

RCVCOBE STRATEGIC PLAN
AY 2022 (Implementation)
AY 2023 – AY 2025 (Phase 1)
AY 2026 – AY 2028 (Phase 2)

The following document is the strategic plan approved by the faculty of the Robert C. Vackar College of Business & Entrepreneurship (RCVCOBE). The plan is presented as an agile strategic plan with an initial year of implementation (AY 2022) and two consecutive three-year timeframes. Strategic priorities will be re-assessed before the end of the first three-year timeframe (AY 2023 – AY 2025). If the strategic priorities remain the same, then the college will establish new metrics for benchmarking performance. If a change in the environment requires an adjustment to the strategic priorities, these will be implemented for the second three-year period (AY 2026 – AY 2028).

This strategic plan resulted from an original proposed plan offered by a task force represented by faculty from each department and various ranks. The task force chair presented the proposed policies to town halls in each of the six departments, and the dean presented them to town halls for staff and students. These town halls took place between March 26, 2021 and April 5, 2021. Feedback from these eight town halls was incorporated into the final version voted upon by the permanent full-time faculty in the college. The final proposal was sent to the faculty on April 29, 2021, with a two-week window for review and voting. The plan passed on May 14, 2021, by a vote of 61 in favor and 10 opposed.

The task force members were:

Dr. Michael Abebe (Chair), Professor of Management
Dr. Salvador Contreras, Associate Professor of Economics
Dr. Murad Moqbel, Associate Professor of Information Systems
Dr. Sylvia Robles, Lecturer II, Entrepreneurship
Dr. Xiaojing Sheng, Associate Professor of Marketing
Dr. Christian Sobngwi, Associate Professor of Accounting



STRATEGIC PLAN

PHASE ONE

AY 2021-2022 through 2024-2025

MAY 2021

Robert C. Vackar
College of Business
& Entrepreneurship

ECOBÉ

STRATEGIC PLANNING TASKFORCE

Dr. Michael Abebe (Chair)-Management
Dr. Xiaojing Sheng (Secretary)-Marketing
Dr. Salvador Contreras-Economics & Finance
Dr. Christian Sobngwi-Accountancy
Dr. Murad Moqbel-Information Systems
Ms. Sylvia Robles-International Business & Entrepreneurship

Dr. Lance Nail

Dean and Distinguished University Professor
Robert C. Vackar College of Business and Entrepreneurship

Proposed: March 25, 2021

Revised: April 29, 2021

Approved: May 14, 2021

Robert C. Vackar College of Business & Entrepreneurship (RCV)

Vision, Mission & Core Values

UTRGV MISSION STATEMENT

To transform the Rio Grande Valley, the Americas, and the world through an innovative and accessible educational environment that promotes student success, research, creative works, health and well-being, community engagement, sustainable development, and commercialization of university discoveries.

RCV VISION STATEMENT

The Robert C. Vackar College of Business and Entrepreneurship will positively impact its local and global stakeholders through the discovery, integration, application, and teaching of business-focused knowledge addressing the critical needs of society.

RCV MISSION STATEMENT

The Robert C. Vackar College of Business and Entrepreneurship promotes student success and serves as a catalyst for innovation, knowledge discovery, and economic development in South Texas, Northern Mexico, and beyond. We do so by offering relevant academic programs, committing to impactful research, and fostering community engagement and sustainable partnerships in a way that supports the university's mission.

CORE VALUES

- **Our Commitment to Excellence**
 - Invest in our students' success by offering high quality and relevant academic programs.
- **Our Dedication to Thought Leadership**
 - Promote rigorous and high-impact scholarship.
 - Improve the academic reputation of RCV through impactful engagement with the scholarly community.
- **Our Passion for Empowerment and Impact**
 - Empower and support our students, faculty, and staff to make a difference in their communities through high impact teaching and learning practices.
- **Our Role as Agents of Transformation**
 - Cherish and support our positive role in the economic transformation of the Rio Grande Valley.

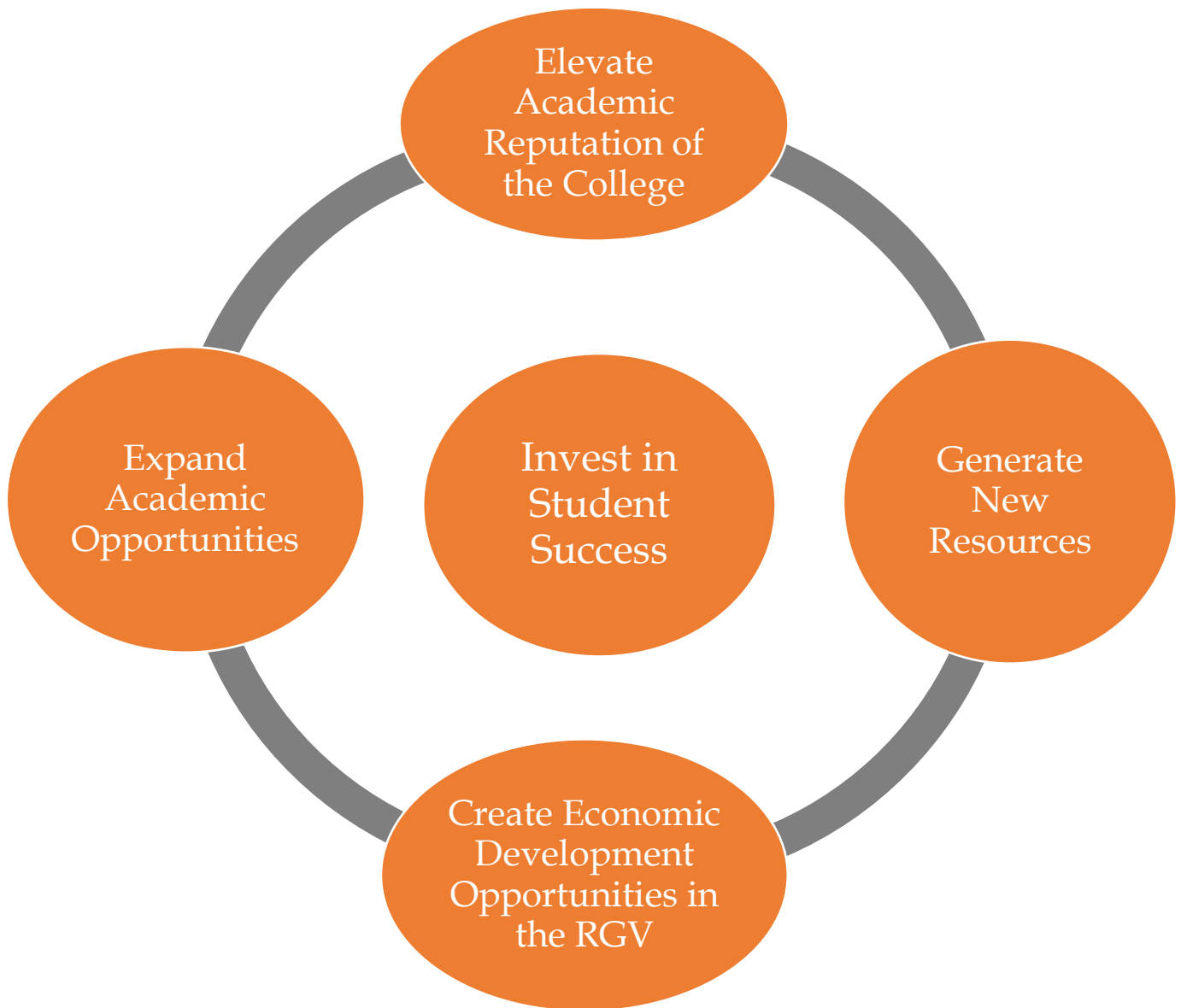
PURPOSE AND DEVELOPMENT OF THE STRATEGIC PLAN

This strategic plan identifies five critical strategic objectives to emphasize and associated goals to achieve over the next three academic years. By the end of the third academic year, the strategic objectives will be reviewed. Results from the review will inform our decision to renew the strategic objectives with new goals and implement new strategic objectives and goals in the subsequent three-year period.

The strategic objectives were proposed by an ad hoc task force with faculty representation from all departments and faculty ranks in the RCV. The task force utilized survey data from the dean's office, discussions with colleagues, and benchmarking data versus peer institutions to develop the strategic objectives. These objectives and their corresponding goals were developed to advance the mission of RCV and help it achieve its aspirational vision of positively impacting our stakeholders.

As can be seen on the following page, STUDENT SUCCESS is central to every component of this strategic plan and its objectives. The primary strategic objective is to **Invest in Student Success**. Although several goals have been identified to support this key objective, all objectives identified in this plan promote student success. Faculty thought leadership better informs our teaching, **Elevates Our Academic Reputation**, and prepares our students for greater success. **Expanding Academic Opportunities** means identifying new programs that are relevant to the regional community and creates more opportunities for our students to succeed. Along the same lines, **Creating Economic Development Opportunities** provides greater career and entrepreneurial success for students, alumni, and the community. And **Generating New Resources** for the RCV allows us to further leverage our efforts to promote student success.

RCV STRATEGIC GOALS





STRATEGIC GOAL#1 INVEST IN STUDENT SUCCESS



❖ **STRATEGIC GOAL: Invest in Student Success**

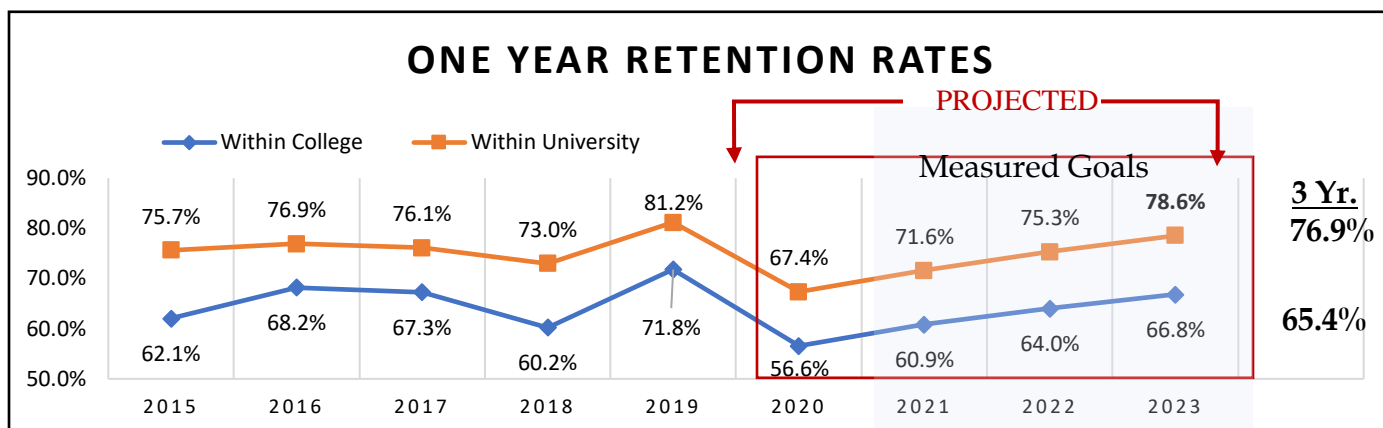
The success of our students is a cornerstone of our mission. To that end, the following goals have been identified as measures of student success. Achieving these outcomes will advance the success of our undergraduate and graduate students.

Measures of successful outcomes (EOAY 2024-25):

- 1. Develop a comprehensive recruitment strategy to attract promising students to RCV's undergraduate and graduate programs.**
- 2. Enhance commitment to student engagement outside of the classroom**
- 3. Increase RCV undergraduate student retention rates:**
 - 3.1. Increase the three year average Freshman One Year retention rate within college to 65.4 percent (currently 56.6 percent) by 2023.**
 - 3.2. Increase the three year average Freshman Two Year retention rate within college to 53.7 percent (currently 48.6 percent) by 2024.**
 - 3.3. Match the within University Freshman One Year retention rate of 76 percent (currently 67.4 percent) by 2023.**

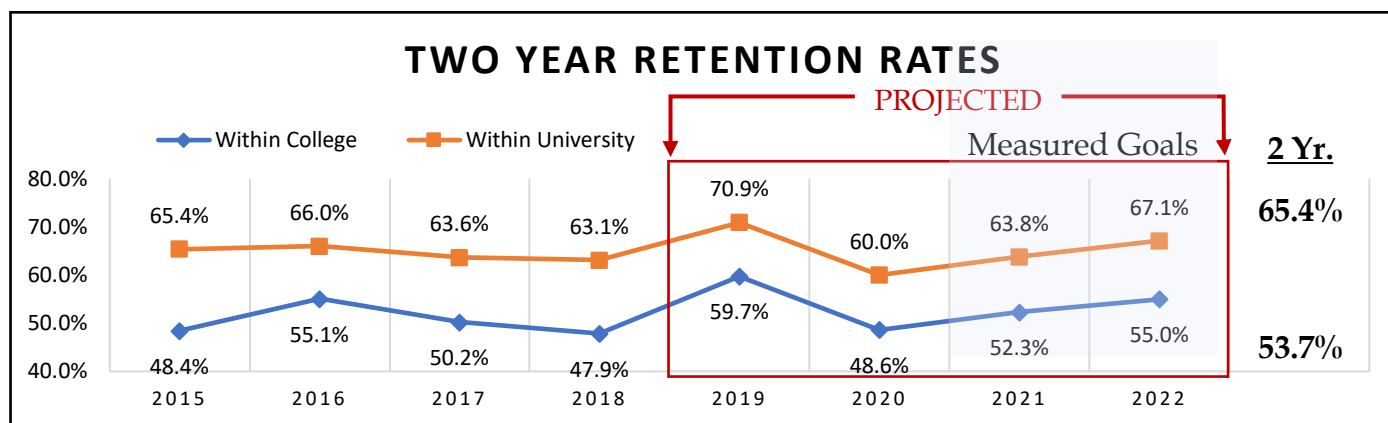
Figures 1 and 2 below present historical one- and two-year average Freshman retention rates (2015-2020) along with projected rates. The above retention goals allow the RCV to make a steady improvement in one and two year Freshman average retention rates. These goals consider the disruptions in student learning caused by the COVID-19 pandemic, particularly to our predominantly Hispanic undergraduate student body. The attainment of these goals by the end of 2023 will help RCV to return to pre-pandemic student retention rates.

Figure 1. One Year Undergraduate Retention Rates



DATA SOURCE: SAIR, IPEDS

Figure 2. Two Year Undergraduate Retention Rates

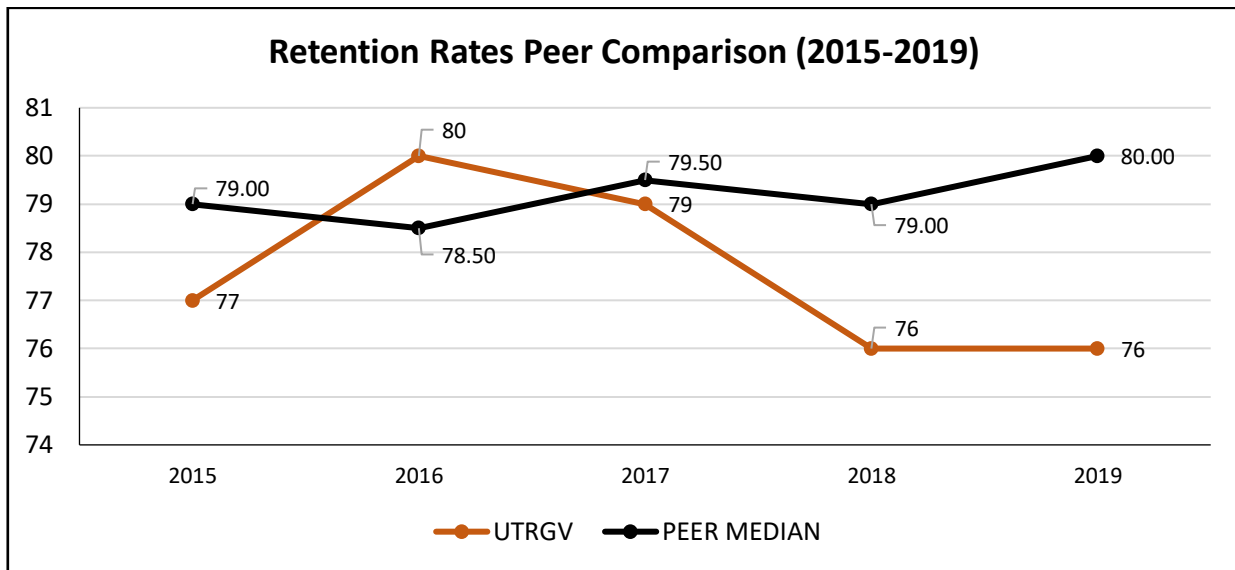


DATA SOURCE: SAIR, IPEDS

3.4. Match the peer median Freshman One Year retention rate of 80 percent within University by 2025.

The undergraduate retention rates for UTRGV and peer institutions for 2015-2019 period are presented in Figure 3 below¹. 2019 is the latest year for which peer retention data are available. Accordingly, the above goal of matching the 80 percent peer median Freshman One Year retention rate will help raise the College's current retention rate and reverse the slight decline in retention RCV experienced during the pandemic.

Figure 3. Undergraduate Retention Rates-Peer Institution Comparison



¹Peer institutions include Florida Atlantic, Kent State, Louisiana Tech, New Mexico State, Old Dominion and University of Massachusetts-Boston.

4. Increase RCV undergraduate student graduation rates:

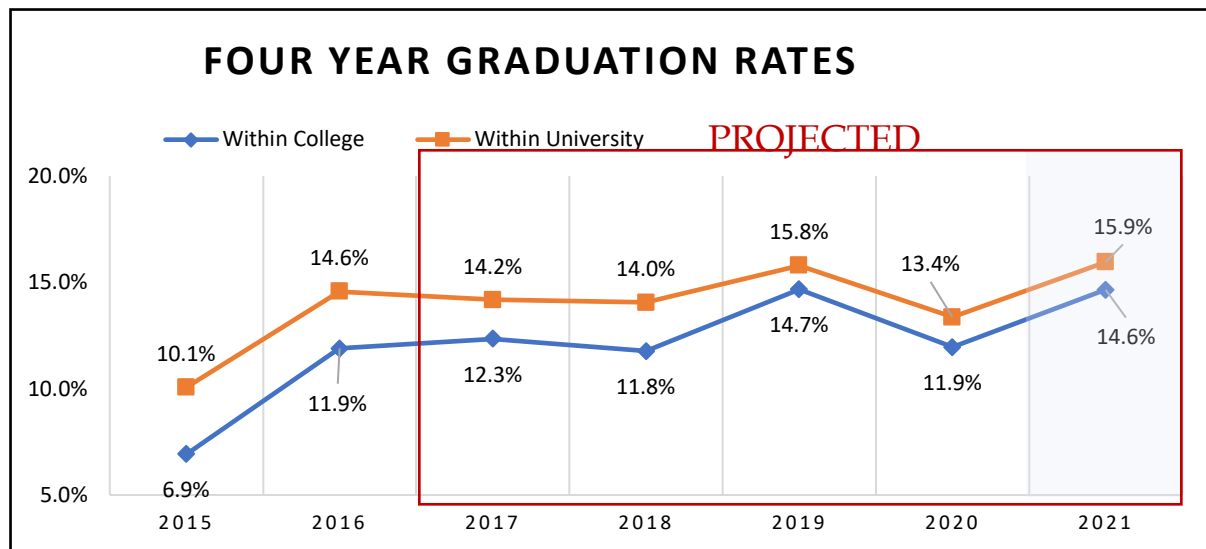
4.1. Increase RCV's four year graduation rate for First-Time Full-Time Freshman (Fall 2021 cohort) to 20 percent (currently 11.9 percent) by Spring 2025.

4.2. Increase RCV's six year graduation rate for First-Time Full-Time Freshman (Fall 2019 cohort) to 52 percent by Spring 2025.

4.3. Exceed the peer median First-Time Full-Time Freshman four year graduation rate for Fall 2019 cohort (currently 25.5%) by Spring 2025.

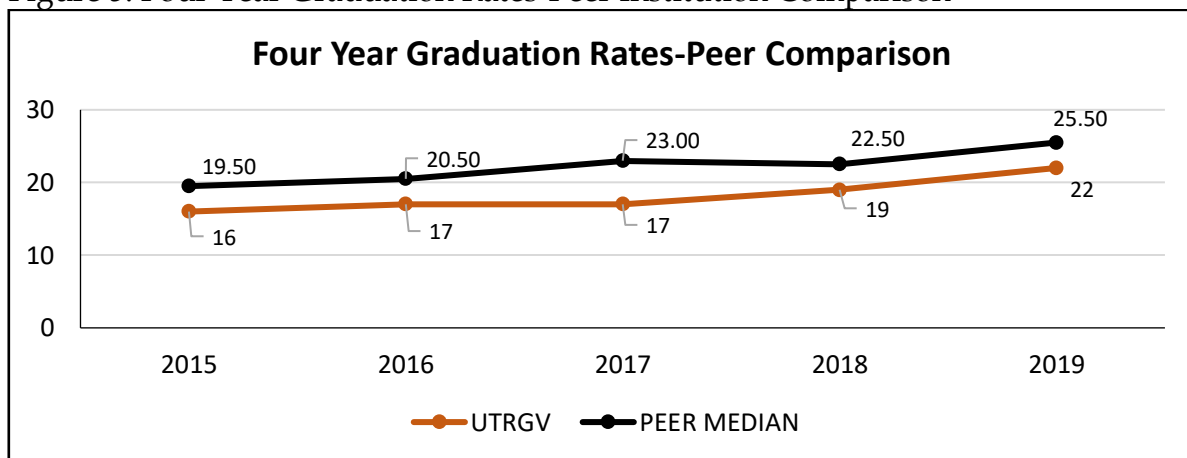
4.4. Exceed the peer median First-Time Full-Time Freshman six year graduation rate for Fall 2019 cohort (currently 49.5%) by Spring 2025.

Figure 4. Four Year Graduation Rates for RCV and University Levels



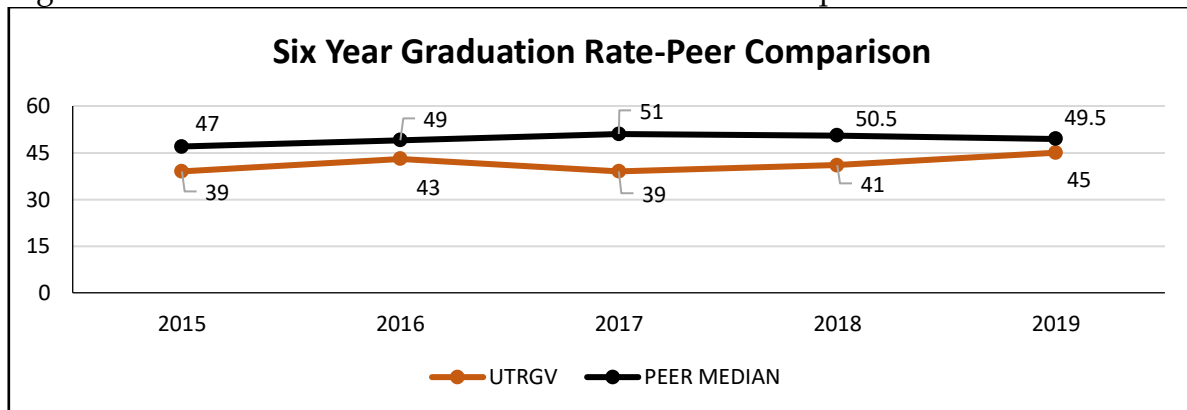
Data Source: SAIR, IPEDS

Figure 5. Four Year Graduation Rates-Peer Institution Comparison



DATA Source: IPEDS

Figure 6. Six Year Graduation Rates-Peer Institution Comparison



5. Develop a system to track undergraduate and graduate placements and alumni accomplishments.

6. Develop a system to track entrepreneurial activity by current students and alumni.

7. Improve the quality of PhD Graduate Placement:

7.1. Increase the percentage of PhD graduates with tenure-track academic positions to 85 percent (currently 78 percent) by EOAY 2024-25.

7.2. Increase the percentage of PhD graduates with tenure-track academic positions at institutions with R2 (Doctoral Universities – High research activity) Carnegie classification to 12 percent (currently 8.3 percent) by EOAY 2024-25.

7.3. Improve the number of doctoral candidates (ABDs) that will author/co-author at least one article in high impact or medium impact journals to 33 percent by EOAY 2024-25.

7.4. Improve the number of doctoral candidates (ABDs) that will author/co-author at least one article in elite journals to 10 percent by EOAY 2024-25.

7.5. Improve the number of doctoral candidates (ABDs) that will author/co-author at least three top academic conference presentations to 80 percent by EOAY 2024-25.

7.6. Create a reward system for doctoral faculty who mentor doctoral students including co-authoring in an elite or high-impact journal.

ACTION PLAN

- ✓ Explore independent and collaborative intra-campus efforts to achieve these goals. This will involve a mix of efforts internal and external to the RCV to optimize resource allocation.
- ✓ To foster student engagement, RCV will launch a competitive grant program for student organizations for funding special projects and student travel to regional and national conferences. Further, RCV will also introduce a new peer-to-peer mentoring program whereby upper-level undergraduate students help mentor lower division students. Additionally, increasing investment in student organizations and groups, establishing an annual, college-wide student engagement competition to showcase innovative and impactful student activities as well as strengthening partnerships with University level student engagement office will be instrumental in improving student engagement. Finally, RCV will periodically conduct student surveys to identify and eliminate barriers to student engagement, and support student engagement in professional associations at the national and international levels.

- ✓ A comprehensive recruitment strategy for RCV requires creating a recruitment taskforce at the undergraduate and graduate levels. Further, cultivating and strengthening partnerships with local, regional, and international partners will also be important. Finally, such a strategy needs to be accompanied by a formulation and implementation of an integrated marketing program (including website, social media, and in-person approaches) to communicate RCV's academic programs and its success to promising students in collaboration with the University Marketing Office.
- ✓ Creating the RCV Student Success Center with fully committed staff should begin the efforts and then the professional staff hired to support the center can work with all RCV stakeholders to determine the optimal mix of internal initiatives and external collaborations.
- ✓ While the Student Success Center will serve all RCV students, graduate students have differing needs. Supporting their success requires greater engagement with RCV and more professional development opportunities. PhD students will require significant increases in financial support to successfully place at Carnegie Research Universities. RCV's PhD Committee will work towards revising the doctoral faculty criteria by incorporating a reward system for doctoral faculty to work closely with doctoral students from when they were first admitted.
- ✓ Creating a business intelligence function (centralized, formal data collection and analysis) at the Dean's Office level will assist the planning and implementation of various data-intensive strategic goals. New internal collaborations should, at a minimum, include UTRGV Student Success, University College, Strategic Enrollment, the Honors College, Graduate Studies, CTE, and COLTT.
- ✓ The College's leadership team will continue to pay attention to each campus's needs and ensure that adequate educational opportunities are offered across campuses.
- ✓ In collaboration with Center for Teaching Excellence (CTE), RCV will continue to provide professional development opportunities for faculty to improve their teaching effectiveness.
- ✓ RCV will continue to incentivize faculty to incorporate experiential learning approaches in their courses.



STRATEGIC GOAL#2
ELEVATE ACADEMIC
REPUTATION OF THE COLLEGE

❖ **STRATEGIC GOAL: Elevate Academic Reputation of the College**

Elevating the academic reputation of RCV requires a sustained effort in supporting and promoting research excellence. Refereed publications in elite and high impact journals will be an essential yardstick in fostering research excellence in the college. The Academic Journal Guide rankings from Chartered Association of Business Schools (ABS¹) will be used as the College's official journal list for evaluating publication quality. The ABS list ranks journals into 4*, 4, 3, 2 and 1 categories. In evaluating journal quality, RCV adopts 'Elite' (4* and 4 ratings), 'High Impact' (3), 'Medium Impact' (2) and 'Other' (1) categories. In order to account for publication outlets that may not be included in the ABS list, each department is allowed to include up to 12 journals (6 in High Impact and 6 in Medium Impact categories). Accordingly, RCV uses an ABS+ journal ranking system to evaluate the quality of publications. Starting Fall 2021, RCV will adopt the ABS+ as the official journal list. An appropriate grace period will be adopted before this new system is used for all tenure and promotion decisions as stipulated in relevant university policies and procedures.

Furthermore, supporting and incentivizing faculty's high profile professional engagement in their respective discipline will be vital in achieving this strategic goal. To this end, RCV will support, recognize and reward faculty members serving in leadership capacities in various professional associations (e.g. as officers of associations, conference program chairs and track chairs).

Measures of successful outcomes (EOAY 2024-25):

1. At least 12% of tenure-track and tenured faculty will serve on editorial boards of elite and high impact ABS journals by EOAY 2024-25.
2. At least 15% of tenure-track and tenured faculty will serve in leadership positions (e.g., Program Chair, Track Chair) at major academic conferences by EOAY 2024-25.
3. Doctoral-eligible tenure-track and tenured faculty will average 2 major academic conference presentations per year.

¹ <https://charteredabs.org/academic-journal-guide-2018-view/>

4. Increase the number of elite journal publications per tenure-track/tenured faculty at RCV level to 0.6 (currently 0.5) by EOAY 2024-25. This represents an 18.4 percent increase (from 38 to 45 elite publications) over the previous five years.
5. Increase the number of high impact journal publications per tenure-track/tenured faculty at RCV level to 1.66 (currently 1.28) by EOAY 2024-25. This represents a 30 percent increase (from 97 to 126 high impact publications) over the previous five years.
6. Increase the number of citations per tenured and tenure track faculty at the College level to 216 (currently 166) by EOAY 2024-25. This represents a 30 percent increase over the previous five years.

Figure 7. Projected Goals by Publication Type (EOAY 2024-25)

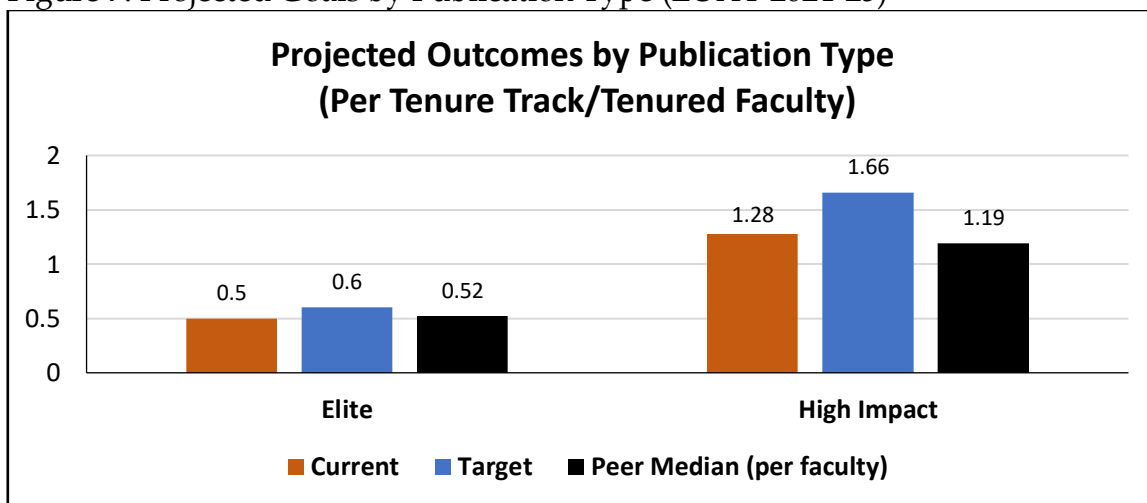
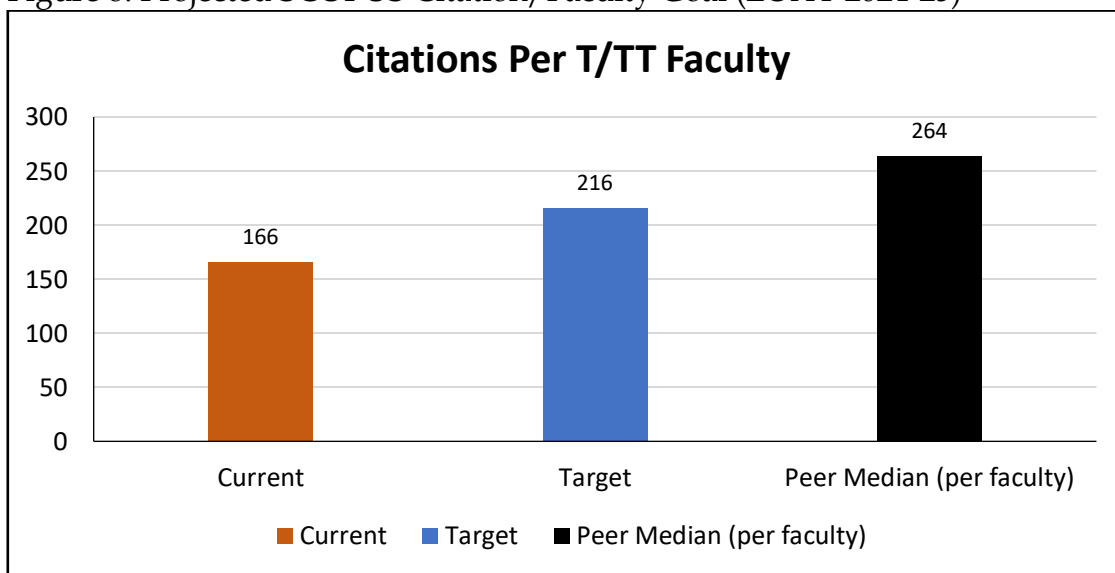


Figure 8. Projected SCOPUS Citation/Faculty Goal (EOAY 2024-25)



ACTION PLAN

- ✓ Focus on recruiting and retaining experienced research faculty (i.e. experienced assistant professor or higher ranks).
- ✓ Design and implement a new faculty performance evaluation and reward system (T/P and Annual Evaluation Standard).
- ✓ Create a differential teaching workload policy.
- ✓ Create a college level award for research, teaching, and service.
- ✓ Create a research support program:
 - 5.1. Develop a summer research support program for faculty.
 - 5.2. Establish a rapid response research fund.
 - 5.3. Expand faculty professional development budget (including conference travel).
 - 5.4. Hire a professional copy editor at the College level.
- ✓ Promote faculty publications via different outlets including social media platforms.
- ✓ Incentivize grant writing for funded research (Hire college level grant specialist to help with securing external grants).
- ✓ Reward and support faculty projects integrating experiential/community-engaged scholarship, sustainability, service learning, study abroad, etc. into the curriculum).
- ✓ Foster intellectual exchange: Launch college-wide distinguished speaker seminar series, strengthen departmental brownbag seminars, host visiting scholar positions, develop partnerships with institutions across the U.S., Latin America, and the rest of the world.
- ✓ Training & support: Expand professional development opportunities and funding for faculty.
- ✓ Improve faculty retention by promoting faculty well-being:
 - 11.1. Strengthen faculty mentorship.
 - 11.2. Elect a college level faculty advocate to help faculty navigate workplace issues.
 - 11.3. Support tuition assistance for faculty dependents and co-hiring of spouse/partner.
 - 11.4. Promote a sense of community among faculty by supporting periodic social gatherings.



STRATEGIC GOAL#3

EXPAND ACADEMIC OPPORTUNITIES

❖ **STRATEGIC GOAL: Expand Academic Opportunities**

Measures of successful outcomes (EOAY 2024-25):

1. Launch at least two new graduate academic programs.
2. Develop at least three new 4+1 programs to further success of high ability undergraduate students.
3. At least 10 percent of graduate enrollment will come from newly created programs.
4. Partner with other UTRGV colleges (e.g. School of Medicine, STEAM fields) and local academic institutions to develop innovative interdisciplinary programs.
5. Develop undergraduate-Graduate pipeline to facilitate undergraduate students' enrollment in graduate programs.
6. Strengthen partnerships with international academic partners (including Central, South America and beyond).

Expand Academic Opportunities

ACTION PLAN





STRATEGIC GOAL#4

GENERATE NEW RESOURCES FOR RCV

❖ STRATEGIC GOAL: Generate New Resources for RCV

Measures of successful outcomes (EOAY 2024-25):

1. Increase RCV's endowment by 50 percent to \$7.75 million.
2. Increase total operating budget to \$22.5 million by end of FY 2024 (3 percent increase per year).
3. Provide funding of at least \$250,000 per year to support research and faculty development.
4. Achieve a total external funding level at least 2.5% of RCV's budget.
5. Generate funded research of at least 2% of RCV's faculty salary budget.

ACTION PLAN





STRATEGIC GOAL#5

**Create Economic Development Opportunities in the
Rio Grande Valley**

❖ **STRATEGIC GOAL: Create Economic Development Opportunities in the Rio Grande Valley**

Measures of successful outcomes (EOAY 2024-25):

1. Develop a workforce training and development strategy that supports local/regional small businesses and entrepreneurs and leverages faculty expertise.
2. Work with local and regional partners to develop collaborative and sustainable initiatives that promote economic development opportunities in the Rio Grande Valley.
3. Assist Centers to foster collaborative economic development projects that leverage faculty expertise.
4. Host at least two stakeholder engagement events annually (e.g. planning sessions, retreats, site visits etc.).
5. Strengthen and support Centers involved in economic development (e.g. CIC, Border Economic Studies (CBEST), Business and Tourism Research Center (BTRC)).
6. Develop a sustainable business model for the Center for Innovation and Commercialization (CIC).
7. Develop a systematic performance evaluation standards for Centers involved in economic development.

ACTION PLAN

- ✓ Conduct a systematic assessment (e.g., survey, focus group etc.) to identify the needs and priorities of local and regional economic development partners.
- ✓ Systematically document RCV's faculty and staff engagement in the area of economic development.
- ✓ Incorporate a reward system in faculty performance evaluation for research/teaching/service activities that lead to demonstrable economic development outcomes.

- ✓ Include a reward category that promotes local successful entrepreneurs and micro, small and medium enterprise (MSMEs) leaders in the annual RCV award event.
- ✓ Reward and support economic development projects embedded in the curriculum (e.g., sustainability-focused, experiential/community-engaged scholarship projects, faculty consulting etc.).
- ✓ Develop a promotion and marketing plan for the Center for Innovation and Commercialization (CIC).
- ✓ Develop and maintain a regular consultation and collaboration with local and regional economic development partners (RCV Roundtable).
- ✓ Assist Centers to foster collaborative economic development projects that leverage faculty expertise.

APPENDIX

APPENDIX A- RCV PROFILE

APPENDIX B- SWOT ANALYSIS

APPENDIX C- PEER RESEARCH COMPARISON

**APPENDIX D- DISCIPLINE RESEARCH
PROJECTIONS**

APPENDIX A. RCV PROFILE

Figure 1. RCV Enrollment Trend (2016-2020)

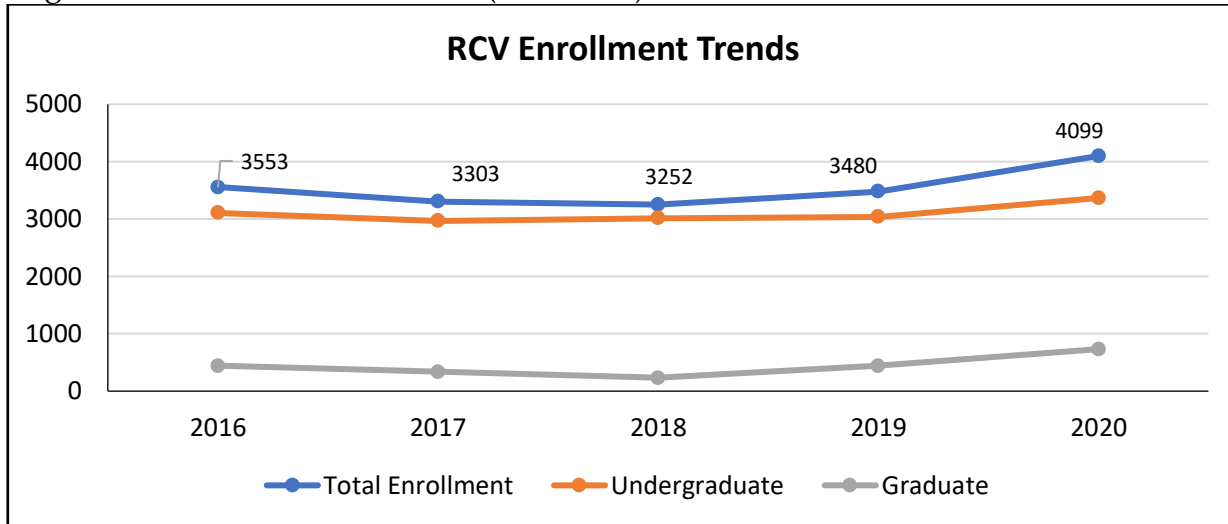


Figure 2. RCV Enrollment by Department-Fall 2020

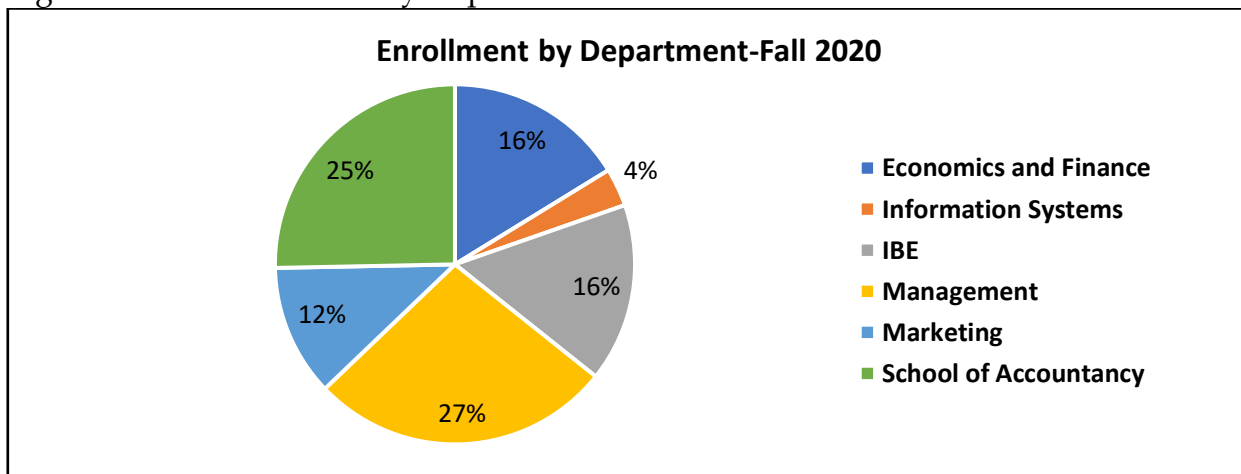


Table 1. RCV Student Demographics-Fall 2020

Fall 2020 Demographics				
	Undergraduate	Graduate	Total	%
Male	1723	375	2098	51.2
Female	1644	357	2001	48.8
Total	3367	732	4099	
No of Tenure-track/Tenured faculty			76	

Figure 3. Degrees Awarded by Level (2015-2020)

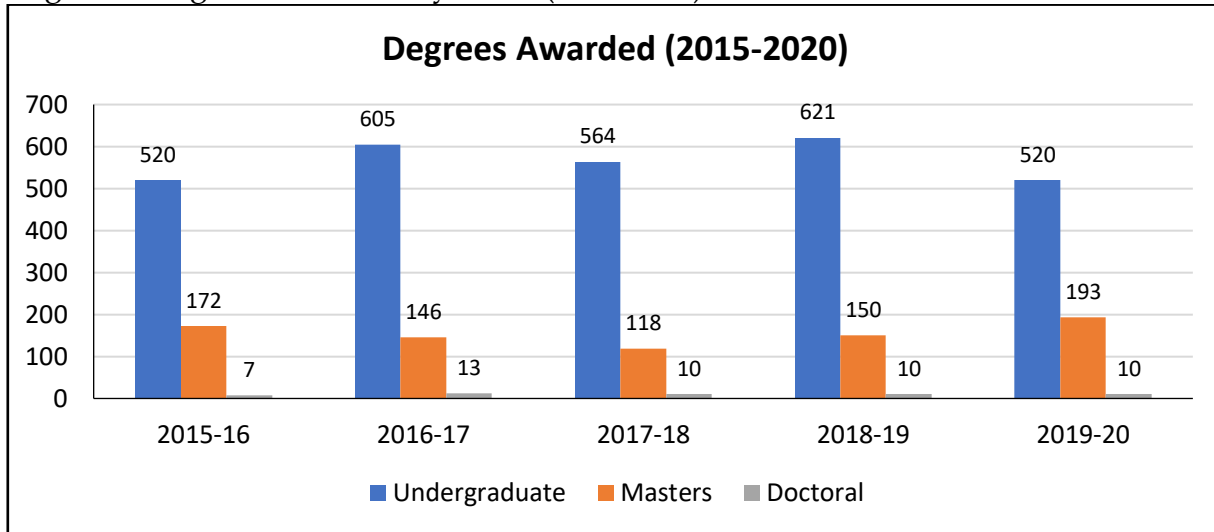


Table 2. Distribution of Tenured and Tenure-Track Faculty by Department

Tenured/Tenure Track Faculty				
	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Economics and Finance	16	16	16	18
Information Systems	14	15	15	15
IBE	8	8	8	9
Management	13	13	13	12
Marketing	11	12	11	10
School of Accountancy	13	12	12	11
Hospitality	0	0	0	1
Total	75	76	75	75

Table 3. Distribution of Non-Tenure-Track Faculty by Department

Non-Tenure Track Faculty				
	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Economics and Finance	12	12	13	9
Information Systems	7	10	12	11
IBE	7	11	11	8
Management	15	15	17	19
Marketing	11	9	10	13
School of Accountancy	14	11	12	13
Hospitality	0	0	0	2
Total	66	68	75	75

APPENDIX B. SWOT ANALYSIS²

STRENGTHS: PEOPLE, LOCATION, EMERGING BRAND

- 1) Solid core of collegial faculty with improving research output and historical commitment to teaching & community
- 2) Collegial and helpful staff who genuinely care about the success of the college
- 3) Respectful & hard-working **students**
- 4) Engaged and supportive **alumni** and **community**
- 5) Located in an area of growth with increasing investment
- 6) Gateway to Mexico and Latin America
- 7) Named business school in the UT System with a PhD program
- 8) Strength & variety of academic programs
- 9) History of student success
- 10) Emerging school of innovation with Center for Innovation & Commercialization (CIC)

WEAKNESSES: RESOURCES, CULTURE / VISION, FACULTY EVALUATIONS, STUDENT SUCCESS

- 1) Insufficient funding for the level of research expectations
- 2) Building in Edinburg
- 3) Not sure who we are as a college
- 4) Not functioning as a college with a unified mission
- 5) Performance reviews lead to improper incentives
- 6) P&T standards are inconsistent
- 7) Inequitable workload within the college
- 8) Students are poorly prepared as they enter college
- 9) Student success functions are not fully housed in college

OPPORTUNITIES:

COLLABORATIONS, IMPROVE STUDENT SUCCESS, INNOVATIVE PROGRAMS, LOCATION, ELEVATED RESEARCH

- 1) Joint/dual programs both intra and inter campus
- 2) Corporate and NFP partners
- 3) Global partners
- 4) Increase services offered for student success
- 5) Strengthen curriculum
- 6) Offer more extracurricular life and professional skills
- 7) Create new programs that serve unmet needs of business, society and the academy
- 8) Leverage CIC more fully
- 9) Growth in the Valley creates opportunities
- 10) Capitalize on proximity to Mexico and Latin America
- 11) Enhanced research reputation (CRU-H) heightens academic reputation and opens up opportunities in many areas

² Based on College wide faculty and staff survey conducted in 2019

THREATS:

COMPETITION FROM OTHER INSTITUTIONS

- 1) Traditional & online competition increasing

ENROLLMENT BASED FUNDING CUTS

- 2) Small endowments leave college vulnerable to budget cuts related to decreased enrollment or state funding

STAFFING EXCELLENT FACULTY

- 3) Recruiting & retaining excellent faculty is challenging
- 4) Keeping faculty engaged in the college

STUDENTS

- 5) Poorly prepared students will not place well and harm reputation of the college
- 6) Students' lack of focus on success makes it difficult to elevate academic reputation

PERCEPTION OF QUALITY

- 7) Current opinion on value of college degree
- 8) Not focusing on student success is harming reputation
- 9) Integrity of online courses may damage reputation

APPENDIX C.

Current (AY 2020-2021) UTRGV vs. Peers Research Comparison by Discipline

Table 4. RCV Current Ranking vs. Peer Institutions

RCV Research Rankings vs. Peers						
DISCIPLINE / DEPARTMENT	RANK					
	ELITE	HI	MI	OTHER	TOTAL	CITATIONS
ACCOUNTING	4	5	4	6	5	5
ECONOMICS	2	2	1	2	2	3
FINANCE	2	4	5	6	3	3
INTERNATIONAL BUSINESS & ENTREPRENEURSHIP	7	7	7	7	7	7
INFORMATION SYSTEMS / QUANTITATIVE METHODS	6	4	3	4	4	6
MANAGEMENT	3	2	2	3	3	5
MARKETING	6	3	1	3	4	7

Ranked out of six peer schools + RCV

[†] Based on ABS Journal ranking. Elite= 4* or 4, High Impact (HI)= 3, Medium Impact (MI)= 2, Other= 1. The numbers represent RCV's rank under each category. Green and red represent top and bottom ranks respectively.

Peer Institutions:

1. Florida Atlantic University
2. Kent State University
3. Louisiana Tech University
4. New Mexico State University
5. Old Dominion University
6. University of Massachusetts-Boston

APPENDIX D. DISCIPLINE RESEARCH PROJECTIONS

DISCIPLINE SPECIFIC RESEARCH GOALS

Achieving faculty research excellence is essential in elevating the academic reputation of RCV. The following section presents discipline specific research goals including projected **elite** and **high impact**³ publications benchmarked against peer institutions. The projected research outcomes are for the period between AY 2021-22 and AY 2024-2025. Individual disciplines/departments are expected to contribute by reaching specific targets in the areas of elite and high impact publications as well as SCOPUS citation per faculty counts in order to achieve RCV's research goals.

❖ SCHOOL OF ACCOUNTANCY

- The department currently has 10 tenure-track and tenured faculty members.
- The department tenure-track and tenured faculty will author/co-author a total of 3 elite journal publications (currently 2) by EOAY 2024-25.
- Increase the number of elite journal publications per tenure-track/tenured faculty to 0.3 (currently 0.2) by EOAY 2024-25.
- Increase the number of high impact journal publications per tenure-track/tenured faculty to 0.8 (currently 0.7) by EOAY 2024-25. This represents a 14 percent increase from current levels (8 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 36 by EOAY 2024-25. This represents a 25 percent increase from the current level of 29 citations per tenure-track and tenured faculty.

³ Elite category include all journals ranked as 4* and 4 in the ABS journal list, whereas high impact category refers to all journals ranked as 3.

Figure 4. Projected Outcomes by Publication Type-ACCT

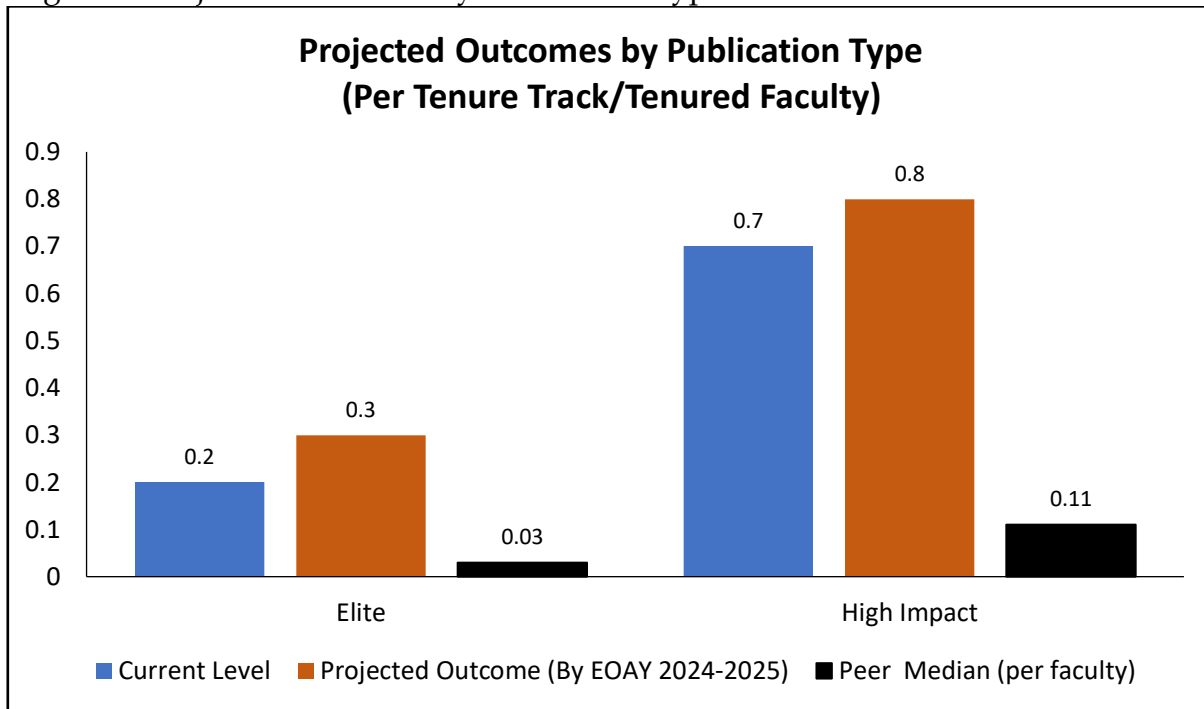
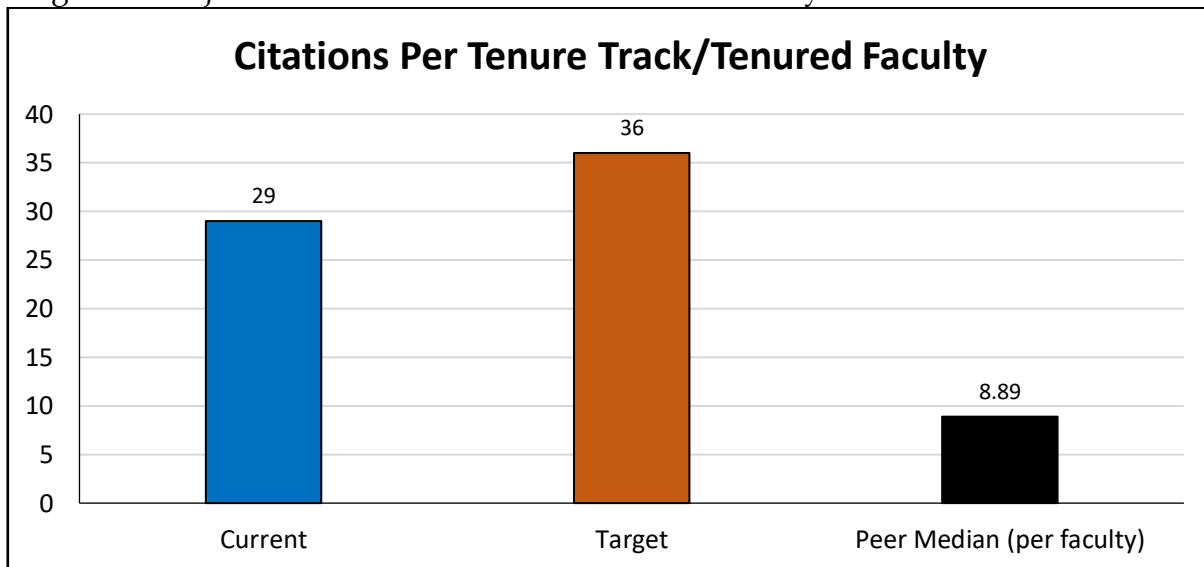


Figure 5. Projected SCOPUS Citation Counts Per Faculty-ACCT



❖ DEPARTMENT OF MANAGEMENT

- The department currently has 13 tenure-track and tenured faculty members.
- Increase the number of elite journal publications per tenure-track/tenured faculty to 1.46 (currently 1.31) by EOAY 2024-25. This represents an 11.8 percent increase from current levels (from 17 to 19 elite publications).
- Increase the number of high impact journal publications per tenure-track/tenured faculty to 1.62 (currently 1.38) by EOAY 2024-25. This represents a 16.67 percent increase from current levels (from 18 to 21 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 260 (currently 217) by EOAY 2024-25. This represents a 19.8 percent increase.

Figure 6. Projected Outcomes by Publication Type-MGMT

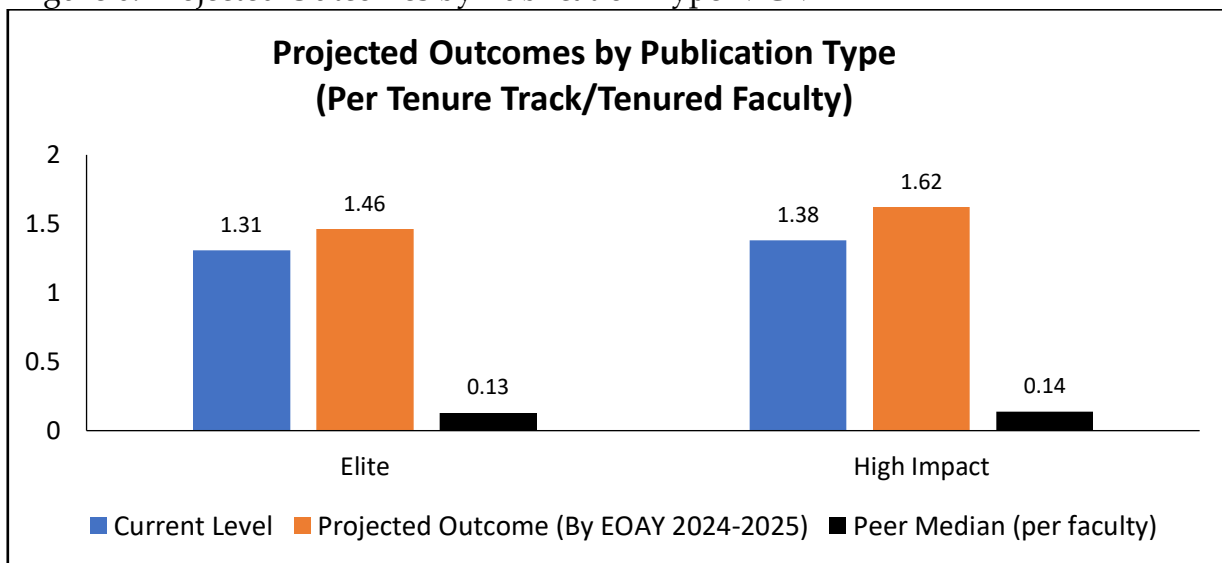
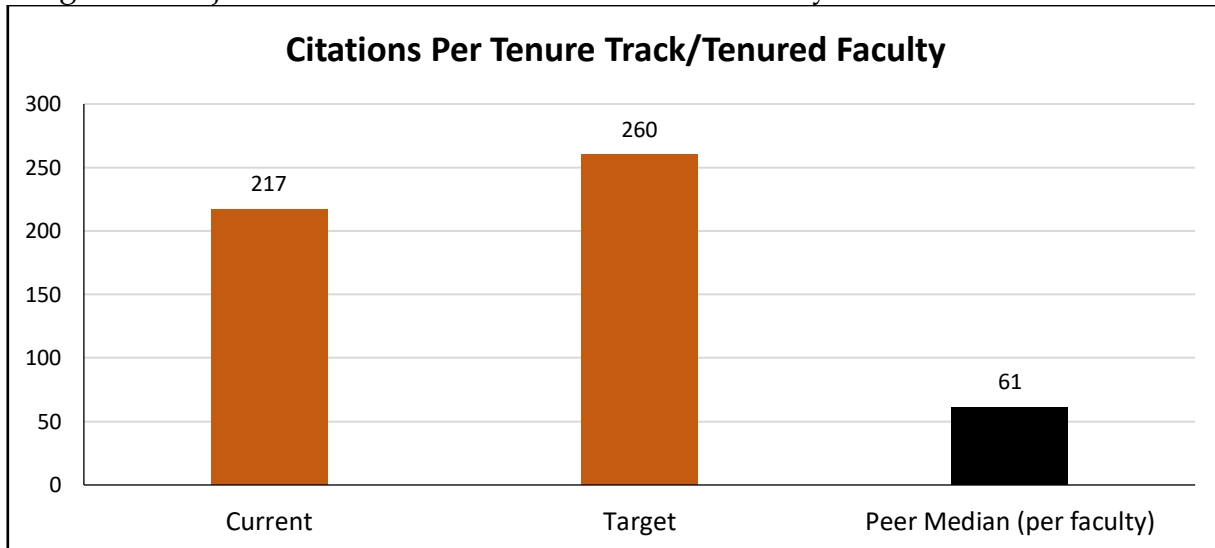


Figure 7. Projected SCOPUS Citation Counts Per Faculty-MGMT



❖ DEPARTMENT OF MARKETING

- The department currently has nine tenure track and tenured faculty members. Increase the number of elite journal publications per tenure-track and tenured faculty to 0.44 (currently 0.33) by EOAY 2024-25. This represents a 33 percent increase from current levels (from 3 to 4 elite publications).
- Increase the number of high impact journal publications per tenured and tenure track faculty to 2.33 (currently 2) by EOAY 2024-25. This represents a 17 percent increase from current levels (from 18 to 21 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 520 (currently 416) by EOAY 2024-25. This represents a 25 percent increase.

Figure 7. Projected Outcomes by Publication Type-MKTG

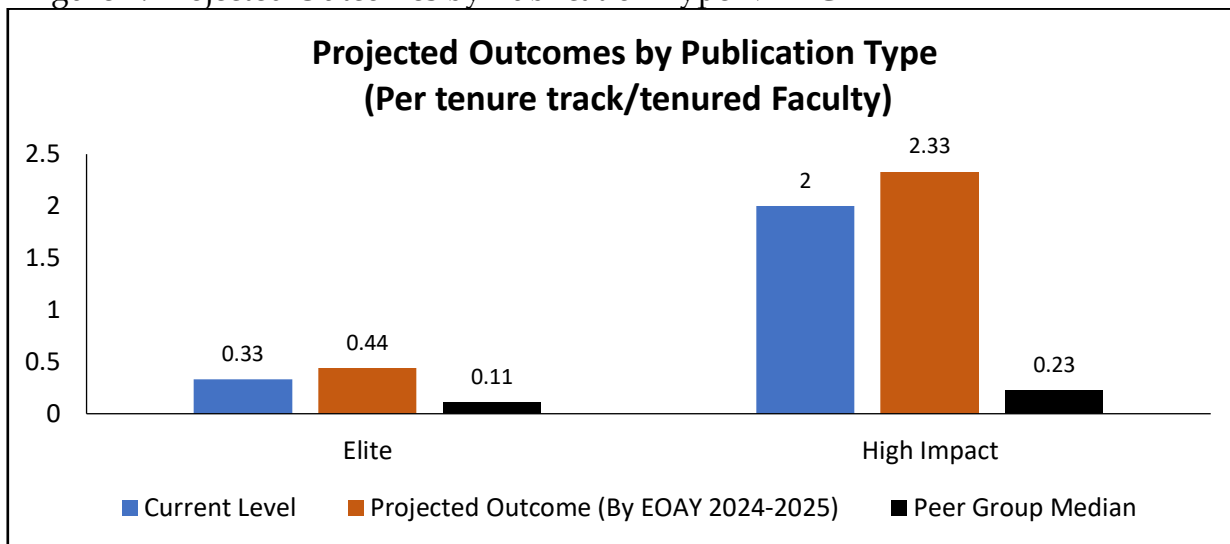
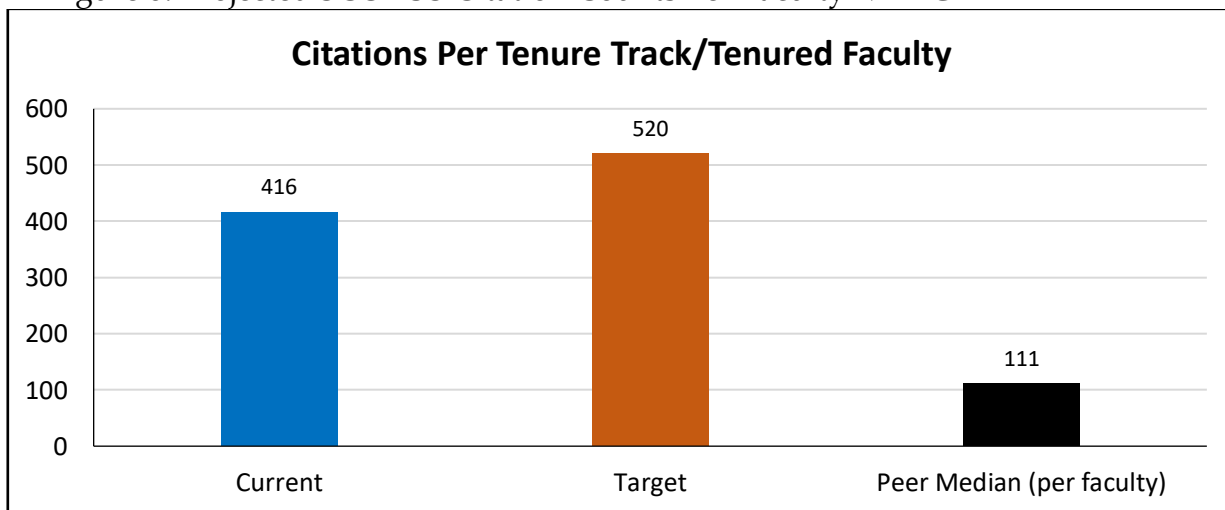


Figure 8. Projected SCOPUS Citation Counts Per Faculty-MKTG



❖ DEPARTMENT OF INFORMATION SYSTEMS

- The department currently has seventeen tenure track and tenured faculty members.
- Increase the number of elite journal publications per tenured faculty to 0.09 (currently 0.06) by EOAY 2024-25.
- Increase the number of high impact journal publications per tenured and tenure track faculty to 1.47 (currently 1.35) by EOAY 2024-25. This represents an 8.7 percent increase from current levels (from 23 to 25 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 240 (currently 223) by EOAY 2024-25. This represents a 7.6 percent increase.

Figure 9. Projected Outcomes by Publication Type-ISQM

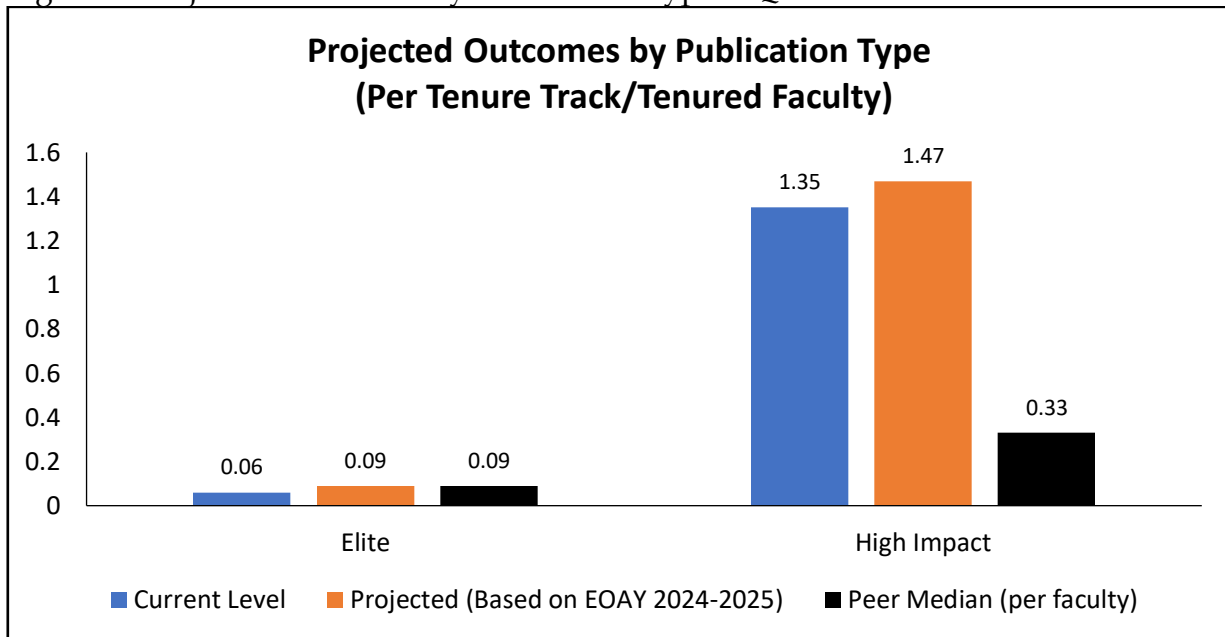
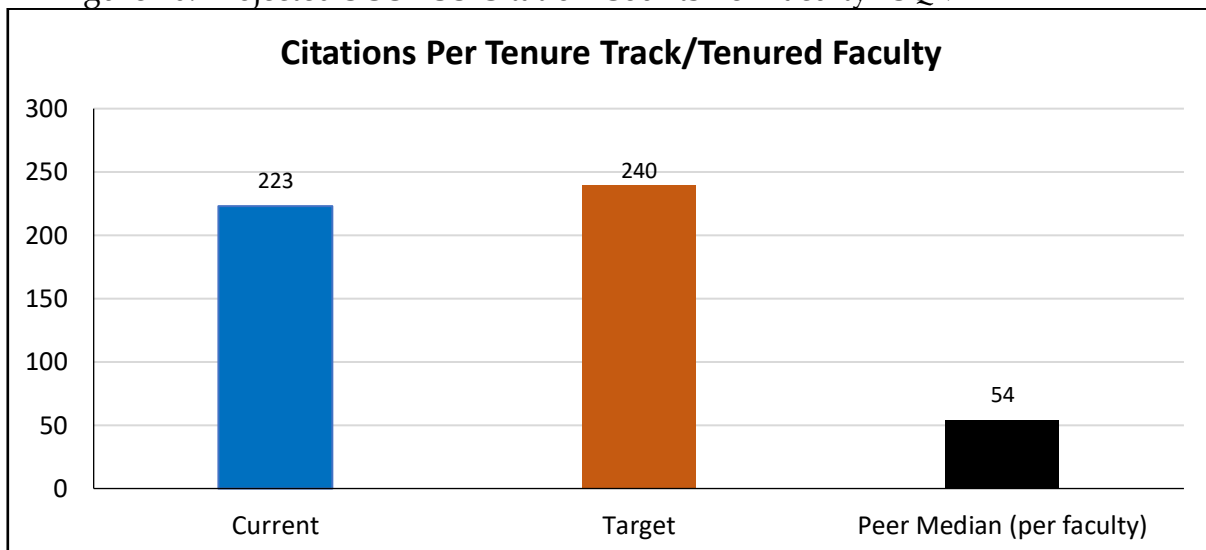


Figure 10. Projected SCOPUS Citation Counts Per Faculty-ISQM



❖ FINANCE

- The finance area currently has nine tenure track and tenured faculty members.
- Increase the number of elite journal publications per tenured and tenure track faculty to 1.44 (currently 1.33) by EOAY 2024-25. This represents an 8.3 percent increase from current levels (from 12 to 13 elite publications).
- Increase the number of high impact journal publications per tenure track and tenured faculty to 1.77 (currently 1.56) by EOAY 2024-25. This represents a 14.3 percent increase from current levels (from 14 to 16 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 100 (currently 93) by EOAY 2024-25. This represents a 7.5 percent increase.

Figure 11. Projected Outcomes by Publication Type-FINANCE

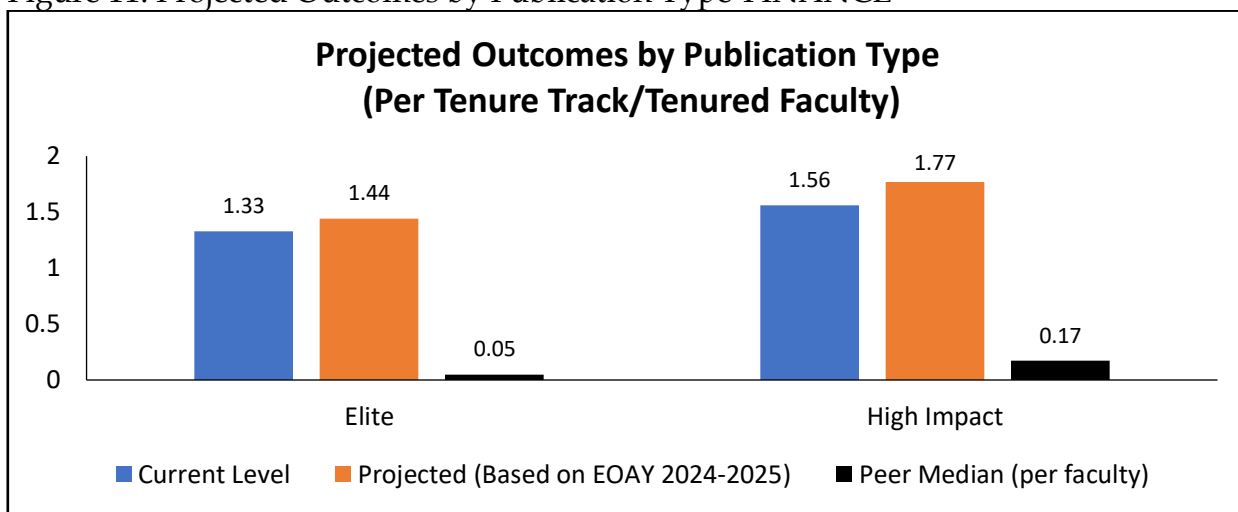
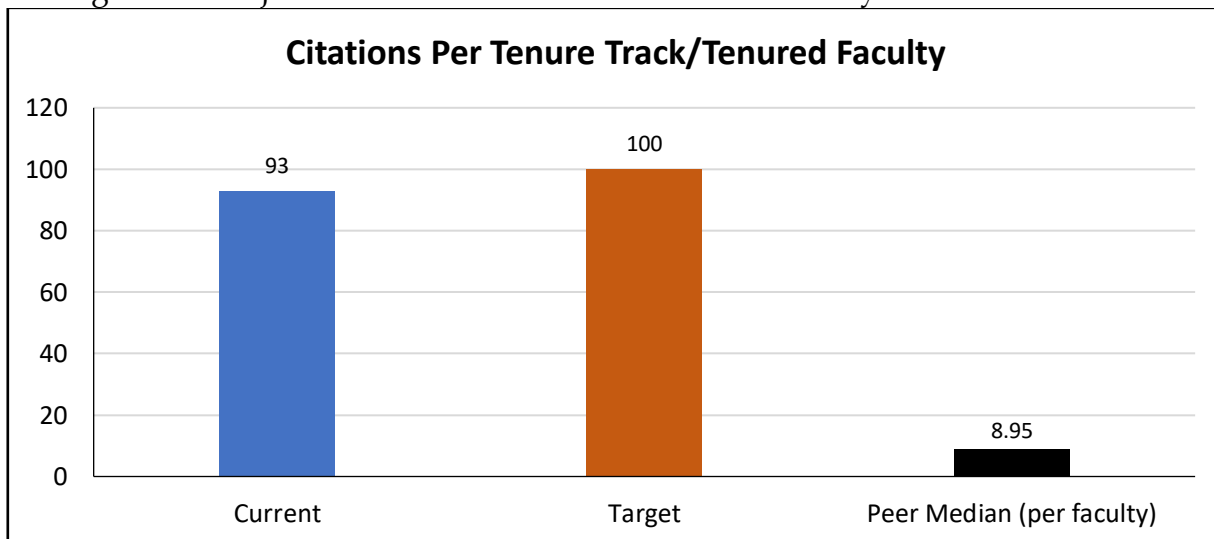


Figure 12. Projected SCOPUS Citation Counts Per Faculty-FINANCE



❖ ECONOMICS

- The Economics area currently has ten tenure track and tenured faculty members.
- Increase the number of elite journal publications per tenure track and tenured faculty to 0.3 (currently 0.2) by EOAY 2024-25. The department tenure-track and tenured faculty will publish a total of 3 elite journal publications (currently 2) by EOAY 2024-25.
- Increase the number of high impact journal publications per tenure track and tenured faculty to 1.9 (currently 1.70) by EOAY 2024-25. This represents a 11.8 percent increase from current levels (from 17 to 19 high impact publications).
- Increase the number of citations per tenured and tenure track faculty to 120 (currently 107) by EOAY 2024-25. This represents a 12 percent increase.

Figure 13. Projected Outcomes by Publication Type-ECON

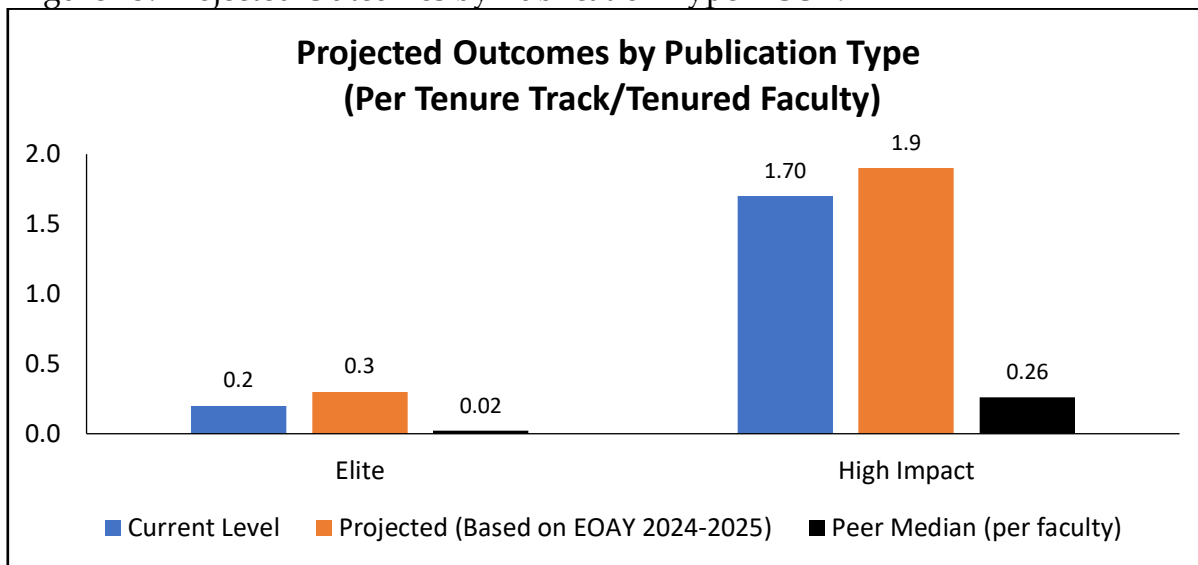
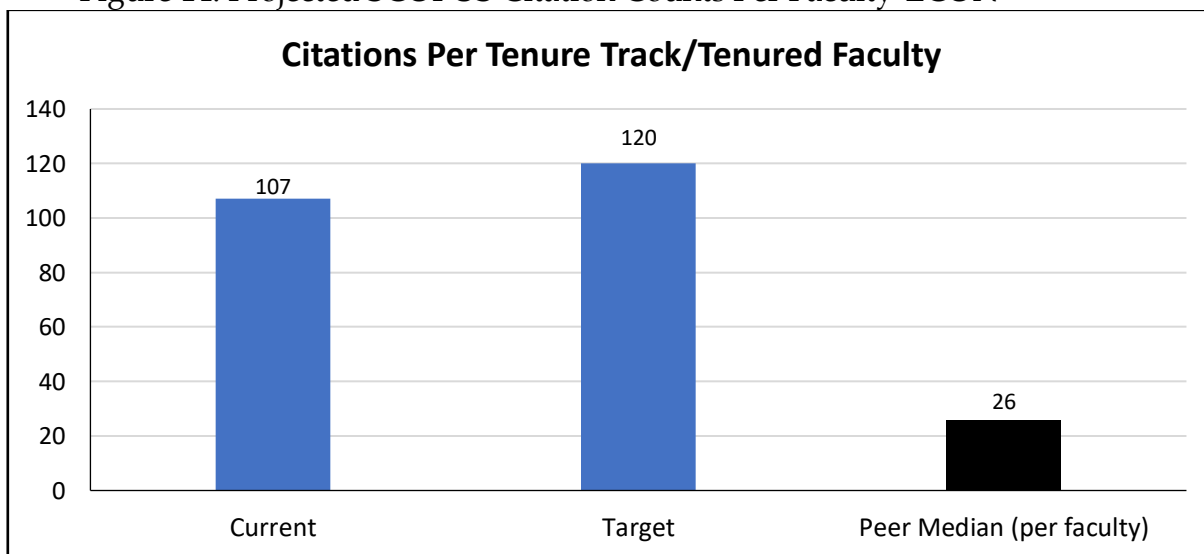


Figure 14. Projected SCOPUS Citation Counts Per Faculty-ECON



❖ IBE DEPARTMENT

- The department currently has eight tenure track and tenured faculty members.
- The department tenured faculty will publish 1 elite journal publication (currently 1) by EOAY 2024-25.
- Increase the number of high impact journal publications per tenured faculty to 0.13 (currently 0) by EOAY 2024-25. This is based on 1 high impact publication by EOAY 2024-25.
- Increase the number of citations per tenured faculty to 6 (currently 4) by EOAY 2024-25. This represents a 50 percent increase.

Figure 15. Projected Outcomes by Publication Type-IBE

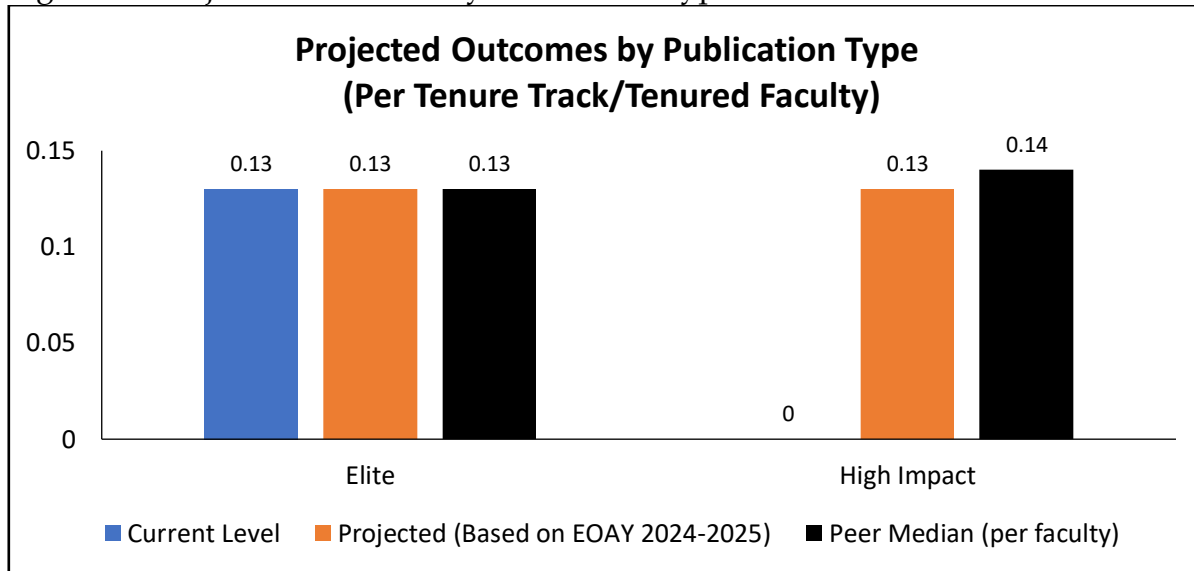


Figure 16. Projected SCOPUS Citation Counts Per Faculty-IBE

