

## Appendix G - Strategic Planning 2021-2026

### Task Force 1/ Aspiration 1: Visionary Academic Programs and Faculty

Members of Task Force:

Jorge Brusa, Moon-Kyung Cho, George Clarke, Geoffrey Hubona, Ananda Mukherji, Abhijit Patwardhan, Jessica Acosta-Lopez, Cindy Martinez, Miguel Conchas, Jessica Perez

**Date Completed:** September 10, 2021

**Date Revised:** October 15, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

#### Goal 1.1 Establish and enhance academic programs

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 1.1.1</b>				
Review and enhance undergraduate programs	Review undergraduate programs against peer and aspirant universities	New Task force	<p><u>Risk:</u> find the best faculty for the new task force.</p> <p><u>Damage:</u> Lack of review and enhancement of undergraduate programs.</p> <p><u>Plan:</u> Provide incentives to faculty to participate in the new task force. Establish new programs with Laredo College</p>	Task force to report to Undergraduate Curriculum Committee
<b>Strategy 1.1.2</b>				
Review and enhance master programs	Establish new programs with AP	New Task force	<p><u>Risk:</u> find the best faculty for the new task force.</p> <p><u>Damage:</u> Lack of review and enhancement of Masters programs.</p> <p><u>Plan:</u> Provide incentives to faculty to participate in the new task force. Review master programs against peer and aspirant programs.</p>	Task force to report to Master Curriculum Committee

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#### **Goal 1.1**                      **Establish and enhance academic programs**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 1.1.3</b>				
Review and enhance PHD programs	Review PHD program against peer and aspirant universities	New Task force	<p><u>Risk:</u> Find the best faculty for the new task force.</p> <p><u>Damage:</u> Lack of review and enhancement of PhD programs.</p> <p><u>Plan:</u> Provide incentives to faculty to participate in the new task force. Review PHD programs against peer and aspirant universities</p>	Task force to report to PHD Curriculum Committee

#### **Goal 1.2**                      **Empower faculty to use innovative instructional methods**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 1.2.1</b>				
Equip faculty with innovative instructional methods	Increase by 10% each year the number of faculty achieving QM certification	Faculty	<p><u>Risk:</u> find the best faculty for the new task force.</p> <p><u>Damage:</u> Faculty cannot acquire new instructional methods.</p> <p><u>Plan:</u> Provide incentives to increase faculty participation</p>	Division chairs using information from OIT

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### Goal 1.2 Empower faculty to use innovative instructional methods

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 1.2.2</b>				
Provide funding for faculty to attend conferences and workshops	Increase number of faculty attending training sessions	Funds	<u>Risk:</u> Lack of funds. <u>Damage:</u> Faculty cannot attend conferences and workshops. <u>Plan:</u> Provide grants and financial incentives.	Division chairs
<b>Strategy 1.2.3</b>				
Train faculty in the use and application of in-classroom technologies	For each of the next five years, schedule two presentations by OIT and others on technology	Increase participation of e-learning and PROF administrators	<u>Risk:</u> lack of suitable offerings from PROF center <u>Damage:</u> Faculty unable to implement new instructional technologies. <u>Plan:</u> bring new administrators from other universities.	Division chairs

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### **Goal 1.3 Use innovative technologies to enhance classroom learning and expand distance learning opportunities**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 1.3.1</b>				
Develop new opportunities to deliver programs online through agreements with other universities	Establish at least one new program developed with a national or international university	New task force	<p><u>Risk:</u> Find suitable faculty for the new task force.</p> <p><u>Damage:</u> Faculty cannot effectively deliver programs online.</p> <p><u>Plan:</u> Provide incentives to faculty to participate in the new task force</p>	Dean's office
<b>Strategy 1.3.2</b>				
Increase the number of classes online QM certified	Increase by at least one class per year QM certified	University funds to reward faculty for QM certification	<p><u>Risk:</u> Lack of funds.</p> <p><u>Damage:</u> Faculty cannot increase the number of classes QM certified.</p> <p><u>Plan:</u> Provide grants and financial incentives.</p>	Division chairs
<b>Strategy 1.3.3.</b>				
Increase number of courses offered online	Increase by at least one class online per year.	New task force	<p><u>Risk:</u> Cannot identify suitable faculty for the new task force.</p> <p><u>Damage:</u> Faculty cannot increase the number of classes offered online.</p> <p><u>Plan:</u> Provide incentives to faculty to participate in the new task force</p>	Division Chairs

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### Task Force 2/ Aspiration 2: Empowered Student Success

Members of Task Force:

Susan Wei (Chair), DIBFS; Yong Chen, DIBTS; DIBFS; Lina De La Garza, DIBTS; Robert Evans, DIBFS; Virginia Lopez, SBDC; Maggie Blasco, Dean’s Office; Imelda Lopez, Dean’s Office; Manuel Garza, Partner, Cresta Advisors; Karla Serna, ARSSB Dean’s Student Advisory Council

**Date Completed:** October 15, 2021

**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 2.1 Empower the Students with Enhanced Learning Opportunities**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.1.1</b>				
Provide students with more professional training and development	<p>Students will be encouraged to participate in a university-sponsored developmental workshop before their graduating semester.</p> <p>Measure: the number of students who will participate in at least 1 developmental workshop prior to graduation may increase by 15% in next 5 years.</p>	<p>Support from:</p> <ul style="list-style-type: none"> <li>• Office of Graduate Studies Advancing Research and Curriculum Initiative (ARC) Project</li> <li>• University Writing Center</li> <li>• Career Services Center.</li> </ul>	<p><u>Risks:</u> TAMIU has budget issues or no proper faculty for this strategy</p> <p><u>Damage:</u> Students failing to gain professional training and development.</p> <p><u>Plan:</u> The online resource for the training:  <a href="https://www.tamtu.edu/cees/arc/profesional-dev.shtml">https://www.tamtu.edu/cees/arc/profesional-dev.shtml</a></p>	TAMIU Business Faculty, Graduate Studies Office, University Writing Center, and Career Services Center.

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### **Goal 2.1 Empower the Students with Enhanced Learning Opportunities**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.1.2</b>				
Provide students with more professional training through Service Learning	<p>Students will be encouraged to participate in Service-learning activities (The ARSSB will create new classes that meet the service learning needs of our undergraduate students.)</p> <p>Measure: the number of undergraduate students who will participate in service-learning credit-bearing courses may increase by 15% in next 5 years</p>	Service-learning courses to engage students in relevant community service, which may create meaningful connections with society for the student’s academic, personal, and civic growth	<p><u>Risks:</u> TAMIU has budget issues or no proper faculty for this strategy</p> <p><u>Damage:</u> Failure to implement this strategy and meet the goal.</p> <p><u>Plan:</u> Presently, the online resource for training is:  <a href="https://www.tamtu.edu/engagement/slc/index.shtml">https://www.tamtu.edu/engagement/slc/index.shtml</a></p>	TAMIU Service-Learning Center, Career Services Center, and PROF Center

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### **Goal 2.1 Empower the Students with Enhanced Learning Opportunities**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.1.3</b>				
Provide students with lifelong learning opportunities	Students will be educated, trained and encouraged to use the services from the ARSSB, Office of Continuing Education and professional development before and after they graduate from TAMIU  Measure: Forward and sending all the students and alumni at least 2 emails per year about the classes from Office of Continuing Education and professional development	Various continuing education opportunities are provided by the office of continuing education and professional development	<u>Risks:</u> TAMIU has budget issues or no proper faculty for this strategy <u>Damage:</u> Failure to implement this strategy and meet the goal. <u>Plan:</u> Use the online resource available for other university’s continuing education, e.g. <a href="https://www.tamtu.edu/ce">https://www.tamtu.edu/ce</a> or <a href="https://www.laredo.edu/cms/LCC/Instruction/Divisions/Workforce_Education/Continuing_Education/Continuing_Education/">https://www.laredo.edu/cms/LCC/Instruction/Divisions/Workforce_Education/Continuing_Education/Continuing_Education/</a>	TAMIU office of continuing education

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**Date Completed:** October 15, 2021

**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### Goal 2.2 Empower Students for Job Market

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.2.1</b>				
Students should possess job hunting skills by the time they graduate.	Each graduating student (no matter undergraduate, master or PhD levels) is encouraged to visit the office of career services three times: <ul style="list-style-type: none"> <li>• Resume</li> <li>• Interview</li> <li>• Job fair</li> </ul> Measure: The number of students who will participate in at least 1 developmental workshop prior to graduation may increase by 15% in next 5 years	Services and support from the office of career services	<p><b>Risks:</b> TAMIU has budget issues or no proper faculty for this strategy</p> <p><b>Damage:</b> Failure to implement this strategy and meet the goal.</p> <p><b>Plan:</b> Use the available online resources (such as cover letter, writing Resume, and interview tips from TAMIU or other University’s Career Service Office, e.g. <a href="https://www.tamtu.edu/career/resources/tips.shtml">https://www.tamtu.edu/career/resources/tips.shtml</a>)</p>	Business School’s Advisors; TAMIU’s office of career services



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### Goal 2.2 Empower Students for Job Market

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.2.2</b>				
Student profiles should be available on e-job market	<p>Each Student is encouraged to create their own ePortfolio before they go to the job market</p> <p>Measure: The number of graduating students who will have a working ePortfolio may increase by 15% in next 5 years</p>	<p>Training on how to develop an ePortfolio.</p> <p>Our MIS instructors or staff from Career Services to develop a workshop that shows and teaches students how to create an ePortfolio.</p>	<p><u>Risks:</u> TAMIU has budget issues or lack of compliance among students, or no proper faculty for this strategy</p> <p><u>Damage:</u> Failure to implement this strategy would mean that students would not be competitively prepared to enter the job market</p> <p><u>Plan:</u> Use the available online resources e.g. Webspaces for hosting Google site, WordPress site, or Wix site.</p> <p><a href="https://croli001.wixsite.com/mysite/copy-of-home">https://croli001.wixsite.com/mysite/copy-of-home</a></p> <p><a href="https://acame002.wixsite.com/website-3">https://acame002.wixsite.com/website-3</a></p>	Instructors of 3000, 4000, and 5000 MIS level courses.

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**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### Goal 2.3 Empower Students with Social-Emotional-Management Knowledge and Skills

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.3.1</b>				
Provide students with opportunities to learn social-emotional-management knowledge and skills	Students are encouraged to take psychology courses and to participate in various social-emotional management workshop/counseling service in order to be able to identify and treat social-emotion issues/problems, and then improve their social-emotional-management knowledge and skills  Measurement: The number of students who attend at least one of these TAMIU student counseling services workshops before they graduate may increase by 15% in next 5 years	Curriculum from TAMIU’s psychology department, workshop organized by TAMIU; and student counseling services offered at TAMIU	<u>Risks:</u> TAMIU has budget issues or no qualified faculty for this strategy <u>Damage:</u> Students would not have developed the knowledge and skills required for social and emotional management <u>Plan:</u> Use the available online resources e.g. <a href="https://www.tamiu.edu/counseling/scservices.shtml">https://www.tamiu.edu/counseling/scservices.shtml</a>	TAMIU’s student counseling services

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**Date Completed:** October 15, 2021

**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 2.3 Empower Students with Social-Emotional-Management Knowledge and Skills**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.3.2</b>				
Provide students opportunities to learn, practice, and use the Sanford training program	<p>Faculty members need to go through the free Sanford training program and infuse the social-emotional learning through specific assignments and activities in order to better foster the social-emotional learning among students and make the students benefit with better emotional-management knowledge and skills</p> <p>Measurement: Each Fall in our business school’s faculty meeting, we invite a faculty member from School of education or ask Dr. Lina Marie De La Garza to give a short introduction and training on how to implement it in the faculty’s teaching practice.</p>	TAMIU’s college of education provides training for both teachers and students	<p><u>Risks:</u> faculty overlooking to implement the strategy.</p> <p><u>Damage:</u> Students not receiving the opportunity to participate in the Sanford program as part of their classes.</p> <p><u>Plan:</u> Use the available online resources e.g. <a href="https://www.tamtu.edu/coedu/sanford-partnerships.shtml">https://www.tamtu.edu/coedu/sanford-partnerships.shtml</a></p>	<p>Dr. Lina Marie De La Garza,</p> <p>TAMIU’s college of education,</p> <p>Students</p>

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**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 2.4 Empower Students with Awareness of Sustainability and Literacy**

Strategies to Reach Goal	Measurement (s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.4.1</b>				
Infuse or revise current curriculum to address Sustainable Development	Students will be aware of and able to address sustainable development issues Measure: The Dean and the Chairs will send emails twice a year 3 weeks before the new semester starts and encourage instructors to implement this strategy in their class. Follow up with the development and presentation of a video presentation in all courses.	Teacher training; familiarity with UNESCO Sustainable Development Goals (SDG)	<u>Risks:</u> Failure to implement. <u>Damage:</u> Students do not become aware of sustainable development. <u>Plan:</u> Use the available online resources e.g.  <a href="https://www.un.org/sustainabledevelopment/sustainable-development-goals/">https://www.un.org/sustainabledevelopment/sustainable-development-goals/</a>	ARSSB Faculty, the Chairs, and the Dean

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**Date Revised:** October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 2.4 Empower Students with Awareness of Sustainability and Literacy**

Strategies to Reach Goal	Measurement (s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 2.4.2</b>				
Make students and teachers aware of critical literacy’s goal by incorporating critical literacy texts / assignments into new / established courses	Faculty need to be aware of what critical literacy is. Then they should purposely infuse/ integrate it into their readings/activities. In this way, the students will be able to identify and apply this critical literacy. Measure: Over the next five years we will implement Critical Literacy in 3-5 courses.	Training and presentations on this subject; textbooks whose goal is to question, disrupt, and challenge the status quo or normative thinking	<b>Risks:</b> Failure to implement this strategy <b>Damage:</b> Students are not trained in critical literacy. <b>Plan:</b> Use the available online resources e.g. <a href="https://ncte.org/blog/2019/07/critical-literacy/">https://ncte.org/blog/2019/07/critical-literacy/</a>	Individual professors, ARSSB division chairs, curriculum committees
<b>Strategy 2.4.3</b>				
Infuse or revise current curriculum to address digital literacy	Adhere to Stanford University’s Civic Online Reasoning curriculum and utilize News Literacy Project’s standards to guide civic responsibility, awareness, participation, and ethics Measure: Over the next 5 years we implement Digital Literacy in 3-5 courses.	Provide free access to Stanford University’s Civic Online Reasoning curriculum and / or News Literacy Project’s standards and suggestions / training:	<b>Risks:</b> Failure to implement this strategy <b>Damage:</b> Students are not trained in digital literacy. <b>Plan:</b> Use the available online resources e.g. <a href="https://cor.stanford.edu">https://cor.stanford.edu</a> or <a href="https://newslit.orgslit.org">https://newslit.orgslit.org</a>	Individual professors, ARSSB division chairs, curriculum committees

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### Task Force 3/ Aspiration 3: Advancing Research Excellence

Members of Task Force:

Jessica Cavazos, Ned Kock, Wulung Li, Richard Morales, Tina Rodriguez, Anabelly Sanchez, Diego Tobias, Haibo Wang, Lukai Yang, Yan Zhao

**Date Completed:** September 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 3.1**      **Expand and develop collaborative, trans-disciplinary, and transformational research, recognize and disseminate research achievements**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.1.1</b>				
Increase in the scholarly output of ARSSB faculty in trans-disciplinary research topics.	The ARSSB faculty will author or co- author at least five major scholarly publications in trans-disciplinary research topics, such as refereed journal articles or scholarly books over the next five years.	None	<p><u>Risk:</u> COVID-driven faculty separations along with retirements, and resignations can reduce the pool of research-productive faculty. Continued scenario may affect our faculty resources.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Advance negotiations to quickly hire tenure-track and fixed-term faculty as needed.</p>	ARSSB Faculty
<b>Strategy 3.1.2</b>				
Increase the engagement of ARSSB faculty on scholarly activities that promote transformational research, such as special issues of academic journals targeting action research.	Selected ARSSB faculty will develop and publish at least one special issue on action research in a major (top tier or elite) academic journal, with a focus on one or more business disciplines over the next five years.	Student assistants to help on administrative tasks for special issues and support time.	<p><u>Risk:</u> COVID-driven faculty separations along with retirements, and resignations can reduce the pool of research-productive faculty. Continued scenario may affect our faculty resources.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Senior faculty holding professorships to take leadership in this objective; it may also be included as a stipulation for future professorship awards</p>	ARSSB Faculty

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### **Goal 3.1**      **Expand and develop collaborative, trans-disciplinary, and transformational research, recognize and disseminate research achievements**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.1.3</b>				
Continue providing public and financial recognition for research achievements of ARSSB faculty through School awards.	The ARSSB will select at least one faculty member as the School's Scholar of the Year.	Funding For awards plaques and other means of recognition.	<p><u>Risk:</u> Continued COVID-driven scenario could result in reduction in funds available and bans on social gatherings.</p> <p><u>Damage:</u> Goal of recognizing scholarship success may not be reached.</p> <p><u>Plan:</u> Focus on low-cost recognition efforts, including media releases, that require no gatherings. Hire a communications director.</p>	Division Chairs, Dean.
<b>Strategy 3.1.4</b>				
Provide public and financial recognition for high quality journal publications, internal or external grants of ARSSB faculty.	The ARSSB will create a bulletin board for (publicize) faculty publication and recognize them in the merit policy and summer research grant process.	Yes, stipend associated with the recognition.	<p><u>Risk:</u> Continued COVID-driven scenario could result in reduction in funds available and bans on social gatherings.</p> <p><u>Damage:</u> Goal of recognizing scholarship success may not be reached.</p> <p><u>Contingency Plan:</u> Focus on low-cost recognition efforts, including media releases. Hire a communications director.</p>	Division Chairs, Dean, College Research Committee, External Review Committee

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**Date Completed:** September 30, 2021

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### **Goal 3.2**      **Expand undergraduate and graduate participation in research and scholarly activity**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.2.1</b>				
Engage undergraduate and graduate ARSSB students in the annual conference organized by the Center for the Study of Western Hemispheric Trade (CSWHT).	The ARSSB will introduce one session into the annual conference organized by the Center for the Study of Western Hemispheric Trade that will be dedicated to research presentations by undergraduate and graduate ARSSB students.	Faculty commitment to encourage students to participate.	<p><u>Risk:</u> Continued COVID scenario could lead to cancellation of annual conference.</p> <p><u>Damage:</u> The goal of student engagement in research would not be reached.</p> <p><u>Plan:</u> Make plans to smoothly move conference from onsite to online, as needed (in part or in full). Collaborate with TAMIU Honors program Director to involve more ARSSB faculty in providing guidance for honors thesis projects; these projects could then be presented at a special session of CSWHT annual conference.</p>	ARSSB Faculty, Director of CSWHT.



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## Task Force 3/ Aspiration 3: Advancing Research Excellence

Members of Task Force:

Jessica Cavazos, Ned Kock, Wulung Li, Richard Morales, Tina Rodriguez, Anabelly Sanchez, Diego Tobias, Haibo Wang, Lukai Yang, Yan Zhao

**Date Completed:** September 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 3.2**      **Expand undergraduate and graduate participation in research and scholarly activity**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.2.2</b>				
Improve existing ARSSB courses in order to engage undergraduate and graduate ARSSB students in activities that involve data collection and critical analysis targeted at improving businesses. Engage undergraduate ARSSB students in the University Honor program.	Over the next five years, at least one new ARSSB undergraduate course and one new graduate course will be created in order to include significant work on data collection and critical analysis. At least one undergraduate ARSSB student participate the University Honor program.	Faculty commitment to encourage students to participate	<u>Risk:</u> Shortage of suitable faculty to implement this strategy. <u>Damage:</u> Goal not reached. <u>Plan:</u> Revise one existing undergraduate and one existing graduate course to include data analytics.	Faculty, Undergraduate / Masters Curriculum Studies and Assessment committees.

## Appendix G - Strategic Planning 2021-2026

### Task Force 3/ Aspiration 3: Advancing Research Excellence

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### **Goal 3.2**      **Expand undergraduate and graduate participation in research and scholarly activity**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.2.3</b>				
Promote the participation of undergraduate and graduate ARSSB students in the research conferences organized by the University, TAMU system and regional academic associations.	At least ten undergraduate and/or graduate ARSSB students will present their research in the LBV Conference, TAMU Pathway conference by the end of the next five years.	Faculty commitment to encourage and supervise students' participation.	<p><u>Risk:</u> Lack of commitment by faculty and students.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Charge the department chairs and faculty advisors to encourage students to participate- possibly include as extra credit assignments in classes.</p>	ARSSB Faculty and Chairs.

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**Date Completed:** September 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 3.3 Foster an intellectual environment to promote active and widely recognized faculty scholarship**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.3.1</b>				
Continue engaging ARSSB faculty in the annual conference organized by the Center for the Study of Western Hemispheric Trade (CSWHT).	ARSSB faculty will actively participate in 20% or more of the sessions of the annual conference organized by the CSWHT; as presenters, session chairs, advisors of students presenting at the conference, or similar capacities over the next five years.	None.	<p><u>Risk:</u> Having a sufficiently diversified faculty to be engaged in the many topics that are covered in our conference.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Encourage faculty participation in the conference.</p>	Dean, Division Chairs and Director of CSWHT.
<b>Strategy 3.3.2</b>				
Develop a list of refereed journals, organized based on international research impact, to guide ARSSB faculty scholarly publication efforts.	The ARSSB faculty will develop and maintain a list of refereed journals, with at least two levels of international citation impact (tiers), to guide ARSSB faculty scholarly publications efforts.	None, but need to update the list periodically by the Task Force.	<p><u>Risk:</u> Faculty unable to publish at the required levels.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Maintain currency in the journal list with input from new faculty members.</p>	Task Force for updated Journal List, Division Chairs.

## Appendix G - Strategic Planning 2021-2026

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**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 3.4**                      **Establish nationally and internationally recognized centers of research excellence**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 3.4.1</b>				
Increase the Texas Center for Border Economic and Enterprise Development focus to the US- Mexico Border Region, complete leadership transition of the center.	A Director will be hired for the Texas Center for Border Economic and Enterprise Development within two years.	College budget	<p><u>Risk:</u> Finding a qualified person who has visionary qualities and ability to meet with members of the local and regional communities.</p> <p><u>Damage:</u> Goal not reached.</p> <p><u>Plan:</u> Advance negotiations to secure funds to hire Director, emphasizing the importance of the Center for the Region’s community.</p>	Search Committee for Director position.
<b>Strategy 3.4.2</b>				
Continue developing research service through a working paper series by the Center for the Study of Western Hemispheric Trade (CSWHT).	ARSSB faculty will actively participate in the working paper series over the next five years.	None	<p><u>Risk:</u> Getting the right participation level from faculty.</p> <p><u>Damage:</u> Being unable to develop the research reputation of the ARSSB.</p> <p><u>Plan:</u> Recognizing working papers as part of the research performance evaluation of faculty.</p>	ARSSB Faculty. And Director of CSWHT

## Appendix G - Strategic Planning 2021-2026

### Task Force 4/ Aspiration 4: Transformative International Experience

Members of Task Force:

Aguirre-Milling Homero, Enderira Bernal, Shu-Hsiu Chen, Pedro Gallegos, Heriberto Garcia, Amit Ghosh, Daniel Hastings, III, Kayla Martinez, Angelo Piccirillo, and Leonel Prieto

**Date Completed:** May 31, 2021

**Date Revised:** September 10, 2021; October 15, 2021

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#### Goal 4.1 Expand and enhance internationalized experiences for faculty members

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 4.1.1</b>			<p><u>Risks:</u></p> <ul style="list-style-type: none"> <li>Lack of resources to hire new faculty who are bilingual i.e. they can speak and teach in English as well as Spanish or another language of a country where we want to establish a collaborative program.</li> <li>Shrinkage or freezing of travel funds for faculty to engage in international collaborative research or professional development</li> </ul> <p><u>Damage:</u> We will then not be able to expand collaborative programs in Latin America or other nations. If funds are not available, then faculty cannot expand on their research with an international component or travel to international conferences.</p>	Dean, Division Chairs, and ARSSB faculty.
Develop and implement teaching and outreach programs, including virtual, F2F, and their combinations in Spanish speaking and other countries.	ARSSB will add three new collaborative programs in Latin America and one with an institution in a country located other than Latin America within five years.	Faculty and staff time (expected staff support from: Office of Global Initiatives, Dean's Office, ARSSB Advisors), and funding support.		
<b>Strategy 4.1.2</b>				
Engage faculty in international collaborative research work.	The ARSSB will increase by 20 % the number of faculty members participating in international research in the next five years	Faculty and staff time (expected staff support from: Dean's Office, Divisions, ARSSB advisors), and funding support.		
<b>Strategy 4.1.3</b>				
Promote faculty development by teaching, as well as doing research and outreach work in international projects.	The ARSSB will increase by 20 %, in the next five years, the number of faculty participating in both research and outreach international work.	Faculty and staff time (expected staff support from: Dean's Office, Divisions, ARSSB advisors), and funding support.		

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#### **Goal 4.1 Expand and enhance internationalized experiences for faculty members**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
			<p><u>Plans:</u></p> <ul style="list-style-type: none"> <li>• Focus on content that is more international in our curriculum so that faculty can still have international flavor in their courses; and we establish partnerships and collaborations with domestic partners.</li> <li>• Use internal institutions (Texas Center, annual WHTC conference) and organize a symposia colloquium focused on international topics where faculty can regularly participate and present their research with an international component. This will maintain the vibrancy of international experiences even w/o travelling abroad.</li> <li>• Virtually operating international alliances and partnerships may compensate the diminished capacity to have face to face interactions.</li> </ul>	

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#### Goal 4.2 Expand and enhance internationalized academic opportunities for students

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 4.2.1</b>			<u>Risks:</u> <ul style="list-style-type: none"> <li>• Restrictions on international travel for students due to stringent visa regulations or another public health safety hazard.</li> <li>• Lack of funds for students to present in international conferences</li> </ul>	Dean, Division Chairs and ARSSB faculty.
Expand support for student collaboration with faculty in international research projects.	The number of international research papers developed will increase by 20 % in the next five years.	Funding support, and faculty and staff time (expected staff support from: Divisions & WHTC).		
<b>Strategy 4.2.2</b>			<u>Damage:</u> <ul style="list-style-type: none"> <li>• With restrictions on international travel, students will not be able to participate in international conferences or outreach projects.</li> <li>• With no or lack of funds students will not be able to present in international conferences.</li> </ul>	Dean, Division Chairs and ARSSB faculty involved in these programs.
Expand support for students to share collaborative research projects' results at local (to include LBV and CSWHT annual conferences) and other international conferences	The number of presentations on international research issues at domestic and international conferences will increase by 20% in five years.	Funding support, and faculty and staff time (expected staff support from: Divisions and CWHT).		

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### **Goal 4.2**                      **Expand and enhance internationalized academic opportunities for students**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 4.2.3</b>			<b>Plans:</b>	
Provide support for student's engagement in international outreach projects	Increase the number of students participating in international outreach projects by 10% in five years.	Funding support, and faculty and staff time (expected staff support from: Divisions, ARSSB Advisors, Dean's Office, CSWHT, Advisory Center, Texas Center & SBDC)	<ul style="list-style-type: none"> <li>• Encourage students to present in local and domestic conferences.</li> <li>• Create opportunities for students to present their collaborative research on-campus by creating brown bag lunch talks throughout the year.</li> <li>• Encourage students to participate not only with domestic researchers and in outreach projects but to do so with collaborators in other countries.</li> </ul>	Dean, Division Chairs, ARSSB faculty, student organizations.



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### Goal 4.3 Develop a globalized perspective across programs

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 4.3.1</b>			<b>Risks:</b> <ul style="list-style-type: none"> <li>• Hiring freeze on faculty and staff</li> <li>• Decline in enrollment of international students.</li> </ul> <b>Damage:</b> Our ability to increase cultural diversity may be diminished because funding may not be available to hire internationally diverse faculty and to enroll, physically present, international students.	Dean, Appropriate curriculum committees, assessment director.
Review all programs' curricula to ensure that the program content across all disciplines includes a global perspective.	An annual program review with recommendations by the undergraduate, masters, and Ph.D. Studies Curriculum and Assessment committees for ways to maintain and increase international perspectives in courses for each year over the next five years.	Funding support, and faculty and staff time (expected staff support from: Divisions, Dean's Office & ARSSB Advisor's).		
<b>Strategy 4.3.2</b>				Dean, Appropriate recruitment and curriculum committees and Assessment Director.
Encourage cultural diversity to increasingly reflect our international identity.	Increase attunement of research, teaching, and outreach activities in accordance with results from Task Force 7 and other Tasks Forces.  Increase by 20% a relative abundance or a dissimilarity index of three key cultural dimensions in the next five years.	Funding support, and faculty and staff time (expected staff support from: Divisions, & Dean's Office).		

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### **Goal 4.3**                      **Develop a globalized perspective across programs**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 4.3.3</b>			<u>Plan:</u>	
Enhance an understanding and appreciation of international/global philosophies and cultures.	International research, teaching, and outreach projects increase by 20% in the next five years.	Funding support, and faculty and staff time (expected staff support from: Divisions, & Dean's Office).	<ul style="list-style-type: none"> <li>• Increase international content in our existing courses taught by faculty.</li> <li>• Increase enrollment of international students particularly in graduate (virtual) courses.</li> <li>• Global perspectives, philosophies, and cultures can be developed locally. Face to face interactions are unique, and helpful, but they do not assure a real globalized perspective across programs.</li> </ul>	Dean, Division chairs, faculty. Appropriate curriculum committees and Assessment Director

## Appendix G - Strategic Planning 2021-2026

### Task Force 5/ Aspiration 5: Global Social Catalyst

Members of Task Force:

Amy Palacios, Jody Carlisle, Balaji Janamanchi, Jyotsna Mukherji, Ajith Venugopal, Constant Yayi, Pam Short, Federico “Kiko” Zuniga, Adlu Gonzalez, Laura Gabriela Armendez

**Date Completed:** September 10, 2021

**Date Revised:** October 15, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

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

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.1.1</b>				
Design and provide training and development services to promote “Small and Medium Enterprise” growth through the SBDC.	Continue to meet or exceed goals set for the SBDC, measured by their annual report of activities which include statistics for number of SMEs started/grown, sales turnover, employment generation, etc.	No additional resources required.	<p><u>Risks:</u> Reduction in staff or funding.</p> <p><u>Damage:</u> May result in failure to deliver programs in a manner that will meet set goals.</p> <p><u>Plan:</u> Work with San Antonio SBDC office to reassess goals based on current staff/funding levels or seek additional funding via donors.</p>	Small Business Development Center (SBDC)
<b>Strategy 5.1.2</b>				
Sponsor or co-sponsor activities (such as meetings, presentations, conferences, webinars, and CPE opportunities) that address topics that are timely and relevant to the academic and local community.	In addition to traditional annual activities (for example, Speaker Series, ongoing SBDC activities, etc.), deliver at least one targeted activity each long semester.	Most activities could be delivered with no additional resources. However, sponsorships may need to be secured in some cases.	<p><u>Risks:</u> Reduction in staff or funding.</p> <p><u>Damage:</u> May result in failure to meet goal.</p> <p><u>Plan:</u> For reduction in staff, offices can work together to meet goals. For reduction in funding, events can transition to virtual settings to minimize cost. Additional funding sources (donors) could also be targeted.</p>	Dean’s Office, Divisions, PhD Program, CSWHT, TCBEED, and SBDC

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

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.1.3</b>				
Identify service-learning and civic engagement opportunities and encourage faculty, staff, and student involvement in the community (including with local government, businesses, school districts, non-profit organizations, etc.) to offer their knowledge and experience in their area of expertise.	Increase the number of faculty, staff, and students involved in these types of activities by 5% each year, using 2021-2022 as the baseline year.	No additional resources required.	<p><u>Risks:</u> Apathy, since this goal can be attained by any ARSSB office. Failure to report.</p> <p><u>Damage:</u> Reduction or lack of representation/visibility in the community. Failure to record achievements.</p> <p><u>Plan:</u> If activity does not increase within two years, specific ARSSB representatives will be tasked with creating or expanding at least one outreach activity to increase engagement within the community. Require annual reporting for all areas.</p>	Dean’s Office, Division Chairs & Faculty, Student Advisors, Dean’s Student Advisory Council, TCB Honorary Junior Board of Directors, Other ARSSB Student Organizations, CSWHT, TCBEED, and SBDC

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**Date Revised:** October 15, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 5.2**                      **Enhance awareness and appreciation of cultural competencies**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.2.1</b>				
Refresh components of certain courses to showcase cultural elements using projects to study concepts/theories that will ensure graduates understand how problems are defined, analyzed, and communicated in various inter-cultural settings. Focus should be on courses that are able to host inter-cultural issues organically in their curriculum.	Identify one new course per year to include one project that deals with and addresses inter-cultural issues per each long semester when the course is available.	No additional resources required.	<p><u>Risks:</u> Apathy, since several ARSSB faculty can attain this goal. Failure to report.</p> <p><u>Damage:</u> Failure to act / lack of attention. Missing to accomplish a simple and straightforward objective.</p> <p><u>Plan:</u> If strategy is not in progress within two years, Division Chairs will be asked to identify a course where this can be implemented.</p>	Dean, Division Chairs, Faculty

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### **Goal 5.2**                      **Enhance awareness and appreciation of cultural competencies**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.2.2</b>				
Provide students with opportunities to broaden their awareness and knowledge of the latest social, legal, economic, political, and technological trends.	Student attendance at various activities offered (within this scope) will increase by 10% over the next five years, using 2021-2022 as the baseline year.	No additional resources required.	<p><u>Risks:</u> Reduction in faculty support. Attendance limitation due to COVID.</p> <p><u>Damage:</u> Both risks can result in a lower number of students attending these activities, thus resulting in a failure to meet the goal.</p> <p><u>Plan:</u> If growth is not seen within two years, organizers will work more closely with faculty to encourage student engagement.</p>	Dean’s Office, Division Chairs & Faculty, PhD Program, CSWHT, TCBEED, and SBDC

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### **Goal 5.2**                      **Enhance awareness and appreciation of cultural competencies**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.2.3</b>				
Work with key stakeholders to promote social cultural and organizational awareness and appreciation among students via use / development of case studies, simulation exercises, internships, and student organization activities.	The total number of such projects/ activities will increase by 10% over five years, using 2021-2022 as the baseline year; this includes reports turned in by students in various courses and internships.	No additional resources required.	<p><u>Risks:</u> Apathy, since several ARSB faculty can attain this goal. Failure to report.</p> <p><u>Damage:</u> Failure to act / lack of attention. Missing to accomplish a simple and straightforward objective.</p> <p><u>Plan:</u> If activity is not seen within two years, Division Chairs will be asked to identify a course where this can be implemented, and leadership of student organizations will be asked to focus on such activities.</p>	Dean, Division Chairs & Faculty, and Student Organizations (Dean’s Student Advisory Committee, TCB Honorary Junior Board of Directors, etc.)

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### **Goal 5.3**                      **Increase visibility and recognition of students, alumni, faculty, and staff as agents of change**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.3.1</b>				
Identify opportunities to provide support and/or professional assistance via business community and student assistance programs (to include student organization activities and outreach programs) to benefit the community.	Increase overall engagement by 10% over the next five years, using 2021-2022 as the baseline year.	No additional resources required.	<p><u>Risks:</u> Difficulty in identifying applicable programs/ services. Difficulty in securing volunteers.</p> <p><u>Damage:</u> Failure to increase visibility in the community.</p> <p><u>Plan:</u> If activity is not seen within two years, work with the leadership of student organizations to create opportunities to reach this goal.</p>	Dean, Student Organizations (Dean’s Student Advisory Committee, TCB Honorary Junior Board of Directors, etc.), SBDC



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### **Goal 5.3**                      **Increase visibility and recognition of students, alumni, faculty, and staff as agents of change**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.3.2</b>				
In conjunction with the Office of Career Services, provide ARSSB students with opportunities to engage with potential employers, including alumni and local organizations, via career fairs and similar events on and off campus, and through the promotion of the University's Handshake recruitment platform.	Host at least one career fair targeted to ARSSB students per year and increase engagement with potential employers by 10% over the next five years, using 2021-2022 as the baseline year.	No additional resources required.	<p><u>Risks:</u> Limited activities due to COVID. Reduction in employer interest.</p> <p><u>Damage:</u> Limited employment opportunities for graduates.</p> <p><u>Plan:</u> If activity is not seen within two years, Dean will work more closely with Advisors, Student Organizations, and Faculty to create more opportunities for students to engage with potential employers.</p>	Dean, Division Chairs & Faculty, Student Advisors, Office of Career Services, and ARSSB Student Organizations

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**Date Completed:** September 10, 2021

**Date Revised:** October 15, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 5.3**                      **Increase visibility and recognition of students, alumni, faculty, and staff as agents of change**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 5.3.3</b>				
Identify and promote ARSSB faculty, staff (to include individual departments/ centers), student, and alumni achievements via various media outlets, including the maintenance of a directory of faculty and staff resident subject-matter experts representing the various disciplines of the college.	Promote ARSSB representative accomplishments at least once a month via various forums for network communication, including social media, email, on-campus postings, etc.	No additional resources required.	<p><u>Risks:</u> Failure to report. Failure to create/ update list of experts.</p> <p><u>Damage:</u> Diminished visibility of ARSSB accomplishments.</p> <p><u>Plan:</u> If routine, ongoing activity is not seen within two years, Dean will work closely with Division Chairs &amp; Staff, as well as Social Media Managers, to create content on a regular basis.</p>	Dean’s Office, Division Chairs, Faculty, and Staff, PhD Program, CSWHT, TCBEED, and SBDC, Social Media Managers, PRMIS

# Appendix G - Strategic Planning 2021-2026

## Task Force 6/ Aspiration 6: Excellence in Advancement and Stewardship

Members of Task Force:

Antonio Rodriguez (Chair) Leo Lozano, Lily Brooks, Kathy Ma, Angel Pacheco-Paredes, Anwen Yin, Cinthia Gonzalez, Daniela Maldonado, Gilbert Narvaez, and Alicia Garcia

**Date Completed:** July 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### Goal 6.1 Have an Integrated Assessment System for SACS and AACSB

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.1.1</b>				
Recruit an experienced dedicated Director of Undergraduate Assessment to oversee a comprehensive assessment plan that integrates SACS and AACSB	A successful system that generates learning goals, measurable outcomes, and assessment of results from faculty in all undergraduate academic programs	A position for a new Director of Undergraduate Assessment	<p><u>Risk:</u> Budgetary Issues</p> <p><u>Damage:</u> Not being able to implement a more integrated AACSB/SACS Assessment System</p> <p><u>Plan:</u> Request additional budget lines for a full-time assessment staff member;</p> <p>Explore optional technology solutions for assessment integration</p>	Dean
<b>Strategy 6.1.2</b>				
Recruit an experienced dedicated Director of Graduate Assessment to oversee a comprehensive assessment plan that integrates SACS and AACSB	A successful system that generates learning goals, measurable outcomes, and assessment of results from faculty in all graduate academic programs	A position for a new Director of Graduate Assessment	<p><u>Risk:</u> Budgetary Issues</p> <p><u>Damage:</u> Not being able to implement a more integrated AACSB/SACS Assessment System</p> <p><u>Plan:</u> Request additional budget lines for a full-time assessment staff member;</p> <p>Explore optional technology solutions for assessment integration</p>	Dean

## Appendix G - Strategic Planning 2021-2026

### Task Force 6/ Aspiration 6: Excellence in Advancement and Stewardship

Members of Task Force:

Antonio Rodriguez (Chair) Leo Lozano, Lily Brooks, Kathy Ma, Angel Pacheco-Paredes, Anwen Yin, Cinthia Gonzalez, Daniela Maldonado, Gilbert Narvaez, and Alicia Garcia

**Date Completed:** July 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

#### **Goal 6.1 Have an Integrated Assessment System for SACS and AACSB**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.1.3</b>				
Provide in-house training to faculty in each academic program that rotates in the generation and implementation of SACS and AACSB assessment plans	The timely generation of assessment plans and results that close the loop every cycle	Release time for rotating faculty responsible for the design and implementation of the assessment plans every cycle	<p><u>Risk:</u> Faculty Turnover</p> <p><u>Damage:</u> Having a fragmented Assessment System</p> <p><u>Plan:</u> Provide additional stipends to existing faculty. Develop a unified assessment structure and procedures that ensure continuity in case of turnover</p>	Dean

#### **Goal 6.2 Strive for National and International Recognition of our programs**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.2.1</b>				
Offer market-based packages to new faculty: include reduced teaching loads, competitive research support and moving reimbursements	Successful hiring and retention of research-productive faculty	Enhanced salary packages and reduced teaching loads pre- and post-tenure	<p><u>Risk:</u> Budgetary Issues</p> <p><u>Damage:</u> Not being able to hire and retain research productive faculty</p> <p><u>Plan:</u> Enhance/Redistribute existing budget lines. Find alternative forms of incentives.</p>	Dean

## Appendix G - Strategic Planning 2021-2026

### Task Force 6/ Aspiration 6: Excellence in Advancement and Stewardship

Members of Task Force:

Antonio Rodriguez (Chair) Leo Lozano, Lily Brooks, Kathy Ma, Angel Pacheco-Paredes, Anwen Yin, Cinthia Gonzalez, Daniela Maldonado, Gilbert Narvaez, and Alicia Garcia

**Date Completed:** July 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### Goal 6.2 Strive for National and International Recognition of our programs

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.2.2</b>				
Provide faculty support by maintaining and increasing databases and enhancing support for faculty travel to national and international conferences	An increase of 5% of the number of publications in nationally and internationally recognized journals over the next five years.	Increased faculty budget lines and additional funding for research and for additional databases	<p><u>Risk:</u> Budgetary Issues</p> <p><u>Damage:</u> Not being able to hire and retain research productive faculty</p> <p><u>Plan:</u> Enhance/Redistribute existing budget lines. Find alternative forms of incentives.</p>	Dean
<b>Strategy 6.2.3</b>				
Promote the Western Hemispheric Trade Annual Conference Nationally and Internationally	An increase of 10% in the level of academic participation and presentation over the next five years.	More aggressive promotion of the annual conference through national media and by selecting academic speakers of national and international recognition	<p><u>Risk:</u> Continued COVID scenario that restricts resources for academic participation.</p> <p><u>Damage:</u> Lower levels of faculty participation in our conference from nationally and globally recognized universities</p> <p><u>Plan:</u> More aggressive promotion of our programs and conference via online and an enhanced budget to attract globally recognized speakers.</p>	WHTC Director and Dean

## Appendix G - Strategic Planning 2021-2026

### Task Force 6/ Aspiration 6: Excellence in Advancement and Stewardship

Members of Task Force:

Antonio Rodriguez (Chair) Leo Lozano, Lily Brooks, Kathy Ma, Angel Pacheco-Paredes, Anwen Yin, Cinthia Gonzalez, Daniela Maldonado, Gilbert Narvaez, and Alicia Garcia

**Date Completed:** July 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 6.3 Enhance the International Identity of our Programs**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.3.1</b>				
Promote the international aspects of our programs in undergraduate and graduate business	Increase in the number of students seeking International Trade/Logistics and International Business and International Banking and Finance at both graduate and undergraduate levels over the next five years.	A curriculum revision of our undergraduate business and MBA programs	<p><u>Risk:</u> Low student enrolment</p> <p><u>Damage:</u> Unable to complete curriculum revision</p> <p><u>Plan:</u> Find alternative forms of incentives to promote faculty participation. Additional budget lines for enrollment efforts</p>	Undergraduate and graduate faculty
<b>Strategy 6.3.2</b>				
Increase international partnerships, especially at the graduate level, with institutions in the region and the world and promote such partnerships through social media	Increased number of active partnerships	Faculty support to promote our programs and seek partnerships under the control of the college	<p><u>Risk:</u> Lack of faculty participation and/or availability</p> <p><u>Damage:</u> Not being able to achieve global partnerships with our own faculty as leaders or champions of the new global programs</p> <p><u>Plan:</u> Find alternative forms of incentives to promote faculty participation</p>	Dean

## Appendix G - Strategic Planning 2021-2026

### Task Force 6/ Aspiration 6: Excellence in Advancement and Stewardship

Members of Task Force:

Antonio Rodriguez (Chair) Leo Lozano, Lily Brooks, Kathy Ma, Angel Pacheco-Paredes, Anwen Yin, Cinthia Gonzalez, Daniela Maldonado, Gilbert Narvaez, and Alicia Garcia

**Date Completed:** July 30, 2021

**Date Revised:** October 11, 2021; October 16, 2021 **Final Review and Approval at College Retreat:** October 22, 2021

### **Goal 6.3**                      **Enhance the International Identity of our Programs**

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 6.3.3</b>				
Promote study abroad programs among both undergraduate and graduate students	Increased student participation in study abroad programs	Promotion of study aboard programs through social media, undergraduate and graduate courses, and through study-abroad scholarships	<p><u>Risk:</u> Pandemic Issues</p> <p><u>Damage:</u> Inability of faculty and student travel to enhance the global projection of our programs</p> <p><u>Plan:</u> Join forces or reach agreements with national universities already established in global online programs</p>	Undergraduate and graduate faculty and Dean

## Appendix G - Strategic Planning 2021-2026

### Task Force 7/ Aspiration 7: Mission, Vision, Core Values

Members of Task Force: Steve Sears, Jui-Chin Chang, Norma Rodriguez, Miriam Castillo, Nathaniel Graham, Juan Montemayor, Kimber Palmer, Rolando Peña-Sanchez, Amy Rodriguez

Date Completed: July 30, 2021

Date Revised: September 10, 2021      Final Review and Approval at College Retreat: October 22, 2021

### Goal 7                      Mission, Vision, Core Values

Strategies to Reach Goal	Measurement(s) of Success	Resources Needed	Risk / Damage / Contingency Plan(s)	Responsible Person(s)
<b>Strategy 7.1</b>				
Vision, Mission, Core Values			<p><u>Risk:</u> COVID-19 pandemic may affect our recruiting from current pool of students from South Texas-Northeastern Mexico region when this region is hit by pandemic COVID economically</p> <p><u>Damage:</u> Our Revised mission statement focuses on serving Texas-Northeastern Mexico region. face a risk to expand our pool of students to attract potential international students, especially, for our master and doctoral programs</p> <p><u>Plan:</u> Develop online programs for students beyond Texas-Northeastern Mexico region and look for international students from other areas: Africa or Asia for our master and doctoral students via advertisement or building academic relationship with African or Asian University to attract their undergraduate students to our master and doctoral programs</p>	



## Appendix G - Strategic Planning 2021-2026

### Task Force 7/ Aspiration 7: Mission, Vision, Core Values

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Members of Task Force: Steve Sears, Jui-Chin Chang, Norma Rodriguez, Miriam Castillo, Nathaniel Graham, Juan Montemayor, Kimber Palmer, Rolando Peña-Sanchez, Amy Rodriguez

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Date Completed: July 30, 2021

Date Revised: September 10, 2021

Final Review and Approval at College Retreat: October 22, 2021

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#### ARSSB

#### Mission, Vision, Core Values

##### MISSION

The A.R. Sanchez, Jr. School of Business serves the South Texas-Northeastern Mexico region with accessible higher education academic programs and research from a multicultural and international perspective that enables our largely Hispanic and first-generation students and business community to achieve success.

##### VISION

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

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

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

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

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

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

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

**Table G1 - RISK ANALYSIS of Selected Strategic Initiatives**  
**A.R. Sanchez Jr., School of Business**

December 2021

Risk Description	Likelihood of Risk Occurring	Impact If the Risk Occurred	Severity (Based on Impact and Likelihood)	Mitigating Action(s)	Responsible Parties
<p>Aspiration 1: Visionary Academic Programs and Faculty -- Goal 1.3 -- Establish at least one new program with a national or international university to preserve our presence as an international business school withing TAMIU and to take advantage of our bilingual capability to deliver degree programs south of the border.TAMIU, along with the ARSSB is the designated campus with the TAMUS which can enter into agreements with international universities due our geogrphic location. Risk-- because of COVID, universities outside the U.S. are reluctant to travel or receive travelers in relationships, but at the same time, prefer degree relationships that are hybfid in nature where travel is part of the MOA and MOU</p>	Medium	High	Medium	<ol style="list-style-type: none"> <li>1. Work with the Office on International Programs to begin dialoguing with targeting universities in Mexico/Latin America that seek dual programs with AACSB schools in the U.S. that have bilingual capability to deliver programs.</li> <li>2. Work with the school in developing an MOA and MOU to establish Faculty and Student Exchange Programs and curriculum to leverage our capability to deliver the MBA in the second language.</li> </ol>	<ol style="list-style-type: none"> <li>1. Office of International Programs. 2. Office of Global Iniatives. 2. Dean's Office</li> </ol>
<p>Aspiration 2: Empowered Student Success -- Goal 2.2 -- Students students will possess possess job hunting skills by their graduation date. Risk -- TAMIU is a small regional university and the ARSSB is smaller business school. Resources devoted to programs aimed at preparing students to compete with students at larger business schools for qualified jobs is not plentiful. Students need to be better prepared for the competitive environment for recruiting and need the skill base to do so.</p>	Medium	Medium	Medium	<ol style="list-style-type: none"> <li>1. Work with the Office of Recruitment and Career Placement to build a program of seminars/classes to better prepare our students for recruitment and job placement -- building resumes, networking, interviewing skills, job hunting skills, etc</li> <li>2. Work with the Student Recruiting subcommittee of he Board of Advisors for implementation strategies on this matter.</li> <li>3. Hire a new staff person in the ARSSB whose job will be to work on career placement for ARSSB students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Office of Recruitment and Career Placement. 3.Board of Advisors. 4. Dean's Office</li> </ol>

**Table G1 - RISK ANALYSIS of Selected Strategic Initiatives**  
**A.R. Sanchez Jr., School of Business**

December 2021

Risk Description	Likelihood of Risk Occurring	Impact If the Risk Occurred	Severity (Based on Impact and Likelihood)	Mitigating Action(s)	Responsible Parties
<p>Aspiration 3: Advancing Research Excellence -- Goal 3.1 -- Continue to recruit high quality faculty who will produce high quality research which is important for a small doctorally granting business school to maintain its reputation in recruiting quality faculty. Risk -- TAMIU and the ARSSB are located in Laredo, Texas which is on the border and the Rio Grande River. Across the border in Mexico is an area of considerable violence and danger which presents challenges in recruiting new faculty. It is crucial to offer attractive financial offers in order to attract productive and successful faculty to our college.</p>	High	High	High	<ol style="list-style-type: none"> <li>1. Follow a conservative fiscal policy of insuring a resource base to incentivize and reward productive research-oriented faculty.</li> <li>2. Maintain the current policy of offering attractive, competitive packages to new faculty hires.</li> <li>3. Maintain and raise reimbursements for faculty to engage in travel to professional conferences.</li> </ol>	<ol style="list-style-type: none"> <li>1. Office of the Provost. 2. Dean's Office</li> </ol>
<p>Aspiration 4: Transformative International Experience -- Goal 4.2 -- Encourage students in the ARSSB to engage in international outreach projects by 10% over the next five years. Risk -- The prospects of the continuation of COVID loom large with the new strain present. The fear for personal health risks due to COVID has negatively affecte enrollments and campus presence at TAMIU. Far more will be the concern for students to engage in international travel to pursue the educational benefits for international engagement and research.</p>	High	Medium	High	<ol style="list-style-type: none"> <li>1. Increase funding for students to travel abroad to international conferences to present research; alternatively, provide resources to attend conferences virtually in the event of COVID concerns continuing.</li> <li>2. Create new seminar series on international research for students showing interest in conducting this type of research.</li> <li>3. Prepare students for the cultural aspects for travel to international travel, especially with the prospects of health risks.</li> </ol>	<ol style="list-style-type: none"> <li>1. Office of International Programs. 2. Dean's Office</li> </ol>

**Table G1 - RISK ANALYSIS of Selected Strategic Initiatives**  
**A.R. Sanchez Jr., School of Business**

December 2021

Risk Description	Likelihood of Risk Occurring	Impact If the Risk Occurred	Severity (Based on Impact and Likelihood)	Mitigating Action(s)	Responsible Parties
<p>Aspiration 5: Global Social Catalyst -- Goal 5.3 -- Host at least one career fair each long semester for the next five years for ARSSB students. Risk -- TAMIU is a small regional university and has challenges in attracting larger companies to engage in the active recruiting of our students. Our students need more active engagement to realize the career opportunities that exist outside Laredo and the border region.</p>	Low	Medium	Medium	<p>1. Work actively with the Career Placement Center on campus to develop a specialized Career Fair for business students. 2. Use the BOA subcommittee on Placement to facilitate this outcome. 3. Use college resources for for whatever needs there are in this effort.</p>	<p>1. College BOA. 2. University Office of Recruitment and Career Placement. 3. Deaan's Office</p>
<p>Aspiration 6: Excellence in Advancement and Stewardship -- Goal 6.3 -- Enhance the International Identity of our Programs. Strategy -- Promote Study Abroad by our undergraduate and graduate students as a means of building awareness of the ARSSB. Risk -- COVID exists as a deterrent for our students to choose study abroad opportunities</p>	Medium	Medium	Medium	<p>1. Increase the number of international university collaborations that support study abroad for business students.</p> <p>2. Increase the number of study abroad orientation sessions for students considering travel abroad that emphasize the benefits and addresses the concerns.</p> <p>3. Increase resources allocated from the ARSSB to support business students and faculty traveling abroad.</p>	<p>1. Office of International Programs. 2. Dean's Office</p>