

STRATEGIC PLAN



Phase I: Academic Year
2021-2022 to Academic
Year 2024-2025

Phase II: Academic Year
2025-2026 to Academic
Year 2027-2028

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



RCVCOBE VISION 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.

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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

Empower and support our students, faculty, and staff to make a difference in their communities through high impact teaching and learning practices.





RCVCOBE FOCUS AREAS FOR SOCIETAL IMPACT

Based on the socio-economic conditions in our region and the mission and strategic plan of RCVCOBE, we will focus our efforts on the following goals:

Focus Goal 1: Economic Development

We are committed to fostering sustainable economic growth and development through mutually beneficial partnerships with our stakeholders. Recognizing our responsibility to our students, staff, faculty, and the broader community, we emphasize initiatives that drive economic development, applied research, experiential learning, and high-impact curricular practices.

Our focus is on:

- Successfully preparing students for the workforce.
- Supporting sustainable businesses, entrepreneurial activity, and key industry opportunities to drive growth in the Rio Grande Valley and beyond.



Focus Goal 2: Health and Wellbeing

We are committed to advancing health and wellbeing within our college and region. We embrace our responsibility to serve as a catalyst for growth and positive health outcomes through initiatives that strengthen and sustain a healthy community.

Our focus is on:

- Collaborative, community-engaged initiatives that promote a shared commitment to health and well-being. These initiatives include partnerships, experiential learning, scholarship, and programs.
- Holistic well-being support through education, prevention, and access to resources that address physical, mental, and emotional health.





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 RCVCOBE. 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 RCVCOBE and help it achieve its aspirational vision of positively impacting our stakeholders.

Student success serves as the central organizing principle of this strategic plan. Each objective contributes to this goal by strengthening academic quality, expanding opportunities, enhancing research-informed teaching, and supporting career and entrepreneurial outcomes.



Phase I Summary

(AY 2022–AY 2025)

During Phase I, the Robert C. Vackar College of Business and Entrepreneurship (RCVCOBE) implemented a comprehensive strategic agenda organized around five core priorities: student success, academic reputation, academic innovation, resource generation, and regional economic development.

Overall, Phase I can be characterized as a period of institutional strengthening and strategic alignment, during which the College made substantial progress in building the infrastructure, programs, and partnerships necessary to support long-term impact. Significant advances were achieved in student success, including the expansion of engagement initiatives through the Vackar Office of Involvement and Center for Engagement (VOICE), improvements in advising and retention systems, and the implementation of new tools to track career outcomes and entrepreneurial activity. These efforts contributed to measurable gains in retention, graduation, and placement outcomes, while strengthening the student experience across the academic lifecycle.

In parallel, the College made important strides in research productivity and academic reputation through the adoption of the ABS+ journal framework, revisions to faculty evaluation systems, and increased investment in research support. Faculty performance improved significantly relative to peer institutions, with strong outcomes in publication quality, citation impact, and doctoral placement.

Phase I also saw meaningful progress in academic innovation, including the launch of new graduate programs, expansion of accelerated pathways, and growth in interdisciplinary and international collaborations. These initiatives enhanced alignment with workforce needs and expanded access to graduate business education.



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From a resource perspective, RCVCOBE exceeded expectations in financial growth, increasing its endowment, operating budget, and external funding portfolio. Strategic collaboration with university leadership and external partners enabled sustained investment in faculty, research, and program development.

Finally, the College strengthened its role as a driver of regional economic development, leveraging centers such as the Center for Innovation and Commercialization (CIC) to support entrepreneurship, workforce development, and community engagement. These initiatives generated measurable societal impact through student engagement, applied research, and partnerships with local stakeholders.

In summary, Phase I successfully established the foundation for long-term strategic impact. The College enters Phase II with enhanced capabilities, stronger alignment with its mission, and a clear opportunity to scale and deepen its contributions to student success, research excellence, and regional development.

Phase II: Scaling Impact and Strategic Focus (AY 2026–AY 2028)

Entering Phase II, RCVCOBE builds on a strong foundation established during the first phase of its strategic plan. With key systems, programs, and partnerships now in place, the College is positioned to move from implementation toward a sharper focus on impact, prioritization, and measurable outcomes. Phase II will emphasize scaling what works, refining what matters most, and ensuring that efforts across student success, research, academic programs, and regional engagement translate into clear and sustained value. This includes strengthening alignment with workforce needs, enhancing the assessment of outcomes, and concentrating resources on high-impact initiatives. At its core, this next phase reflects a transition from building capacity to delivering results—advancing the College’s mission through focused, data-informed, and impactful action in service of its students and the Rio Grande Valley.

Cross-Cutting Enablers

To support the effective execution of its strategic priorities, RCVCOBE relies on a set of cross-cutting enablers that operate across all goals and initiatives. These institutional capabilities provide the foundation for scalability, integration, and measurable impact during Phase II.

Artificial Intelligence (AI) as a Strategic Capability

RCVCOBE integrates artificial intelligence across teaching, learning, research, and administrative processes to strengthen effectiveness and innovation. AI supports instructional delivery, student engagement, academic progression, and research productivity, while preparing students to operate in technology-driven environments.



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VOICE as the Engagement and Experiential Learning Platform

The Vackar Office of Involvement and Center for Engagement (VOICE) serves as the central coordinating platform for student engagement, leadership development, and co-curricular programming. The VOICE enables coordinated delivery and tracking of experiential learning opportunities that contribute to student success, career readiness, and community impact.

Data, Analytics, and Decision Support Systems

RCVCOBE utilizes centralized data and analytics capabilities to monitor performance, inform decision-making, and support continuous improvement. These systems enable consistent tracking of student outcomes, research productivity, program performance, and financial indicators across the College.

Integrated Partnership Ecosystem

The College operates within a coordinated network of internal and external partnerships, including collaboration with university units and regional stakeholders. These partnerships support recruitment, student success, research initiatives, and community engagement, ensuring alignment with institutional priorities and regional needs.

STRATEGIC GOAL 1: INVEST IN STUDENT SUCCESS

RCVCOBE invests in student success by strengthening access, engagement, progression, career readiness, and graduate outcomes across undergraduate, master’s, and doctoral programs. Building on Phase I—particularly collaborative advising, high-impact co-curricular experiences, and the VOICE—Phase II emphasizes integrated pipelines, measurable engagement, and career- and research-ready graduates. Central to this effort is the expanded role of the VOICE as the coordinating platform for student engagement and experiential learning, and the integration of AI-enabled tools to enhance learning, support, and academic progression.



Theme 1: Access, Recruitment, and Enrollment Readiness

Strategic Intent: Strengthen and sustain a high-quality pipeline of undergraduate, master’s, and doctoral students through coordinated recruitment, targeted outreach, and aligned marketing efforts.

Measures of Successful Outcomes:

- 1. Sustained enrollment strength across undergraduate, master’s, and doctoral programs through targeted outreach and pipeline development.
- 2. Coordinated recruitment efforts implemented across programs in collaboration with UTRGV Strategic Enrollment.

Theme 2: Student Engagement, Persistence, and Degree Progression

Strategic Intent: Promote structured engagement, early intervention, and instructional quality to support persistence and timely degree completion.

Measures of Successful Outcomes:

- 1. AI-enabled approaches are incorporated into curricular and co-curricular environments to enhance engagement and academic success.
- 2. Co-curricular participation is systematically documented and aligned with student success outcomes.
- 3. Undergraduate retention and graduation rates meet or exceed institutional benchmarks.

Theme 3: Career Readiness, Alumni Tracking, and Entrepreneurial Outcomes

Strategic Intent: Prepare students for professional, entrepreneurial, and academic pathways while strengthening systems to document post-graduation impact.

Measures of Successful Outcomes:

- 1. Systems are in place to track undergraduate and graduate job placements and alumni outcomes.
- 2. Student participation in career-connected, global, and experiential learning opportunities increases.
- 3. Entrepreneurial activity among students and alumni is documented.

Theme 4: Doctoral Student Success and Research Productivity

Strategic Intent: Strengthen doctoral student recruitment, training, research productivity, and placement outcomes through integrated funding, mentoring, and professional preparation.

Measures of Successful Outcomes:

- 1. Increased placement of PhD graduates in tenure-track positions, including R1 and R2 institutions.
- 2. Increased doctoral student research productivity, including publications and conference participation.
- 3. Improved financial support structures for doctoral students.



Action Plan for Goal 1

1. Access, Recruitment, and Enrollment Readiness

- Collaborate with UTRGV Strategic Enrollment and Student Affairs to strengthen undergraduate and graduate recruitment.
- Expand recruitment pipelines through partnerships with community organizations and academic institutions.
- Coordinate doctoral recruitment with the Graduate College and Division of Research, including regular program information sessions.
- Implement a coordinated marketing strategy in collaboration with University Marketing and Communications.



2. Student Engagement, Persistence, and Degree Progression

- Strengthen and scale engagement initiatives coordinated through the VOICE, including student organizations, leadership programs, and experiential activities.
- Expand peer mentoring and early intervention efforts, supported by periodic student feedback mechanisms.
- Implement structured tracking of student engagement activities.
- Expand the integration of AI into instructional delivery and student support systems to enhance engagement and progression.
- Support instructional quality through faculty development and increased use of experiential learning.



3. Career Readiness, Alumni Tracking, and Entrepreneurial Outcomes

- Expand experiential learning opportunities, including internships, applied projects, and industry engagement.
- Strengthen collaboration with the UTRGV Career Center and internal partners to support career pathways.
- Implement coordinated systems for tracking placements, alumni outcomes, and entrepreneurial activity.

4. Doctoral Student Success and Research Productivity

- Enhance doctoral funding and professional development to improve competitiveness and placement outcomes.
- Strengthen faculty mentoring structures, including incentives for research collaboration with doctoral students.
- Provide structured opportunities for doctoral students to develop teaching and professional skills.

5. Goal-Specific Infrastructure and Coordination

- Enhance coordination of student success initiatives across campuses and units.
- Align resource allocation with high-impact initiatives, including those supported by the VOICE and AI-enabled systems.



STRATEGIC GOAL 2: ELEVATE ACADEMIC REPUTATION OF THE COLLEGE

RCVCOBE advances research excellence and scholarly impact as foundational drivers of its academic reputation, doctoral strength, and long-term institutional standing. Building on Phase I progress—including strengthened research policies, adoption of the ABS+ journal framework, and improved doctoral outcomes—Phase II emphasizes sustaining research quality while enhancing visibility, leadership, and societal impact. These efforts are supported by improved research intelligence systems and emerging technologies to enhance research productivity and dissemination.



Theme 1: Research Quality and Scholarly Productivity

Strategic Intent: Sustain high-quality scholarly production aligned with disciplinary standards and peer benchmarks.

Measures of Successful Outcomes:

- 1. Consistent production of scholarly publications in recognized high-quality outlets across all academic departments.
- 2. Faculty research output reflects continuity and alignment with established evaluation standards.
- 3. Faculty evaluation and workload policies remain aligned with sustained research productivity.

Theme 2: Scholarly Impact and Visibility

Strategic Intent: Increase the visibility, influence, and measurable impact of faculty scholarship.

Measures of Successful Outcomes:

- 1. Sustained citation activity and multi-year scholarly influence across faculty publications.
- 2. Citation performance remains comparable to or stronger than peer institutions.
- 3. Research outputs and impact are systematically monitored and reported.

Theme 3: Scholarly Leadership, Professional Engagement, and Doctoral Research Integration

Strategic Intent: Strengthen faculty leadership within the scholarly community while integrating doctoral students into research and professional engagement.

Measures of Successful Outcomes:

- 1. Faculty maintain active roles in editorial boards, academic conferences, and professional associations.
- 2. Doctoral students are actively engaged in research through co-authorship and conference participation.
- 3. Professional and industry engagement contributes to scholarly leadership and visibility.

Theme 4: Doctoral Excellence and Research Pipeline Development

Strategic Intent: Strengthen the doctoral pipeline from recruitment through placement by enhancing funding, mentoring, and research development.

Measures of Successful Outcomes:

- 1. Doctoral recruitment reflects improved competitiveness and alignment with research priorities.
- 2. Doctoral student research productivity increases.
- 3. Doctoral completion and placement outcomes demonstrate sustained strength.

Theme 5: Relevance and Societal Contribution of Scholarship

Strategic Intent: Align research activities with priority societal impact areas and demonstrate relevance beyond academic audiences.

Measures of Successful Outcomes:

- 1. Faculty research and center activities align with priority areas of economic growth and health and well-being.
- 2. Scholarship demonstrates contribution to business practice, policy, workforce development, or community outcomes.
- 3. Research impact narratives are documented and communicated.



Action Plan for Goal 2

1. Research Quality and Scholarly Productivity

- Continue using the ABS and ABS+ frameworks as the standard for evaluating publication quality.
- Maintain differentiated workload policies to support research-active faculty.
- Sustain funding for summer research, conference participation, and publication support.
- Align evaluation, promotion, and incentive structures with sustained research quality and productivity.



2. Scholarly Impact and Visibility

- Recognize and support faculty participation in editorial boards, conference leadership, and professional associations.
- Encourage industry and practitioner engagement aligned with faculty expertise.
- Support integration of doctoral students into faculty research activities and professional development opportunities.
- Implement and sustain leadership development initiatives such as the Dean's Faculty Fellow Program.



3. Scholarly Leadership, Professional Engagement, and Doctoral Research Integration

- Strengthen coordination with the Graduate College and Division of Research to support doctoral recruitment and funding.
- Expand financial support and research development opportunities for doctoral students.
- Support doctoral student participation in conferences and collaborative research activities.
- Strengthen mentoring expectations and accountability for doctoral faculty.



4. Doctoral Excellence and Research Pipeline Development

- Strengthen research monitoring through institutionally supported systems for tracking publications, citations, and scholarly activity.
- Produce annual summaries of scholarly output and impact.
- Coordinate with University Marketing and Communications to highlight research achievements and increase visibility.
- Promote dissemination of research aligned with institutional and societal priorities.

5. Relevance and Societal Contribution of Scholarship

- Align research centers and faculty initiatives with priority societal impact areas.
- Encourage interdisciplinary research addressing regional and global challenges.
- Document and communicate research contributions to external stakeholders.
- Promote applied research outputs that support workforce development and community engagement.



STRATEGIC GOAL 3: ADVANCE ACADEMIC EXCELLENCE AND RELEVANCE

RCVCOBE advances academic excellence by leveraging established governance, curriculum management, and Assurance of Learning systems to strengthen program distinction, workforce relevance, and measurable societal impact.

Building on Phase I program development and pathway expansion, Phase II emphasizes curricular refinement, vertical coherence, experiential depth, and disciplined external positioning. Academic offerings remain aligned with the College's priority societal impact areas and evolving workforce needs.



Theme 1: Academic Distinction, Relevance, and Societal Alignment

Strategic Intent: Leverage curriculum governance and Assurance of Learning processes to sustain program distinction, responsiveness, and alignment with regional and societal priorities.

Measures of Successful Outcomes:

- 1. Programs engage in regular review cycles incorporating enrollment trends, progression data, employer and alumni feedback, and labor market intelligence.
- 2. Curricula demonstrate periodic updates aligned with emerging competencies and stakeholder input.
- 3. Assurance of Learning processes generate evidence that informs measurable improvements in student learning outcomes.
- 4. Programs clearly demonstrate contributions to workforce readiness and societal impact through documented outcomes.

Theme 2: Student Engagement, Persistence, and Degree Progression

Strategic Intent: Strengthen academic coherence across degree levels to support efficient progression, graduate preparation, and long-term professional impact.

Measures of Successful Outcomes :

- 1. Undergraduate-to-master's pathways demonstrate improved utilization and progression outcomes.
- 2. Internal progression rates from undergraduate to graduate programs are tracked and inform pathway refinement.
- 3. Time-to-degree and credit efficiency within accelerated pathways show measurable improvement.
- 4. Targeted master's programs demonstrate alignment with doctoral preparation where appropriate.

Theme 3: Experiential Depth and Purposeful Global Engagement

Strategic Intent: Enhance student preparedness through embedded applied learning and sustained global integration aligned with program outcomes.

Measures of Successful Outcomes:

- 1. Programs incorporate structured experiential or applied learning components aligned with industry and community engagement.
- 2. Student participation in internships, applied projects, competitions, consulting, or research experiences is tracked and reported.
- 3. International partnerships demonstrate academic relevance and sustainability.
- 4. Participation in globally focused learning experiences aligns with curricular objectives.

Theme 4: Graduate and Doctoral Program Strength, Visibility, and Impact

Strategic Intent: Strengthen the quality, infrastructure, and positioning of graduate and doctoral programs to enhance outcomes, visibility, and impact.

Measures of Successful Outcomes:

- 1. Graduate enrollment, progression, and placement outcomes are monitored through standardized systems.
- 2. Graduate and doctoral placements reflect competitive positioning and professional impact.
- 3. Rankings submissions and benchmarking data are accurate and consistently maintained.
- 4. Graduate and doctoral activities contribute to research visibility and societal impact priorities.



Action Plan for Goal 3

1. Academic Distinction and Societal Alignment

- Leverage established program review and Assurance of Learning systems to guide curricular refinement and differentiation.
- Integrate enrollment data, progression metrics, employer feedback, and labor market intelligence into program discussions.
- Engage advisory committees in identifying emerging competencies and regional priorities.
- Align curricular updates with the College's priority societal impact areas.



2. PATHWAY OPTIMIZATION AND STRATEGIC COLLABORATION

2.1 Optimize Existing Vertical Pathways

- Evaluate undergraduate-to-master's pathways using utilization, progression, and completion data.
- Streamline prerequisite structures and course sequencing to improve efficiency and time-to-degree.
- Strengthen advising coordination to improve pathway awareness and conversion.



2.2 Engage in Selective Cross-College Initiatives

- Identify cross-college opportunities aligned with institutional priorities and RCVCOBE strengths.
- Contribute business competencies to interdisciplinary initiatives where value-added is clear.
- Periodically assess collaborative initiatives for academic quality and strategic fit.

3. Experiential and Global Integration

- Sustain and expand experiential learning aligned with program outcomes and employer engagement.
- Coordinate applied learning opportunities with career readiness initiatives and industry partnerships.
- Maintain and periodically assess international partnerships for relevance and impact.
- Track student participation in experiential and global learning activities.

4. Graduate Program Infrastructure and External Positioning

- Strengthen administrative coordination supporting graduate admissions, tracking, and reporting.
- Maintain standardized dashboards for graduate enrollment, progression, placement, and research engagement.
- Monitor peer benchmarks and rankings strategically.
- Ensure consistent and high-quality external reporting of program outcomes and impact.



STRATEGIC GOAL 4: STRENGTHEN FINANCIAL SUSTAINABILITY AND STRATEGIC CAPACITY

Strategic Intent

RCVCOBE strengthens its financial sustainability and resource stewardship to support academic excellence, research impact, student success, and long-term institutional resilience. Phase II emphasizes diversified revenue streams, disciplined reinvestment in priority areas, and growth in endowment and external funding to ensure sustained institutional capacity.



Theme 1: Endowment Growth and Philanthropic Alignment

Measures of Successful Outcomes:

- 1. Endowment and endowed funds demonstrate sustained growth.
- 2. Endowment proceeds increasingly support scholarships, faculty excellence, and research initiatives.
- 3. Philanthropic activities reflect alignment with program priorities and societal impact areas

Theme 2: Revenue Diversification and Financial Resilience

Measures of Successful Outcomes:

- 1. Operating budget demonstrates steady growth supported by enrollment and program performance.
- 2. Revenue streams reflect diversification across tuition, philanthropy, and external funding.
- 3. Financial planning incorporates risk mitigation and contingency considerations.
- 4. Resource allocation reflects defined priorities.



Theme 3: Research and Faculty Development Investment

Measures of Successful Outcomes:

- 1. Dedicated funding supports research productivity and faculty development.
- 2. External funding demonstrates sustained growth relative to peer benchmarks.
- 3. Funded research represents a meaningful proportion of faculty-related investment.
- 4. Grant activity reflects an active and sustained research culture.

Theme 4: Operational Efficiency and Resource Stewardship

Measures of Successful Outcomes:

- 1. Administrative and staff support capacity aligns with program scale.
- 2. Budget decisions are documented and linked to measurable outcomes.
- 3. Financial monitoring tools support leadership decision-making.
- 4. Strategic investments are periodically assessed for effectiveness.



Action Plan for Goal 4

1. Endowment and Philanthropic Alignment

- Align fundraising priorities with academic programs, student support, and research initiatives.
- Partner with Institutional Advancement to identify and cultivate donors.
- Expand endowed support for scholarships, faculty excellence, and research.
- Monitor endowment growth and deployment.



2. Revenue Diversification and Growth

- Coordinate with Strategic Enrollment to align enrollment growth with financial sustainability.
- Encourage diversified revenue sources beyond tuition dependency.



3. Research and External Funding Capacity

- Promote a grant development culture through coordinated proposal support.
- Provide seed funding to stimulate external funding opportunities.
- Monitor proposal activity, award rates, and funded research outcomes.
- Align research funding efforts with institutional priorities.



4. Operational Stewardship and Capacity

- Align budget allocations with measurable outcomes and strategic priorities.
- Periodically assess staffing capacity relative to program needs.
- Maintain financial monitoring tools to support decision-making.
- Conduct periodic risk assessments related to revenue and funding stability.



STRATEGIC GOAL 5: SERVE AS A CATALYST FOR REGIONAL ECONOMIC DEVELOPMENT AND SOCIETAL IMPACT IN THE RIO GRANDE VALLEY AND BEYOND

Strategic Intent

RCVCOBE contributes to the economic development and societal well-being of the Rio Grande Valley by leveraging its strengths in entrepreneurship education, experiential learning, and applied research. The College's primary role is to develop an entrepreneurial mindset and workforce-ready graduates while supporting regional partners through faculty expertise, student engagement, and research-informed insight. These efforts are coordinated with university leadership, particularly the Division of Governmental & Community Relations (GCR), to ensure alignment and avoid duplication of externally facing roles. RCVCOBE advances this work through a coordinated ecosystem that includes entrepreneurship development, student engagement, applied research, and faculty-led initiatives.



Theme 1: Academic Distinction, Relevance, and Societal Alignment

Strategic Intent: Strengthen the development of an entrepreneurial mindset and applied business skills through curricular and co-curricular experiences.

Measures of Successful Outcomes:

- 1. Student participation in entrepreneurship-related programs, competitions, and experiential learning activities increases.
- 2. Entrepreneurship and applied learning are integrated across academic programs.
- 3. Student outcomes reflect engagement in venture development, applied projects, and career readiness.

Theme 2: Experiential Learning and Workforce Contribution

Strategic Intent: Enhance workforce readiness through applied, community-engaged, and industry-connected learning experiences.

Measures of Successful Outcomes:

- 1. Student participation in applied and community-engaged learning experiences increases.
- 2. Faculty-supervised projects address regional business and societal challenges.
- 3. Experiential learning activities demonstrate alignment with workforce needs.

Theme 3: Applied Research and Regional Insight (CBEST & BTRC)

Strategic Intent: Generate and disseminate applied research that informs regional economic, workforce, and industry development.

Measures of Successful Outcomes:

- 1. Applied research outputs address regional economic and industry issues.
- 2. Research findings are disseminated through presentations, reports, and stakeholder engagement.
- 3. Research contributes to university-led and partner-led initiatives.

Theme 4: Collaborative Contribution to Regional Engagement

Strategic Intent: Contribute to regional engagement through coordinated participation in university-led and partner-driven initiatives.

Measures of Successful Outcomes:

- 1. Participation in collaborative initiatives with local, regional, and cross-border partners is sustained.
- 2. Stakeholder engagement activities are supported through participation or co-hosting.
- 3. Coordination with GCR and other university units ensures alignment in external engagement efforts.



Action Plan for Goal 5

1. Academic Distinction and Societal Alignment

- Leverage established program review and Assurance of Learning systems to guide curricular refinement and differentiation.
- Integrate enrollment data, progression metrics, employer feedback, and labor market intelligence into program discussions.
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STRATEGIC PLANNING TASKFORCE

Phase I

- Dr. Michael Abebe (Chair)

Management
- Dr. Salvador Contreras

Economics & Finance
- Dr. Murad Moqbel

Information Systems
- Ms. Sylvia Robles

International Business & Entrepreneurship
- Dr. Xiaojing Sheng (Secretary)

Marketing
- Dr. Christian Sobngwi

Accountancy
- Dr. Lance Nail

Dean and Distinguished University Professor

Phase II

- Dr. Andres Bello

Accountancy
- Mr. Eloy Garza

Marketing
- Dr. Jerald Hughes

Associate Dean for Undergraduate Programs
- Dr. Siamak Javadi

Finance
- Mr. Mathew Keyes

Finance
- Ms. Maria Leonard

Director of the Office of Sustainability and Societal Impact
- Dr. Pingshu Li

Management
- Ms. Shana Mettlach

Program Manager
- Dr. Andre Mollick

Associate Dean for Research and Faculty
- Dr. Jaime Ortiz-Vice

Provost for International Study Programs and Professor of Global Economies and Markets
- Mr. Michael Ramos

College Administrator
- Dr. Leon Schjoedt-

International Business an Entrepreneurship
- Dr. Arjun Singh

Hospitality and Tourism Management
- Dr. Christian Sobngwi (Chair)

Associate Dean Graduate and Professional Programs, Assessment and Accreditation
- Dr. Geng Sun

Information Systems
- Dr. Jean-Baptiste Tondji

Economics
- Dr. Giorgio Gotti

Dean