

09/05/2024

Search Committee
Dean of the College of Business
Texas A&M University-Commerce

Dear Search Committee Members,

I am writing to express my interest in the Dean of the College of Business position at Texas A&M University-Commerce. With over a decade of experience in higher education as a faculty member and administrator, I am excited about the opportunity to contribute further to the growth and success of the College of Business. My career has been dedicated to fostering academic excellence, promoting student success, and supporting a collaborative and inclusive environment. I am confident that my background aligns well with the college's mission and values. Below are the details of my qualities, experiences, and credentials.

Entrepreneurial, Innovative Visionary who values students, faculty, and staff: As a firm believer in faculty governance, I strive to get input from all our stakeholders for our strategic decisions. Some of the changes during my tenure were the initial planning of the College of Business Finance and Analytics Lab, the introduction of WRDS for the College of Business Faculty use, and the organization of the Faculty Center of Excellence. The center has created funds of over \$500,000 during the first three years. Preparation of the faculty handbook for the first time in the college's history also happened during my tenure, which significantly enhanced the presence of faculty voice in curriculum and performance evaluation decisions.

Significant academic leadership success: As the Associate Dean of the College of Business from 2017 to 2020 and again since 2023, I have led several key initiatives to advance the college's goals. These include developing and implementing the 2017-2022 and 2024-2029 strategic plans. Additionally, I have managed departmental restructuring, faculty recruitment, and budget oversight, ensuring the effective allocation of resources to support faculty and student needs.

Terminal degree and credentials that merit appointment as full professor: I have a doctorate in business administration with an emphasis on strategic management from Louisiana Tech University and am currently a tenured full professor.

Understanding of the AACSB accreditation: I played a pivotal role in the AACSB continuous improvement review (CIR) process, preparing accreditation reports and ensuring the college met its reaffirmation goals during the 2018 visit and currently the CIR2 stage of the 2023 visit.

Business experience outside academia: I worked as an international sales representative for a Fortune 500 company in Turkey and as a senior bank auditor for a Fortune 500 company in Europe. In addition, working in our family firm, which had 200 employees, allowed me to complete projects in various countries.

Practice Results-Based Accountability, Drive Engagement, Vision, and Purpose: My Associate Dean role has given me the opportunity to oversee all the college-level committees. This included preparing charges and working with them throughout the year to accomplish tasks consistent with

our strategic plan. During this time, committees worked in synergy to complete tasks like curriculum updates and successful completion of the AACSB visit, and more.

High Academic Standards, Effectiveness in Enrollment Management, Success in Curriculum: Innovation and program development have been central to my role as Associate Dean. I have led multiple curricular updates, most notably through the MS Management program at the individual level, where we used stakeholder feedback from organizations like L3 to implement significant improvements. As the capstone professor, simulations and case-based learning were introduced, enhancing our students' readiness for real-world challenges. As part of the recent update in the strategic plan, we included several key performance indicators of enrollment as strategic metrics. The analysis of graduate exit and alumni surveys during the CIR2 process was led by me, which helped develop key performance indicators for improving student retention and success rates.

Action-oriented, Executive Experience, Leader, and Team Player: Several searches were conducted under my supervision, including those for the director of the Center for Excellence, the COB budget coordinator, and several faculty positions. A significant part of my contributions to student success includes founding the Dean's Student Advisory Board, a first for the College of Business. Through focus group-style meetings with the board, we gathered valuable insights that shaped our strategic planning efforts.

Effective Communication and Track of Shared Governance: I consistently received positive feedback on my communication skills as an administrator. For instance, as the interim department head, the department faculty and staff received weekly updates from me after each executive committee meeting. Also, as a firm believer in the importance of shared governance, I aim to create an environment where all views are heard and considered. Under my leadership as Associate Dean, committees worked in harmony, and many tasks were accomplished with faculty support.

Support for Educational Opportunities, Proactivity for Policymaker Scrutiny, Commitment to Accountability: As the Associate Dean, it is my job to stay up to date with the developments in the higher education domain, including those with the State of Texas legislature. As a public institution of higher education, A&M Commerce is charged with providing educational opportunities for the citizens of Texas and beyond. Our focus has been to use our limited funds to support student success. We provided multiple opportunities for scholarships to our students. My role required interviewing every student on probation to learn about their plans to return to college and succeed in graduating. Most of these were first-generation college students who needed an educator, rather than an administrator, to motivate them to continue their educational journeys. I believe I effectively served in that role. In terms of diversity and inclusion, my global teaching experiences in the U.S., China, and Turkey have allowed me to engage with diverse student populations, which has significantly shaped my teaching philosophy. I am deeply committed to fostering inclusive environments where all students feel valued and supported. As Associate Dean, I have consistently advocated for equitable policies in hiring and curriculum development and mentoring of students and junior faculty from underrepresented backgrounds to help them thrive in their academic and professional careers.

Launch of Programs, Evidence of Fundraising, Fiscal Responsibility: In 2016, when the college attempted to launch a doctoral program, I prepared a proposal for the university administration and beyond. In 2020, I prepared the original proposal for the supply chain management graduate program. The supply chain program is currently in effect and is growing. While I am still

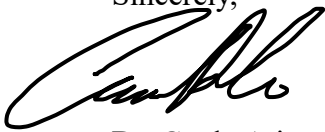
developing my fundraising experience, I am enthusiastic about collaborating with the university's philanthropy units. My plan is to dedicate significant time to building long-overdue relationships with alumni and to join a training program designed to equip higher education leaders with fundraising skills. My previous experience with securing a \$100,000 grant for the Faculty Center for Excellence demonstrates my commitment to resource development, and I look forward to further enhancing my abilities in this area. As the Associate Dean, my job is to oversee the college's finances and influence significant budgetary decisions. One example is the Summer 2024 earnings of the college. The college generated significantly higher revenues this Summer, and my efforts in tracing finances and optimizing course schedules and personnel appointments played a significant role in that outcome.

Organizational Skills, Strategic Thinking, and Understanding of Environment: During my career as a faculty member at multiple institutions, I have served on and led several strategic committees, such as the Dean's Search Committee, Accreditation Committee, Faculty Committee, Graduate Committee, Research Committee, Executive Committee and more. We are in the final stages of the CIR2 accreditation process of the College of Business, which requires strategic tasks like revision of the strategic plan, revision of the risk analysis, conducting the environmental analysis, and preparation of the CIR2 report. All these tasks required both organizational and strategic thinking skills. We are confident that the college will receive a reaffirmation of accreditation.

Integrity, Ethics, Transparency, Confidence, Humility, and Welcoming of Challenge and Feedback: My way of dealing with problems has always been through integrity and ethical decision-making. There may be multiple parties in the college who may not always agree with me, but I am confident they respect my integrity. As an organizational science researcher, one of the main reasons for organizational failure is the need for more transparency. Transparency requires open meetings, open agendas, and effective and timely communication. My track record as the Associate Dean is evidence of that. Also, having the self-efficacy to welcome challenges and feedback is critical for a dean's success. I aim to do that while maintaining my humility as a professional.

I am excited about the opportunity to bring my experience and vision to the Dean's position. I am confident that my leadership, commitment to student success, and collaborative approach will contribute to the continued growth and success of the College of Business. I would welcome the chance to discuss my qualifications further and am enthusiastic about the possibility of serving as the next Dean.

Sincerely,

A handwritten signature in black ink, appearing to read 'Guclu Atinc', written in a cursive style.

Dr. Guclu Atinc