

Faiza Khoja

Dean, College of Business Administration

Professor of Management

EDUCATION

Ph.D. Bauer College of Business-University of Houston, 2004

Major area: Management (focus on strategic management)

Minor area: Marketing

Master of Business Administration (MBA)- Southeastern University, 1994

Major area: Marketing

Bachelor of Commerce (BComm)- University of Karachi, 1992

OTHER CREDENTIALS

Certified Sustainability Professional- 2014

American Council for Educators (ACE)- Regional Women's Leadership Workshop (2016)

American Council for Educators (ACE) - Chief Academic Officer (CAO) Academy

Class of 2017-2018

UHD President's Leadership Academy- Class of 2018-2019

AWARD

2018 MacVittie Emerging Leader Award by American Association of University Administrators

POSITIONS HELD**Administrative Leadership****2020- Present** *Dean, College of Business Administration*

Texas A & M University- Central Texas

2019- 2020 *Senior Associate Vice President of Academic Affairs (SVPAA),*
Office of the Provost, University of Houston-Downtown.**2014-2019** *Associate Vice President of Academic Affairs (AVPAA),* Office of
the Provost, University of Houston-Downtown.**2017- 2019** *Chair, Aga Khan Foundation- Southwest Region.***2012- 2014** *Chair, Nizari Federal Credit Union.**Assistant Chair, Department of Management, Marketing and
Business Administration, University of Houston- Downtown.***2006-2010** *Founder and CEO, 'Our Network School'- a nonprofit special
needs school.***1993-1995** *Marketing and Sales Manager, Elegant and Asian Apparels Inc.***Academic****2020- Present** Full Professor of Management, Texas A & M University- Central
Texas**2018-2020** Full Professor of Strategic Management, University of Houston-
Downtown

2010-2018	Associate Professor of Strategic Management, University of Houston- Downtown
2004-2010	Assistant Professor of Strategic Management, University of Houston- Downtown

LEADERSHIP ACCOMPLISHMENTS

Strategic Planning and Budgeting.

Dean, College of Business Administration (COBA)

- Initiated and steered the College of Business Administration 2021-2026 Strategic Plan-securing input from internal and external stakeholders. The plan focuses on three strategic initiatives including (1) geographic expansion to off-campus location; (2) scale existing and develop new learner success and post-graduation success programming; and (3) create spaces where COBA learners and faculty can be catalysts for transformative learning.
- The strategic planning process was faculty-led. Provided periodic guidance and vision.
- Financial projections are established based on new strategic plan and included in the AACSB 2020 Report.
- Collaborated with Institutional Research to establish dashboard and progress card.
- Responsible for strategic, operational, and financial goals of the College.

Office of the Provost

Spearheaded the process of developing a 'Bridge Plan' for the University.

- Oversaw review and revision of university 2015-2020 Strategic Plan in consultation with various responsible parties, in most cases, vice presidents at the University. Updated the plan again in 2017 and 2018 after an executive planning retreat.
 - Responsible for student success and programmatic advancement goals of the strategic plan.
 - Responsible for strategic plan dashboard, depicting success measures for each of the goals of the plan.
 - Consulted and continue to guide college deans to develop and implement their respective strategic plans.
 - Used the University progress card and strategic plan to facilitate annual budget and planning (operating- \$70 million), assisted with reallocations and prioritization of programs and initiatives in student success and access, faculty and staff hires, technology mandates and needs, etc. across campus and provide summary to the President and Board of Regents for approval. Engaged in legislative funding of special items.
 - Secured over \$1.5 million in institutional funding for the QEP over a period of 5 years and \$215,000 of annual funding for the 'Gator Mentoring Program'.
 - Managed annual base budget of over \$2.5 million (personnel, operating, etc.) for three units excluding grants. With the grants, operating budget is \$5.75 million.

Marilyn Davies College of Business**Chair - Strategic Planning Committee**

- Reviewed and revised FY12-FY14 strategic plan, making certain of its alignment with UHD strategic plan and industry needs. Plan informed College's annual planning and budgeting.
- Spearheaded the strategic planning committee to rewrite the strategic plan and the mission statement for COB and present the plan to the COB faculty and administrators for feedback and approval.

Nizari Federal Credit Union

- Chaired the development, implementation and monitoring of the strategic plan adopted for the first time in 18 years. Operating income increased by 10% to \$4.8 million and delinquency reduced to 0.76% during my tenure.
- Assets increased from \$75 million to \$100 million and business loan portfolio from \$2.0 Million to \$5.0 million as permitted by NCUA.

Aga Khan Foundation

- Responsible for annual planning and budgeting to map out the yearly fund-raising activities. Allocated budget of \$250,000/year with fundraising goal of \$2.1 million.

Our Network School

- Started a special needs school in March 2006. School's philosophy was to cater to the individual needs of children with any type of disability.
- Managed physical spaces, leases, budget and liability insurance. Managed all financial aspects from payroll to filing tax returns.

Student Success**Dean, College of Business Administration (COBA)**

- **Office of Learner Success and Access**
 - Restructured the office of the dean to create and the 'Office of Learner Success and Access', hiring a new assistant dean.
 - The office is partnering with existing University units to offer programming for targeted population, fostering success coaching, peer mentoring, tutoring, counseling, honors society etc. hence, enhancing retention and continuing student enrollment.
- Re-envisioning advising model to include career advising model.
- Introduced and offered three new COBA need-based financial scholarships for targeted population- graduating seniors, early college learners and graduate learners.
- Working with faculty to strategically offer experiential learning opportunities within degree programs including consulting projects.

- **Alumni Engagement**

- Introduced the 'corporate fellow' model in classroom, engaging alumni to guide learners through their career journey, providing inspiration and confidence.
- Build social media following- LinkedIn and Instagram to highlight alumni accomplishments.
- Published semi-annual alumni newsletters.

Office of the Provost

- Experience working with first generation, minority students.
- **Chaired the Retention and Graduation Standing**
 - Committees and sub-committees constituted of 100 faculty, staff, administration, and student representative from both academic, administration & finance, enrollment management, and student affairs.
 - Coordinated across various sub-committees and provided focus by addressing mutually determined 5 overarching goals while encouraging free-flowing dialogue and constructive discussion.
 - Presented white paper to the administration, recommending improvements to the existing programs, based on prior year's assessment data. A few new initiatives were also recommended and implemented. These programs included but were not limited to Gator Mentoring program (for both first and second year and probationary FTICs), academic surge, and Gator orientation.
 - During the process, identified and reinforced interdependency and connectivity, highlighting the role of individual units within the institutional system.
 - Continued to provide overt and covert oversight of implementation, execution and assessment of the efforts.
- **Predictive Analytics Platform**
 - Owner and sponsor of Education Advisory Board (EAB).
 - Responsible for successful implementation and execution, streamlining processes with Peoplesoft migration. Working closely with chief information officer (CIO) at the institution.
- **Liaison for Houston Guided Pathway to Success**
 - Worked with 13 community colleges and four-year institutions to support student success initiatives, which included but are not limited to advising, technology, co-requisite model, meta-major and transfer pathways, at the system level.
- Spearheaded adoption of digital badges to credential student curricular and co-curricular achievements.
- Created the **Accelerated Transfer Academy** to build 'career-learning communities', executing Title V grant. This initiative allowed for increased transfer completion rate, reduced student debt and career closure.

Marilyn Davies College of Business

- **Alumni association:** Built foundation for alumni association. Organized database and speakers to train graduating seniors for job placement.
- **Course scheduling:** Maintained online and off-campus course rotations for degree completion. Gathered faculty input to finalize schedule.
- **Student Academic Standing Committee:** Served on the committee to address student academic complaints and develop strategies to address probationary students.
- **Student academic and career advising:** Provided formal and informal career advising, charting a path towards degree completion as well as career aspirations.

Student Access- Enrollment Management**Dean, College of Business Administration (COBA)**

- **Partnership with Community Colleges**
 - Developed partnership with major community colleges in the region and beyond- Austin Community College; Lone Star College, Blinn College, Temple College and Central Texas College- determined seamless 2+2, 3+1, and 4+2 pathways for individual programs from community college to COBA. Altogether, at least 250 such individual pathways have been created.
 - Office of Learner Success and Access is partnering with respective advising and transfer offices at respective community colleges to cross-train.
- **Early College Learners**
 - Developed relationship with Early College High School administrators to develop seamless pathways.
 - Offered special programming for Early College learners to provide support for social and career success.
- **Expedited Admissions Graduate program**
 - Developed program for undergraduate seniors with a GPA of 3.0 and above for expedited admissions together with hosting information sessions. Graduate enrollment has increased at an average of 15-18%.

Office of the Provost

- **Partnership with Community Colleges**
 - Responsible for articulating 2+2-degree maps, curricular alignment, and degree requirements with community colleges for seamless transition of transfer students. Worked closely with faculty to finalize the degree maps.
- Worked closely with enrollment management, student affairs and academic affairs to improve processes from application, to admissions to orientation for smoother transition from community colleges.
- **Partnership with Systems Office**
 - Facilitate degree maps, field of study, and 'purpose first' conversations across campus in a role as an administrative liaison for Houston Guided Pathway to

Success (a collaboration of three 4-year institutions, four 2-year institutions and Complete College America).

- **Academic memorandum of understanding, letter of intent and articulation agreements (contracts in general)**
 - Responsible for approving all institutional academic contracts with community colleges, high schools, community partners, internship/work study sites, international universities, and other 4-year institutions for purposes of data and activity sharing.

Programmatic Advancement

Dean, College of Business Administration (COBA)

- **Standalone Graduate Certificates**
 - Guided University for COBA to offer two stand-alone graduate certificates in Leadership for Sustainability and Healthcare Administration.
 - Working with faculty to create/revise and offer four additional standalone graduate certificates in the fall 2022 (Cybersecurity, Data analytics, Human Resource Management, Information Systems, and Financial Management) in partnership with industry for purposes of retooling and reskilling, hence, increasing learner base, including alumni.
- **Micro-credentials**
 - Worked with faculty in all three departments (Management and Marketing; Accounting, Finance and Economics; and Computer Information Systems) to create six undergraduate micro-credentials in logistics and supply chain management, project management, business intelligence, cyber-security, financial planning, and managerial accounting and one graduate micro-credential in data analytics. Departments have reconfigured existing program curriculum to accommodate micro-credentials.
- Working with University stakeholders and external vendors to issue badges as representation of micro-credentials.
- Collaborating with Operation Testing Command at Fort hood to develop two continuing education programs in cybersecurity and data analytics.
- Offering three professional development opportunities in fall 2021 for existing learners, alumni and community on specific market trends.
- Partnering with College of Arts and Sciences to develop interdisciplinary *Masters of Public Administration*.
- Created the Center for Cybersecurity Innovation to promote faculty and student research.
- Building out Cybersecurity and Networking lab in fall 2021. Secured \$400,000 of university funds for build-out and branding.
- Hosted a '*Sustainability Summit*' in April 2021, where presenters, keynote speakers, and attendees from 19 different countries came together for a 2-day summit to discuss topics

of climate change, sustainable infrastructure, sustainable supply chain, triple bottom line, etc.

Office of the Provost

- Promoted and worked with both faculty and administrators in colleges to develop new undergraduate, graduate, and certificate programs, integrating liberal arts skills to prepare the students for successful careers.
- Supported general education (liberal arts) within the university by supporting continuous improvements programs and faculty development.
- Determined financial projections and solicit approvals from System Provost Council, Texas Higher Education Coordinating Board (THECB), SACSCOC (when applicable) and Department of Education.
- Received approval for 5 undergraduate, one graduate and 15 graduate certificates. The programs are developed based on regional and industry demands.
- In 2017 and 2018 received two Texas Affordable Baccalaureate (TAB) grant awards for \$460,000 to develop industry-driven competency-based concentrations/certificates for an existing applied program for adult learners.
- Consulted with the College of Public Service and HEART (non-profit serving special population) to implement a \$1.0 million grant- working with faculty and staff to develop curriculum, internship opportunities, and training unit/division heads- as an educator and parent.
- Consulted with Marilyn Davies College of Business on Master in Professional Accountancy; the College of Science and Technology on developing a Master of Science in Artificial Intelligence; Bachelor of Arts in Biology; Bachelor of Science in Manufacturing and Process Engineering; to name a few.
- **Graduate Council**
 - Led UHD Graduate Council for one year, spearheading the development of the council's strategic, structural, and operational policies and procedures.
 - Addressed the goals of the UHD strategic plan.

Marilyn Davies College of Business

- **Graduate Programs**
 - Played an integral role in the development of hybrid Master of Business Administration (MBA) and Online Master of Arts in Nonprofit Management (MANPM) programs from inception.
 - Served on advisory committee
 - Developed strategic management courses.
 - Developed curriculum map.
- **Chair- MBA Curriculum Committee**
 - Developed and monitored the implementation of MBA courses for content quality, (including integration of liberal arts skills of critical thinking, problem

- solving, communication, personal and social responsibility and quantitative reasoning), effective use of technology, and community-building activities.
- Developed and provided faculty a sample standardized course shell with program learning outcomes, standard syllabus, curriculum map, schedule, and additional resources.
- Ascertained guidelines for the effective use of interactive technologies.
- Coordinated with *MBA assessment committee* to map program assessment.
- Assisted Dean in improving current MBA program.

Faculty and Staff Development & Research/Scholarship

Dean, College of Business Administration (COBA)

- Developed faculty orientation and faculty mentoring programs for new faculty. Paired new faculty with senior faculty in the respective department, with recommended guidelines.
- Supported faculty research and scholarship by introducing research release time.
- Re-introduced faculty teaching, research and service awards with monetary awards. Introduced COBA staff and faculty adjunct awards.
- Working with University library to secure database for purposes of research and scholarship.
- Allocated funds for staff professional development. Maintained fund allocation for faculty professional development and conference travel for full-time faculty.
- Encouraged and supported professional development and certifications of part-time faculty to maintain AACSB qualifications.

Office of the Provost

- Spearheaded the faculty mentoring program.
- **Active Learning**
 - Supported 'critical thinking' and other core competency workshops for faculty and staff.
 - Promoted faculty development for QEP faculty champions who assist faculty teaching freshman and sophomore courses to incorporate QEP learning outcomes of analytical and creative thinking and to design and administer assignments.
 - Provided faculty assessment coordinators opportunities throughout the year, including sponsored travel to regional conferences and workshops.
- Encourage staff professional development and research opportunities by approving yearly travel budgets to conferences and workshops.
- Initiated online teaching and learning assessment and training.

Marilyn Davies College of Business

- Developed and monitored faculty orientation online.
- **Faculty Research and Scholarship**
 - Collected and reviewed new and prior year's reassigned time projects to promote research and scholarship. Reassigned time to faculty in different semesters.
- **Mentored Junior Faculty**
 - Advised and monitored faculty progress towards tenure.
 - Represented the faculty on rank and tenure committee.

Faculty and Staff Hiring, Evaluation, & Promotion**Dean, College of Business Administration (COBA)**

- Hired seven new and replacement faculty, increasing diversity and fulfilling varying needs of the departments. Reallocate funding to bring salaries at par to AACSB 25th percentile or CUPA 40th percentile, whichever is higher.
- Evaluated faculty annual performance, fourth-year and rank and tenure portfolios.
- Reallocated funding for staff salary adjustments.

Office of the Provost

- Evaluated faculty Promotion and Tenure portfolios.
- Credentialed 700 full-time and part-time faculty during the SACSCOC accreditation, reviewing curriculum vitae, academic transcripts, and research and work experience.
- Approved and interviewed candidates for new faculty positions.
- Provided strategic directive for new faculty orientation.
- Oversaw three major units and one academy- Office of Institutional Effectiveness (Institutional Research, Institutional Data Analytics, and Institutional Assessment); Center for Community Engagement and Service Learning and Quality Enhancement Plan (QEP); Office of Study Abroad; and Transfer Student Academy with 19 reports. Conducted annual evaluations and recommend annual merits.
- Restructured units to create Office of Institutional Data Analytics and promoted and reclassified staff positions.

Chair search committee - *Assistant Vice President of Student Affairs and Dean of Students.*

Marilyn Davies College of Business

- Chaired and served on several faculty search committees- strategy, management, marketing, supply chain, and arts and humanities.
- Chaired department staff search committees.
- Conducted performance evaluations of 30 visiting assistant professors, lecturers and adjuncts.

Nizari Federal Credit Union

- Spear-headed a CEO search for the credit union and successfully negotiated a hire. As Chair of the board was responsible for CEO annual evaluation.
- Consulted with CEO to determine key performance indicators (KPIs) for employees and provided necessary professional development including degree completion and certificate programs.

Our Network School.

- Hired program director and special education teachers and supported professional development.
- Created internship program for high school and college students.

Partnerships & Community Engagement**Dean, College of Business Administration (COBA)**

- **Industry Advisory Council**
 - Established COBA industry advisory council with membership from Central Texas region and Houston area. The primary role of the board is to advise, guide and assist in fundraising and external partnerships. The council meets every quarter and has provided significant input to develop COBA's new strategic plan.
- **Central Texas Chamber of Commerce and Economic Development Corporations**
 - Built a bridge between academia and industry by establishing relationships with regional chamber of commerce and economic development corporations, including Killeen, Temple, Copperas Cove, Belton, Georgetown, Round Rock and Austin. Partnership examples include representing the University and college, as a knowledge center and talent development hub, to present to potential companies considering moving to Central Texas region.
 - Engaged chamber membership and COBA faculty by co-hosting webinars and power lunches on relevant and current industry topics, classroom consulting projects, participation in Austin Circular Economy Initiative, and presenting at chamber leadership sessions.
- Recruited industry focus group, constituting of CEOs of regional hospitals/healthcare providers, banks, and technology companies to revise existing curriculum to prepare learners for market demands.
- Built relationship with Operation Testing Command (OTC) and Durnall Army Medical Center at Fort hood to meet their continuing and for-credit education needs and provide COBA learners civilian career opportunities.

Office of the Provost

- **Center for Community Engagement and Service Learning**
 - The Center was created in 2015, to provide a central hub for university-wide community engagement and service-learning opportunities, to provide leadership to a council of other centers at the University and to provide pedagogical support for active learning.
- **Relationship with community partners.**
 - Build, foster and maintain relationships with community partners to promote community engagement and service learning at the University through curricular and co-curricular activities. The Center for Community Engagement and Service Learning had 38-40 active partners. Work study students were placed in 10-12 partner institutions, allowing for 17% of federal funds to be directed to community engagement, thus qualifying the University for national distinctions and awards.
 - Directed staff to create a marketplace whereby community partners and faculty will be connected for long-term classroom projects.
- **Established foundation for Office of Impact Learning-** An office that will serve as a hub for four high impact practices (service learning, study abroad, internship and undergraduate research), coordinating curricular and co-curricular activities and assessment across campus.
 - Wrote a proposal and action plan to establish the office in Spring 2020.
 - Secured funding of \$300,000 from the Office of the President.
- **Internships**
 - Provides students with meaningful and paid summer internships in non-profit organizations. To date, the center has secured \$50,000 in external funding and \$100,000 in internal funding for the internships. More than 50 students have benefitted in the last two years.
- **Established and managed advisory boards**
 - Recruited civic, non-profit and for-profit leaders to serve on advisory boards of centers and academic programs.

Nizari Federal Credit Union

- Fostered and maintained relationships with national compliance and regulatory bodies, other similar-sized credit union as well as constituents, stakeholders, and members. Shared and learned best practices and addressed the needs of the members.
- Reviewed funding requests from community institutions for various programs and events. Disbursed 1% of operating income for community programs and initiatives.

Aga Khan Foundation

- Developed stewardship for new and existing businesses and community partnerships within and outside the faith-based community.

Our Network School.

- Fostered and maintained external relationships with schools, universities, businesses, other community organizations, special needs groups, etc.
- Created internship program for high school and college students.

Fundraising & Grants

Dean, College of Business Administration (COBA)

- 2022- College received contract for ***Cybersecurity Research and Practice*** for \$2.90 million.
- 2021 Principal Investigator (PI): ***Accelerating Credentials of Purpose and Value grant from the Texas Higher Education Coordinating Board*** (\$530,000) to develop standalone graduate and undergraduate certificates in data analytics to fulfill the needs of the region.
- Methodically engaging industry advisory council, University President and Foundation board in conversations to launch COBA giving campaign in fall 2021.
- Created structured endowments for college giving.
- Expanding existing networks to include regional stakeholders, alumni and their respective interests.

Office of the Provost

- 2019 Principal Investigator (PI): ***Texas Affordable Baccalaureate Degree Program*** (\$210,000). Funding to establish a 'Prior Learning Assessment' unit and develop a competency-based certificate/concentration in Restaurant and Food Service Administration.
- 2018 Principal Investigator (PI): ***Accelerated Transfer Program*** (\$2.75 million)
- 2017 Principal Investigator (PI): ***Texas Affordable Baccalaureate Degree Program- A Collaboration with Houston Community College*** (\$250,000). Funding to plan a competency-based program.
- 2016- Co-PI: ***Lumina Foundation Grant: Comprehensive Student Record Project- Digital Badge*** (\$50,000).

Aga Khan Foundation

- Successfully met target of \$2.1 million for 2017 for the Southwest region (Houston, Austin & San Antonio) and exceeded the target of \$2.2 million by \$800,000 in 2018.
- Spearheaded a team to host 5 events across the region to fundraise and create awareness. Awareness is an ongoing effort and every opportunity to put AKF on the map is being availed, especially to the external communities.

- Retained, managed and shepherded donors and sponsors.

Our Network School.

- Solicited funding and in-kind donations from foundations and private donors.
- Received \$25,000 grant award from United Way and \$25,000 from private donors.

International Partnerships

Office of the Provost

- Oversaw the Office of Study Abroad. At an average, more than 275 students annually participate in a study abroad experiences for research, faculty led trips, exchange program, service-learning spring break, etc.
- Led efforts to sign partnership agreement with the Tamaulipas Secretariat of Education. Purpose of the agreement is to increase international enrollment, especially in graduate programs.
 - Planned joint conference and exchange and degree programs.
- Signed memorandum of understanding (MOU) with several other foreign universities in Europe, Taiwan, Japan, Ecuador, Vietnam, and Mexico.
- Offered alternative spring break to provide service-learning experience in Ecuador. 30 students have participated in this experience in the last two years.

Marketing and Branding

Dean, College of Business Administration (COBA)

- Working with select community colleges for joint marketing on billboards, print and electronic medium.
- Collaborated with University marketing to strategically promote competencies acquired through academic programs.

Marketing and Sales Manager- Elegant and Asian Apparels Inc.

- Worked in Dubai for a family-owned garment manufacturing company, securing orders from wholesale buyers and major companies like London Fog, Sears, etc.
- Continued the work after moving to New York, NY under the auspices of Asian Apparels Inc. Established an office, attended tradeshow and build contacts to increase production orders for the garment company in Dubai.

Diversity and Inclusion Initiatives

Dean, College of Business Administration (COBA)

- Serve on University Diversity, Equity and Inclusion Committee to strategically and operationally establish the role of the Center for Diversity, Equity and Inclusion.
- Plan, organize, celebrate, and participate in monthly diversity events.
- Promote and encourage diversity faculty and staff hires.
- Facilitate the development of targeted programs, informed by data, for diverse student population, through the Office of Learner of Success and Access.

Office of the Provost

- **Houston Promise:** Developed and offered bridge programs in partnership with Houston Independent School District (HISD) and Houston Community College (HCC) to meet high school students where they are and prepare them for higher education.
- **Competency-Based Program for Adult Learners:** Received grant funding for a total of \$460,000 from the Texas Higher Education Coordinating Board to develop concentrations/ certificates in Applied Public Administration and Leadership and Restaurant Supervision and Food Administration, in an existing applied degree program for adults to use their work experience to earn a degree.
- **Faculty and staff hire:** Intentionally promote, support, and strategize diverse faculty and staff hire and retention through professional development and training.

Aga Khan Foundation

- My role in a professional volunteer capacity, spearheading fundraising for the Aga Khan Foundation in the Southwest region, has been very rewarding and aligns with my work as an academician fostering diversity, inclusion and equity. The foundation's mission is to build sustainable communities in remote parts of the world, harnessing humanity and equity. It assists in building infrastructure, civic agencies, and networks, collaborating with public and private institutions and government in local communities.

Accreditation and Compliance

Dean, College of Business Administration (COBA)

- Spearheaded AACSB accreditation efforts, with a team of faculty and staff, addressing the 2020 Business Standards.
- Successfully secured a visit from AACSB peer review team in fall 2022.
- Established committee and task force structure to address salient standards such as strategic planning, assurance of learning, and faculty qualifications. Revisiting faculty annual evaluations, qualifications, promotion and tenure for COBA.

Office of the Provost

Southern Association of Colleges and Schools- Commission on Colleges (SACSCOC) and Texas Higher Education Coordinating Board (THECB) liaison

- Led the University through the Southern Association of Colleges and Schools- Commission on Colleges (SACSCOC) reaccreditation without any recommendations.
- Collaborated with shared governance committees to review, revise and update academic policies; develop new policies (distance education; administrative & co-curricular assessment); and update program and course inventory.
- Spear-headed a university team to develop a targeted and focused Quality Enhancement Plan (QEP), with wide-spread input from internal and external stakeholders.
- Prepared and flawlessly executed SACSCOC campus visit. Continue to promote QEP across campus, with more than 93 course sections designated as QEP sections.
- Created infrastructure to maintain SACSCOC accreditation.
- **Professional accreditations- ABET, CCNE, & AACSB.**
 - Reviewed and consulted with the Computer Science and Engineering Technology Department in College of Science and Technology on the reaccreditation report, focusing on programmatic assessment and ABET educational objectives.
 - Participated in the most recent visit in November 2019.
- Assisted colleges in obtaining new and existing graduate, undergraduate and certificate program approvals by (THECB) and SACSCOC.
- Ensured compliance by submitting timely and accurate reports while institutionalizing processes.

Marilyn Davies College of Business

AACSB accreditation (three accreditation cycles)

- **Reviewer- 2018 AACSB Report**
 - Consulted MDCOB on the most recent re-accreditation report (under the new standards) and provided feedback to ensure alignment to university and college strategic priorities; to close the loop on continuous improvement plans; and to ascertain faculty sufficiency.
 - Participated in conversations with the visitation team.
- **Member- AACSB Steering and Maintenance Committee**
 - Participated in AACSB report writing, to integrate COB strategic plan, assurance of learning, policies, and faculty sufficiency.
 - Finalized report submission.
 - Participated in on-campus AACSB team visit.

Nizari Federal Credit Union

- As Chair of the Board, responsible for regulatory compliance standards and CAMEL ratings. (The CAMEL rating system is based upon an evaluation of five critical elements of a credit union's operations: Capital Adequacy, Asset Quality, Management, Earnings, and Liquidity/Asset-Liability Management. CAMEL is designed to take into account and reflect

all significant financial, operational, and management factors examiners assess in their evaluation of a credit union's performance and risk profile).

- Received a CAMEL rating of 2 out of 5 (1 most satisfactory- 5 unsatisfactory), which indicates satisfactory performance and risk management practices that consistently provide for safe and sound operations. Management identifies most risks and compensates accordingly. Credit union is in substantial compliance with laws and regulations.

Our Network School.

- Independently applied and received 501 (c)3 status in 2008.
- Maintained nonprofit compliance.
- Created and adopted by-laws, handbook, employee contracts, etc.

Assurance of Learning

Dean, College of Business Administration (COBA)

- Organized, identified and streamlined the core business and core computing outcomes, data collection and assessment rubrics.
- Facilitated shared understanding of outcomes across the college.
- Re-structured curriculum committee to include assessment- undergraduate and graduate curriculum an assessment committee.
- Worked with Institutional Research to re-establish reporting and data collection for academic and co-curricular and administrative assessment.
- Review and approve academic program reviews

Office of the Provost

- Responsible for **University's Institutional Effectiveness**. Oversaw institutional curricular and co-curricular and administrative assessment. Continuous improvement plans and reports were reviewed annually.
- Fostered assessment and continuous improvement for general education curriculum across the University. Allocated \$25,000/year to support the continuous improvement plan.
- Oversaw the selection and implementation of TK20, an assessment tool that is widely used in higher education and provides the scope and depth of assessment that in most cases is required by regional and professional accrediting bodies.
- Worked with graduate programs to review and submit program reviews to the Coordinating Board.

Marilyn Davis College of Business

Co-Chair-Undergraduate Assurance of Learning

- Reviewed AACSB and SACSCOC standards for assurance of learning.
- Coordinated assessment activities with assessment leads in each discipline (8 in total) and collected and analyzed data to determine if success criteria are met and close the loop with improvement strategies in consultation with faculty in the discipline.

Succession Planning- Leadership in COBA

Dean, College of Business Administration (COBA)

- Mentoring department chairs and senior faculty, including creating a position of Compliance and Graduate Coordinator.
- Promoted professional and leadership development encouraging participation in leadership academies and AACSB workshops.
- Hired assistant dean for COBA Office of Learner Success and Access.
- Established dean's cabinet constituting of department chairs, compliance and graduate coordinator, assistant dean, faculty senate representative and assistant to the dean.

Office of the Provost

- **Associate/ Assistant Deans and Chairs Councils**
 - Responsible for providing coaching and mentoring opportunities to associate/assistant deans and chairs of various college.
 - Spearheaded the councils to facilitate institutional strategic priorities within departments.
 - Mediated any tensions or problem solve within colleges.

Nizari Federal Credit Union

- Institutionalized culture of success planning at the institution by encouraging professional development and participation in strategic discussions and presentations at the board level, allowed for future opportunities.

Shared governance

Faculty Senate and Faculty Senate Executive Committee

- Collaborated and consulted with upper administration on faculty issues such as workload, merit and salary equity; administrative support, online instructions, etc.
- Updated faculty handbook.
- Represented faculty on shared governance committees.

Office of the Provost

- **Policy revision and approval-** Led a taskforce with faculty representation from all colleges to develop a shared governance process for purposes of transparency and consistency for policy revision and approval, gathering feedback from various constituents. The task force incorporated feedback from both administration and faculty before finalizing the

workflow. Since the process adoption, 6 policies have been approved by Academic Affairs Committee.

- **International Study Abroad Processes-** Coordinated with faculty, staff, and administrators across campus to streamline approval and implementation of study abroad programs.
- Collaborate with **Faculty Ombuds office** for dispute resolution.
- Ex-officio member of shared governance committees- *Academic Affairs Council and University Curriculum Committee.*
- Member of other Committees and Councils. *Budget and Planning Committee, Deans Council, Chairs Council, Associate Deans Council, Graduate Council, Community Engagement and Service-Learning Committee, General Education Committee, Academic and Co-curricular and Administrative Committees, International Study Abroad and Compliance Committees, and QEP Advisory Council.*

Change management

Office of the Provost

- Spearheaded institutional change from units working in silos to developing a system's thinking model, whereby academic, student affairs, and administrative units work in coherence towards shared goal(s). The systems approach allows for units to work interdependently yet autonomously, self-organizing themselves to fit the whole. The SACSCOC report and the visiting team's flawless visit was a validation of the collaborative and coordination of the entire UHD community.

Nizari Federal Credit Union

- Initiated and evaluated process re-engineering outcomes and implemented structural and process changes. Provided professional development opportunities for employees based on the feedback. Positively impacted 25 credit union employees.
- Created history at the credit union by being the first and only woman on the board, in addition to chairing the board of 9. Addressed professional and gender board diversity and inclusion. Served as a role model and change agent, paving the way for institutionalization of the credit union Instituted board peer evaluation. The board now takes on a more advisory and strategic position rather than being involved in operations. Revisited by-laws and organized several in-house orientation, compliance, responsibility and functional training opportunities for the board as well as encouraged all board members to attend annual NCUA meetings.

UNIVERSITY SERVICE

2021-

Member Strategic Enrollment Planning Committee and University Research Park Committee

2020- Present

Serve as a member on University Council, Academic Council, Provost Council, Deans and Chairs Council, Diversity, Equity and Inclusion Committee.

2014-2020

Served as member of University Budget and Planning Committee, Academic Affairs Committee, Academic Policy Committee, University Curriculum Committee, and Curricular and Co-curricular Assessment Committee.

LEADERSHIP in Professional Organizations

2021- Present

Member Steering Committee-

AACSB New Deans Affiliation Group

To facilitate conversations, share experiences, and provide mentorship to business school deans in their first three years.

2020-Present

Member Chamber of Commerce Committees

Business Climate Committee- Round Rock Chamber of Commerce

Workforce Development Alliance Committee- Georgetown Chamber of Commerce

2020- Present

Member Regional Councils

Serving on P-20 and P-13 councils

2019- 2020

Board of Directors- Bright Offerings

Bright offerings is a 501 c(3) that offers customized and general apprenticeships through partnerships with community colleges, employers, local councils, government agencies and funders. My role is to consult and partner for funding opportunities with community colleges and sponsors.

2019- Present

Administrative Mentor -Texas Academic Leadership Academy

2016- 2018

Vice President of Texas Council for Chief Academic Officers

- Planned the annual retreat for two years with invited speakers, concurrent sessions on relevant topics, round-table topics, and succession planning workshop.

2018- 2020

Appointed to Texas Higher Education Coordinating Board's Gulf Coast Regional Task Force to determine 60X30TX targets for the region.

2017

Appointed to the Texas Higher Education Coordinating Board's Negotiated Rule Making Committee.

2016

Served on Dr. Liza Alonzo's dissertation committee. Consulted her to strengthen the methodology chapter. She successfully graduated in May 2017 from Texas Tech University.

2012- 2016

Track chair for *Strategy and Organizational Development for Southwest Academy of Management (SWAM)*

2010- Present

AACSB Member

Participate in member forum conversations and continue to remain updated pertaining to business education.

SCHOLARSHIP**Publications**

Khoja, F., Adams, J., Kauffman, R., & Yeghyan, M., (2022). Environmental sustainability strategies and practices: Can SMEs Reap the same benefits as large organizations? Under final review. ***Supply Chain Management Forum: An International Journal****, Vol 23 (2): 97-112.

Khoja, F., Adams, J., Kauffman, R., & Yeghyan, M., (2019). Supply Chain Sustainability in SMEs: An Application of the Hayes and Wheelwright Model and Identifying Stages of Development Using Cluster Analysis. ***International Journal of Integrated Supply Chain Management****, 12 (4): 309-333.

Shiple, M., **Khoja, F., & Shipley-Lozano, B. (2018).** Investigating Task and Risk Orientations in Social Behavior in Networks: A Fuzzy Set-Based Model Connecting Natural and Social Sciences. ***Annals of Operations Research ******. 268 (1-2): 21-40.

Adams, J., Kauffman, R., **Khoja, F. & Coy, S. (2016).** Looking at Purchasing Development through the Lens of Small Business. ***Journal of Managerial Issues****, Vol. 17 (3-4): 142-164.

Shipley, M., Shipley-Lozano, B., & Khoja, F. (2016). A fisheries swarm intelligence model directed theoretically toward SME sustainability. *Journal of Marketing Development and Competitiveness*, 10 (1): 23-30.

Lutafali, S., Pogvara, Q., & Khoja F., (2016). Expanding Role of Microfinance Institutions to Combat Multidimensional Poverty. *International Journal of Ecological Economics & Statistics (IJEES)*, Vol. 37 (2): 1-10.

Khoja, F., Adams, J., & Kauffman, R. (2015). Buyers' Perspective of Buyer-Supplier Relationship Development: Interaction of Key Variables. *Journal of Business and Management**, Vol. 4 (4): 1-21.

Khoja, F., Adams, J., Coy, A. & Kauffman, R. (2015). A Path Analytic Approach Using Partial Least Square Technique to Explain the Effects of Power Imbalance in Buyer-Supplier Relationships. *International Journal of Management Theory and Practice*, 16(1):5-30.

Khoja, F., Adams, J., & Kauffman, R. (2015). The 'ALLS' model of buyer supplier relationships. *Journal of Business Disciplines*, XII (1): 28-59.

George, B., & Khoja, F., (2012). Doing good and making profits: A case study of Affordable Business Solutions (ABS). *The Review of Business Journal*, 32(2): 71-81.

Adams, J., Khoja, F., & Kauffman, R. (2012). An empirical study of buyer-supplier relationships within small business organizations. *Journal of Small Business Management****, 50(1): 20-40.

Khoja, F. & Adams, J., Kauffman, R. (2011). The inside story of relationship development: Power asymmetry in a buyer-supplier relationship. *International Journal of Integrated Supply Chain Management*, 6(1): 73-91.

Lutafali, S. & Khoja, F. (2011). Economic and Ecological Partnership Revitalizing Urban Slums: A Case Study of Cairo. *International Journal of Ecology and Development*, 18(W11): 29-45.

Khoja, F. (2010). The Triad: Organizational Culture, Social Intra-Firm Networks and Performance. *Journal of Business Strategies*, 27(2): 205-228.

Khoja, F., Adams, J., & Kauffman, R. (2010). A theoretical model of vertical relationships. *Journal of Business to Business Marketing***, July- September 17(3) 279-307.

Khoja, F., & Maranville, S. (Summer 2010). How Do Units Nurture Absorptive Capacity? *Journal of Managerial Issues**, 22(2): 262-278.

Khoja, F., (2009). The paradox between intrafirm cooperation and intrafirm competition. Why does Organizational Culture Promulgate Intra-firm Cooperation more than Intra-firm Competition? ***SAM-Management in Practice***, 13(3): 8-14.

Khoja, F. (2009). The processes that help units within organizations build intellectual capital. ***Journal of Knowledge Management Practice *****, 10(3).

Khoja, F., & Maranville, S. (2009). The power of intra-firm networks. ***Academy of Strategic Management Journal***. 8: 47-65.

Khoja, F. (2008). Is sibling rivalry good or bad for high technology organizations? ***Journal of High Technology Management Research****, 19: 11-2.

Khoja, F., & Lutafali, S (Jan/Feb 2008). A symbiotic relationship between microfinance institution and borrowers: An innovative application of the social network phenomenon. ***Ivey Business Journal***.

Conference Proceedings

Shipley, M., Shipley-Lozano, B., & **Khoja, F.** (2015). A fisheries swarm intelligence model directed theoretically toward SME sustainability. ***Production and Operations Management Society (POMS)*** (May 7-11). ISBN=10:0-692-40830-4; ISBN-13:0-692-40830-8

Khoja, F., Adams, J., & Kauffman, R. (2013). The ALLS model of buyer-supplier relationships. ***23rd Annual North American Research Symposium on Purchasing and Supply Chain Management*** (March 14-15).

Lutafali, S. & **Khoja, F.** (2011) Multidimensional poverty and expanding role of microfinance institutions. ***International Conference on Management, Business Ethics and Economics Proceedings***.

Khoja, F., (2011). A new approach: Formal and informal intra-unit relationship. ***Southwest Academy of Management Proceedings***.

Khoja, F., & Maranville, S., (2008). The seed that germinates from the soil: The impact of organizational culture on absorptive capacity. ***Southwest Academy of Management Proceedings***.

Khoja, F. (2007). The Triad: Organizational Culture, Social Intra-Firm Networks and Performance. Accepted for presentation at ***Southern Academy of Management Proceeding***: 0444-0449.

Lutafali, S., & **Khoja, F.**, (2006). Eco-eco partnerships: Revitalizing urban slums through creative management of human and natural resources. ***Business as an Agent for World Benefit (BAWB) Virtual Proceeding organized by United Nations Global Compact Forum and Academy of***

Management at Case Western University
<http://www.bawbglobalforum.org/about/virtualforum>).

Khoja, F., & Nealy, C., (2005). The moderating effect of culture on full versus partial mode of communication on managerial decision making. ***International Business and Economic Research Proceedings in Las Vegas, NV.***

Sample Conferences and Workshops

Kauffman, R. **Khoja, F., & Adams, J., (2022).** Customer impact on sustainable management practices in SMEs. 2022 Annual American Collegiate of Retailing Association Meeting in New Orleans, Louisiana (March 3-6, 2022).

Kauffman, R. **Khoja, F., Adams, J., Yegiyan, M. (2019).** Influence of Customer Requirements on Sustainability Practices, and Operational Performance in Small and Medium-sized Firms. **41st Annual INFORMS Society for Marketing Science Conference** at University of Roma Tre (June 20-22).

Khoja, F., Gulati, P., Yegiyan, M., Sample, J., & Barbeiri, N. (2018). Institute of High Impact Practice and Student Success. ***Association of American Colleges and Universities (AAC&U)*** at University of Utah (June 19-22).

Khoja, F. & Gulati, P. (2016). Quality Enhancement Plan (QEP): Faculty Engagement in a Transformational Student Experience. **4th Annual LEAP Texas Forum** in Dallas, TX. (February 19-21).

Khoja, F. & Gulati, P. (2016). Academic Achievement through Community Engagement. ***Coalition of Urban and Metropolitan Universities Conference*** in Washington D.C. (October 23-25).

Alonzo, L., & **Khoja, F. (2016).** The Impact of Community Engagement as a Strategy in the Retention of Minority Students at an Urban, Public Commuter Campus. ***Coalition of Urban and Metropolitan Universities Conference*** in Washington D.C. (October 22-25)

Shipley, M., **Khoja, F., & Shipley-Lozano, B., (2016).** Behavior of Humans in Organizational Networks and Fish in Social Networks: A Fuzzy Rule-Based Model of Task and Risk Orientation. ***INFORMS- International Conference*** in Waikoloa, Hawaii, USA (June 12-15).

Adams, J., **Khoja, F., & Kauffman, R. (2016).** Supply Chain Sustainability Development in Small Business: Motivations, Barriers, Theory, and Results. ***Supply Chain Management Symposium Niagara Falls*** in Ontario, Canada (June 14-15).

Adams, J., **Khoja, F.**, & Kauffman, R. (2016). Supply Chain Sustainability Development in Small Business: Myth or Reality. ***Southwest Academy of Management Conference*** in Oklahoma City, OK (March 19-21).

Adams, J., **Khoja, F.**, & Kauffman, R. (2016). Assessing Supply Chain Sustainability in Small Business. ***12th International Conference on Sustainability*** in Portland, OR (Jan 21-23).

Shipley, M., Shipley- Lozano, B., & **Khoja, F.** (2015). A fisheries swarm intelligence model directed theoretically toward SME sustainability. ***Production and Operations Management Society POMS 26th Annual Conference*** in Washington, DC. (May 7-11).

Coy, S., Adams, J., **Khoja, F.**, & Kauffman, R. (2014). Linear Regression Models for Predicting Organizational Performance Based on Procurement Functional Attributes. ***Decision Science Institute*** in Tampa FL (November 22-25).

Adam, J., **Khoja, F.**, & Kauffman, R. (2014). Supply Chain Sustainability Development in Small Business: Myth or Reality. ***Annual Supply Chain Management Symposium*** in Alberta, Canada (June 10-11).

Adams, J., **Khoja, F.**, & Kauffman, R. (2013). The ALLS model of buyer-supplier relationships. ***North American Research Symposium on Purchasing and Supply Chain Management*** in Phoenix, AZ (March 14-15).

TEACHING

MBA Strategy Capstone- MBA 6215 & 6216 (HYBRID)

Course Description: This course brings together the entire MBA curriculum and allows the students to apply their learning and knowledge to run a hypothetical company through a simulation exercise as well as consult an existing organization or a division of an organization. Upon completion the students present their projects to peers, faculty and industry representatives for review and evaluation.

Strategic Planning in Not for Profit Organizations- BUS 6331 (ONLINE)

Course Description: This experiential course introduces students to strategic planning in nonprofit sector. This will allow students to ascertain the importance of planning and decision making, the difference between types of planning; situational analysis and asset mapping; creation of mission, vision and core value statements; and the development and management of a complete strategic plan. Overall, the course will address the importance of strategic thinking, change management and leadership.

Business Strategy- BA 4302 (F2F; HYBRID; ONLINE)

Course Description: The capstone course in business emphasizing planning and decision making, formulating strategies and implementing plans for action. Comprehensive real-world analyses provide the opportunity to study proper interrelationships among

production, operations, finance, accounting, marketing and the many other functions involved in managing a business enterprise.

International Management- MGT 4301 (F2F; ONLINE)

Course Description: This course emphasizes the coordination of human, financial, and physical resources in multi-cultural organizations. The focus is on the managerial implications of the following topics: Global economic developments and trends, international cultural environment, international negotiations, strategic planning, integrative strategies, competitiveness, organizing for international operations, human resource management, control, and ethics.

International Business- INT 3350 (STUDY ABROAD)

Course Description: is a special topics course dealing with global trade and logistics. At the end of the semester in early January 2013 the class traveled to Singapore for approximately 7 to 10 days. The trip provided College of Business students with an opportunity to learn about Asian culture and trade. The trip included visits to business, manufacturing, and logistics facilities in Singapore. Students will be able to ascertain the growing business, economic, and cultural ties between the United States and Asia.