



**TEXAS A&M**  
**UNIVERSITY**  
**CENTRAL TEXAS™**

## College of Business Administration

**Principles of Responsible Management Education  
(PRME)**

**First Sharing Information on Progress (SIP) Report  
2015 - 2016**

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Killeen, Texas USA

March 21, 2017

Dear PRME Colleagues:

A&M – Central Texas is pleased to submit its initial Sharing Information on Progress Report. We reaffirm our support of the PRME Principles and have been hard at work implementing them within our College since becoming a signatory in December 2014. This report documents our progress for calendar years 2015 and 2016.

Our recently updated Strategic Plan contains a number of initiatives that we will highlight in this report directly related to key PRME Principles. We are most proud of our work integrating Sustainability into our curriculum and our work in Community Engagement and Service Learning. Our support of the University's Solar Research Initiative is also a key accomplishment for A&M – Central Texas.

As this is our first report we recognize we have a long way to go, however we are excited and humbled to be on a path that will ensure our graduates are the responsible business leaders of tomorrow.

*Larry Garner*

Larry Garner  
Founding Dean

*Barbara W. Altman*

Barbara W. Altman  
Associate Professor & Director of Accreditation/Quality Assurance  
PRME Liaison

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## University Mission, Vision and Core Values

### Mission

*Texas A&M University-Central Texas is an upper-level university offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate degrees. The university is committed to high-quality, rigorous, and innovative learning experiences and prepares students for lifelong learning through excellence in teaching, service, and scholarship.*

### Vision

*To create a culture of excellence for our students, faculty, and staff*

### Core Values

***Excellence and Achievement:*** *We strive to continuously improve, innovate, and exceed expectations.*

***Compassion:*** *We care about the feelings of others. When others are suffering, we empathize and offer help.*

***Integrity:*** *We conduct ourselves in an ethical and respectful manner.*

***Knowledge:*** *We provide educational experiences to encourage lifelong learning and intellectual curiosity.*

***Diversity:*** *We respect and value both differences and similarities in our students, co-workers, and other stakeholders.*

***Initiative:*** *We encourage the involvement and the contribution of each employee. We create a workplace where every employee can share a sense of ownership.*

***Collaboration:*** *We develop and maintain partnerships to serve the needs of our students, faculty, staff, and external stakeholders.*

## Background

Texas A&M University – Central Texas was born in the spirit of community cooperation on September 1, 1999, as Tarleton State University – Central Texas and became a stand-alone university on May 27, 2009, one of eleven universities within The Texas A&M University System. Texas A&M University – Central Texas (A&M-Central Texas) is an upper-level institution offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate (master’s and specialist) degrees. A&M – Central Texas became a separately accredited institution in June 2013 through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), retroactive to January 1, 2013.

The student population at Texas A&M University – Central Texas is diverse and growing, serving 2,602 students as of Fall 2016. In fall 2016, 43% of students reported that they were White, 27% reported they were Black or African American, 19% reported they were Hispanic or Latino and 11% reported that they were Asian/Pacific Islander/Native American/Other. In addition to the new campus that is located on 673 beautiful acres of land at the intersection of State Highway 195 and State Highway 201 in Killeen, Texas, classes are offered at several other convenient sites, including Fort Hood and the East Williamson County Higher Education Center in Hutto, TX. The university provides flexible course schedules, including online, hybrid, evening, and weekend classes.

Full-time faculty, advisors and support staff are available to assist students with admission, financial aid, degree plans, and career planning. As an upper-level institution, Texas A&M University – Central Texas has developed agreements with Central Texas College, Temple College, Texas State Technical College-Waco, and Austin Community College to enable a seamless transfer without the loss of credits. In addition, Texas A&M University – Central Texas faculty and staff actively engage in dialog with representatives from area community colleges to monitor instructional needs and to ensure appropriate access to educational opportunity at all levels.

The College of Business Administration (COBA) is the largest of the three Colleges housed within the Division of Academic Affairs at Texas A&M University – Central Texas. 1227 (47%) of the Fall 2016 student population were enrolled in the College of Business Administration. COBA offers the following degrees: Bachelor of Applied Arts and Sciences (BAAS), Bachelor of Business Administration (BBA), Bachelor of Science (BS), Master of Business Administration (MBA), Master of Science (MS). Specific undergraduate degree majors are available in Accounting, Aviation Science, Business Management (BAAS), Computer Information Systems, Computer Science, Finance, Interdisciplinary Business, Management, Marketing, and Human Resource Management. In addition to the general MBA degree, graduate specialty (M.S.) degrees are offered in Accounting, Information Systems, Human Resource Management, and Management and Leadership.

The College is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) and has achieved “Initial Eligibility” status toward accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

## COBA MISSION STATEMENT\*

*The College of Business Administration at Texas A&M University-Central Texas shares with the University its commitment to provide the Central Texas region, and beyond, affordable access to a high-quality, student-focused learning environment where students have the opportunity to acquire the knowledge and competencies necessary to succeed in the global business environment.*

*Our Mission is supported by:*

- *Affordable education at the upper division and graduate levels that lead to Baccalaureate and Masters Degrees, as well as professional certificates.*
- *A student-focused learning environment fostered through small class sizes, flexible course offerings, high-quality student engagement, and excellence in teaching.*
- *Faculty scholarship that provides relevant, cutting-edge knowledge and skills to students while adding value to the profession.*
- *Service activities that foster the growth of the University, strengthen ties with our stakeholders, and enhance the professional disciplines.*
- *A diverse student population including wide representation from military affiliated and non-traditional backgrounds.*
- *Promoting ethical behavior that is essential in today’s business environment.*

\*Updated Mission Statement approved at Faculty Retreat 3.4.2016

## COBA 2015 – 2020 Strategic Plan

The priority areas for COBA for the period 2015 – 2020 and its associated overarching goal statements are:

Goal 1: Accreditations

*The College of Business Administration is committed to maintaining ACBSP accreditation while pursuing AACSB accreditation. In addition, COBA will support TAMUCT's effort to gain SACSCOC reaccreditation.*

Goal 2: Academic Excellence

*The College of Business Administration engages in continuous improvement with the goal of being known for quality academic courses and programs.*

Goal 3: Faculty Excellence

*The College of Business Administration promotes a culture that celebrates faculty excellence in teaching, scholarship, and service.*

Goal 4: Student Success

*The College of Business Administration has programs that are tailored to the needs of students, and foster an environment for scholastic achievement and student success.*

Goal 5: Community Engagement

*The College of Business Administration Faculty and students actively engages in community-based programs and research to promote regional economic development, and ethical socially responsible behavior.*

## Strategic Progress on PRME Principles

### PRME Principle 1 | Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

### Principle 2 | Values

*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

### Principle 3 | Method

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

**ACCOMPLISHMENTS:** Major curriculum changes were undertaken across a number of COBA Programs and courses in 2015 and 2016 to better integrate ethics, social responsibility, community engagement and sustainability topics. These changes are highlighted below.

#### Changes to Undergraduate Curriculum

1. Updated and enhanced undergraduate Ethics topics integrated in all undergraduate majors
  - Ethics, Ethical Decision-Making, Corporate Social Responsibility and Sustainability is integrated into Introductory Management Course with supplemental materials
  - For Management and Marketing majors, designation of the core required Business Ethics course as a “Service Learning” Course, meaning students must participate in group or individual community projects with local non-profit agencies
  - For Accounting majors, required “Ethics for Accounts” course
  - For Finance majors, Business Ethics is required course, along with integration of ethics topics in finance courses
  - For CIS majors, Ethics case studies integrated at chapter level in core Management Information Systems course
2. Global Business Practices Course
  - Debates on ethical and social responsibility aspects of globalization integrated into course
  - Project to propose new product or service business in an emerging market includes analysis regarding sustainability.
  - Guest lecturers on sustainable business practices international and emerging markets
  - Study Aboard seminar in Suzhou, China accomplished May 2016

## PRME Principles

1 Purpose

2 Values

3 Method

*Continued*

## Changes to Graduate Curriculum

1. Ethical Leadership
  - Nationally recognized, “Giving Voice to Values” curriculum added to graduate business ethics course
2. Ethics in Research
  - Core MBA research course - There is a module on Ethics in Research. All students must complete the NIH Ethics Training and submit the certificate to receive credit
3. International Management
  - Debates on ethical and social responsibility aspects of globalizations integrated into course
  - Cultural framework highlights the differences between moral righteous and cultural relativist’s view on what’s the right thing to do for a multinational firm that conducts business in different cultures
4. International Law
  - Global Compact Principles integrated in course
  - Students complete process to get the fighting against corruption certificate
5. Marketing
  - Corporate social responsibility, sustainability, cause-related marketing, social marketing planning process, and social marketing integrated in to core MBA course
  - Service learning integrated in to Integrated Marketing Communications course
6. Computer Information Systems
  - Unit on ethical and social issues in core MBA information systems course
7. Human Resources:
  - Service learning project with local non-profit organization integrated in to Human Resources Development course, followed up by an internship for selected students

## PRME Principles

1 Purpose

2 Values

3 Method

*Continued*

### Co-Curricular Activities

- Enactus Student Organization formed in 2016 has performed extensive community volunteer projects

### Planned Future Changes

1. Major revisions to Master of Science in Management and Leadership Program to incorporate a focus on Sustainability. At least 2 new courses in planning: a) Introduction to Sustainability; and b) Cross-Sector Collaboration and Partnership. Remaining required courses will be updated with new course materials and practitioner-oriented sustainability projects
2. Introduction to Marketing (undergrad): Cases with ethical dilemmas will be emphasized to reinforce concepts
3. Internet Marketing (undergrad) – sustainability case to be integrated in to course
4. Special Topics in Finance (grad): Integration of research on Income Inequality
5. Managing Human Resource Development (grad) – new corporate social responsibility assignment being added
6. Workforce Planning and Employment (grad) – new material on ethical leadership and ethical foundations in organizational culture being added

## PRME Principle 4 | Research

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.*

**ACCOMPLISHMENTS:** Research on PRME related topics is ongoing and we anticipate major improvement in this area in the future, given works in progress.

### Research in Process or Planned

1. Solar Energy Initiative: Dr. Russ Porter is the Co-PD, with Co-PD Dr. Balog, for the NSF Sponsored Texas A&M University Site (TAMU-Site) for Solar Research. The Site includes Texas A&M University, Texas A&M-Central Texas, and Texas A&M Engineering Experiment Station. The TAMU-Site is part of the NSF "Center for Next Generation Photovoltaics" that includes UT-Austin and Colorado State University. The Center for Next Generation Photovoltaics is part of the US National Science Foundation (NSF) [Industry/University Cooperative Research Centers \(I/UCRC\)](#) program. The vision and long-term goal of the Center is to help establish photovoltaic (PV) electricity as a major source of energy in the United States and the world.
2. Liou, R., Lamb, N. "Emerging Market Multinational Corporations' Cross-border Acquisitions and Corporate Social Performance." Paper under review at *Journal of Managerial Issues*.
3. Gonela, V., "Design of sustainable hybrid electricity supply chain under uncertainties". To be submitted to *Journal of Environmental Management*.
4. Kelly, M. Grant from Acton Institute on "Insights into Income Inequality"
5. Altman, B. and Fry, L.W. Cross-sector partnership research into current Solar Initiative collaboration to identify leadership skills, abilities and levers to facilitate partnership formation and success
6. Fry, L.W. Theoretical framework for Leadership for Sustainability to incorporate Spiritual Leadership framework.
7. Loafman, L. Aguinda v. Texaco case in Ecuador.
8. Altman, B., Liou, R. McPherson, R., Salazar, D., Robins, J. Service Learning Across the Curriculum: Integration of Community Engagement as a Strategic Initiative.

## Principle 5 | Partnerships

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

## Principle 6 | Dialogue

*We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

**ACCOMPLISHMENTS:** 2015 and 2016 were years that we have planted many seeds through dialog. We have new partnerships underway that should yield major initiatives in the future.

### Notable Activities

1. South by Southwest Eco is an international conference in Austin that draws sustainability entrepreneurs, corporate representatives and academics engaged in roundtables, dialogues and presentations on a wide range of environmental topics. Conducted in the fall each year, we began active participation in Fall 2015 sending a team of 4. In Fall 2016 7 faculty members participated.
2. COBA's Community Advisory Council meets quarterly to provide input on COBA initiatives. This group of local and regional industry representatives has been actively supportive and provided input in to the College's initiatives to further integrate ethics, social responsibility and sustainability topics in our curriculum.
3. COBA Faculty holds a day-long Retreat each semester. Dr. Jonathan Gosling, Exeter University (UK), was the guest speaker at the Fall 2015 Retreat on the "One Planet MBA" program. Mr. Tony Cooke, Executive Director of the One Planet Education Network, was the guest speaker and facilitator for our Fall 2016 Retreat. Both days dialogue focused on integrating sustainability in to our curriculum. The results of these dialogues are documented in the curriculum efforts noted on pp. 7-9.
4. COBA Dean Larry Garner attended PRME/GRLI 2016 Annual General Meeting – "Common Good, Common Cause" at the University of Limerick, in October 2016

### Upcoming Activities

- COBA Dean will attend 4<sup>th</sup> International Conference in Responsible Leadership 2017 in Johannesburg, SA
- Dean and 2 faculty members will attend 2017 Global Forum for Responsible Management Education (7th PRME Assembly)
- Large faculty contingent will participate in SXSW Eco 2017 and 2018

## Organisational Practices

*We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.*

COBA Leadership is committed to modeling the PRME Principles in its everyday practices and all aspects of teaching, research and service. In 2015, the COBA Mission Statement was revised to explicitly include “promoting ethical behavior that is essential in today’s business environment.”

The COBA 2015-2020 Strategic Plan includes elements that highlight the priority we place on these activities.

Under Goal Area 2, “Academic Excellence”, the following is included:

- All COBA graduate and undergraduate degrees undergo curriculum review with goals to enhance:
  - a. Student preparation for the workforce/post-graduate studies;
  - b. International and global perspectives;
  - c. Ethical awareness and behaviors; and
  - d. “One planet” sustainability

Under Goal Area 5, “Community Engagement”, the following objectives are included:

- Support the establishment and institutionalization of service-learning within COBA programs.
- Increase the level of faculty community engagement in teaching, research and service.
- Integrate community engagement via student projects, research, and internships.
- Maintain an engaged COBA Advisory Committee.
- Support and uphold the Principles of Responsible Management Education (PRME).

## Conclusion

A&M – Central Texas College of Business Administration became a signatory of the Principles of Responsible Management Education in December 2014. As this report has documented, in the ensuing two years we have made significant strides, especially in curriculum, community engagement and dialogues, towards becoming a more engaged PRME contributor.

In the next two years, we anticipate equal amounts of curricular change and a heightened level of research. Our new Master of Science in Management and Leadership focusing on Sustainability will be a huge step forward in training responsible leaders of the future. The University's Center for Solar Energy will be entering its next stage and be a model for University partnerships world-wide. We are looking forward to the next two years and collaborating with PRME to share these efforts.

*Please direct any questions about this report to Dr. Barbara W. Altman, PRME Liaison, at [altman@tamuct.edu](mailto:altman@tamuct.edu)*