development activities.
Source of Evidence: Document Analysis

Achievement Target:
Activities supported at an appropriate level.

Findings (2007-2008) - Achievement Target: Met
Encouraged participation in university sponsored seminars and activities.

Findings (2006-2007) - Achievement Target:
see annual report

O 22: Business Advisory Council
Work with Business Advisory Council and business community to get input and support for student scholarships and other worthwhile College projects.

Associations:
AACSB

Strategic Plans:
Texas A&M-Corpus Christi
1.1 Provide excellent academic programs & instruction.
1.3 Promote lifelong learning and global citizenship.
1.4 Provide a supportive and safe campus environment
1.8 Build & sustain mutually supportive relationships.

Related Measures:

M 20: Business Advisory Council funds and recommendations
Funds raised and recommendations made.
Source of Evidence: Activity volume

Achievement Target:
Funds raised and input from Business Advisory Council used in planning.

Findings (2007-2008) - Achievement Target: Met
Worked with the Business Advisory Council and the CCREDC to explore ways of helping businesses with their staffing needs, finding jobs for our graduates, and supplementing class instructions with relevant practitioner perspectives. Some of the College faculty members worked with local businesses in an advisory capacity to help them address technical questions and provide the faculty with real-life examples to enrich their classes.

$546

Findings (2006-2007) - Achievement Target:
see annual report

Details for Action Plans Established This Cycle
M & O Increase

M & O Increase:

- General growth: $30,000
- AACSB costs: $20,000
- Incubator 1st year deficit: $67,650
- Graduate Assistant for ESLI: $4,000
- 4 Graduate Assistants (other): $12,670 each. TOTAL = $50,680 (Note: COB has not received a fair share of graduate assistants from the Office of Graduate Studies & Research.

No increase was given for many years. New unfunded mandates.

Priority: High
Target Date: 09/2009
Budget Amount Requested: $172330

New faculty Positions

New faculty positions:

- New finance position: $143,578
- New economics position: $101,167
- New management position: $122,353
- New marketing position: $131,093

This amount represents the median salary for new positions at comparable schools. new positions are needed for expansion of programs and to keep pace with increasing student enrollment in COB classes.

Priority: High
Target Date: 09/2009
Budget Amount Requested: $498191

Replace Finance Position

This amount represents the difference in the current budgeted amount for the finance professor poised to retire at the end of the spring semester and the replacement cost of an incumbent.

Priority: High
Target Date: 09/2009
Budget Amount Requested: $53139

Salary Compression

The 2008 AACSB salary survey indicates that salaries within the COB are well below the median level for comparable schools. The COB anticipates a decrease in faculty retention unless we can begin to bring salaries in line with the median.

Priority: High
Target Date: 09/2009
Budget Amount Requested: $432711

Software - Permanent funding

The funded software programs used by the COB are needed on an annual basis for
student use, teaching, and faculty research.

**Priority:** High

**Target Date:** 09/2009

**Budget Amount Requested:** $110000

### Annual Reports

#### Executive Summary

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.

#### Public/Community Service

**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. Valrie 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.

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. 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. 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. 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.

**Anticipated Challenges**

Among the major challenges for the next year are that the College is working at full capacity of our faculty resources. We have experienced enrollment increases over the past several years (141.4% increase from Fall 1997 to Fall 2008) with limited additional faculty positions (4 additional positions from Fall 1997 to Fall 2008).
The SCH/FTE ratio for the College for Fall 2008 is 342.5, the lowest of all colleges and below the University average of 229.3.

In addition, there is a general unavailability of qualified part-time faculty members and a national shortage of qualified Ph.D. full-time faculty members. Current salaries of our faculty are considerably below the market level (see Summary of Requested Resources).

**Closing the Loop / Planned Actions**

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.

The overall College objectives were essentially achieved in 2007-2008 and the prior year. Planned actions for 2008-2009 include replacing a finance position, new faculty positions, an M&O increase, salary compression and software - permanent funding. These are addressed in the Summary of Required Resources for the College.

The major "closing the loop" activities achieved in 2007-2008 were associated with the assessment of student learning in our three degree programs. Following is a summary of those actions:

**During the 2007-2008 academic year**

After evaluating our Assurance of Learning practices versus other AACSB institutions' best practices, particularly in the area of assessing course-embedded measures, the COB:

1. Institutionalized the practice of an external evaluator for each of the course-embedded measures used in the BBA, MBA, and MAcc programs, effective in the spring 2007. (Minutes of the COB Assessment Committee meetings of January 17 and 24, 2007.)

2. Organized a brown-bag seminar for COB faculty on the construction of grading rubrics for course-embedded measures (Minutes of the COB Assessment Committee meetings of February 21, 2007.) Seminar was held on March 1, 2007 and served as the basis for modifying the rubrics for grading the various course-embedded measures employed in the three academic programs offered by the COB.

The EBI Surveys (faculty, graduate / undergraduate students, and alumni) are other instruments used in the COB Assessment Program. In response to the results of these surveys, the COB has undertaken the following actions:

3. To address the issue of the relative low degree of faculty satisfaction with the extent to which teaching evaluations reflect their teaching performance and the faculty’s satisfaction with the teaching evaluation process, the Dean appointed a Teaching Evaluation Task Force in the spring of 2007. Completion of this Task Force’s work is still pending.

4. To address undergraduate students' relatively low degree of satisfaction with
opportunities for engagement activities outside the classroom, the Dean appointed a Student Engagement Task Force in the spring of 2007. The recommendations of this Task Force are under review and additional work by this group is likely.

5. Developed a minor in Entrepreneurship, effective in Fall 2008. (Approved by COB Undergraduate Curriculum Committee and submitted for the 2007-2008 Undergraduate Catalog, December 1, 2007.

6. In response to undergraduate students’ relatively low degree with the career / job placement assistance they receive, the COB has worked closely with the Career Services Office to make their services more accessible to COB students. Staring in the fall of 2008, Mr. Kristopher Garza, a Career Counselor with said office holds office hours twice per week (for a total of seven weekly hours) on-site at the College of Business to meet with our students. This program was launched in October of 2008 with a brochure distributed in business classes.

**Summary of Requested Resources**

A summary of requested resources is shown below:

<table>
<thead>
<tr>
<th>#</th>
<th>Item</th>
<th>Amount</th>
<th>Justification</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Replace finance position (supplement)</td>
<td>$53,139</td>
<td>This amount represents the difference in the current budgeted amount for the finance professor poised to retire at the end of the spring semester and the replacement cost of an incumbent.</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>New faculty positions:</td>
<td>$498,191</td>
<td>This amount represents the median salary for new positions at comparable schools. New positions are needed for expansion of programs and to keep pace with increasing student enrollment in COB classes.</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td>M &amp; O increase:</td>
<td>$134,320</td>
<td>No increase was given for many years. New</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>* General growth:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$30,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* New finance position:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$143,578</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>* New economics position:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$101,167</td>
<td></td>
<td></td>
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<td></td>
<td>* New management position:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$122,353</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>* New marketing position:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$131,093</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Administrative Unit Accomplishments
All of the College's 2007-2008 objectives were met or exceeded. These are addressed in the Executive Summary and/or detailed measure of goals and objectives. The College continues to focus on high quality and relevant education, high quality faculty, the effective use of technology, enhancing student learning through support programs, and continuous improvement of college operations.

Teaching Results / Accomplishments

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>* AACS B costs: $20,000</td>
<td></td>
<td>unfunded mandates.</td>
</tr>
<tr>
<td>* Incubator 1st year deficit: $67,650</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Graduate Assistant for ESLI: $4,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Graduate Assistant (other): $12,670</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Note: COB has not received a fair share of graduate assistants from the Office of Graduate Studies and Research.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Salary compression</td>
<td>$432,711</td>
<td>The 2008 AACS B salary survey indicates that salaries within the COB are well below the median level for comparable schools. The COB anticipates a decrease in faculty retention unless we can begin to bring salaries in line with the median.</td>
</tr>
<tr>
<td>5 Software – permanent funding</td>
<td>$110,000</td>
<td>The funded software programs used by the COB are needed on an annual basis for student use, teaching, and faculty research.</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1,228,361</td>
<td></td>
</tr>
</tbody>
</table>

**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.

**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.

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

- Dr. Adolfo Benavides, Associate Dean, won the undergraduate Honors Program's Faculty Award this year.
- Dr. Katy Peeples received an Outstanding Faculty Advisor Award from the Society for Advancement of Management in 2008.
- 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.

**Research/Scholar Activity Accomplishment**

**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. A sample of an accomplishment is listed below:

- 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.

**Faculty Publications:**


Private Equity Placements: Outside Monitoring or Managerial Expertise? *Journal of Real Estate Portfolio Management*.


7/24/2009


