

Dear Search Committee:

I am applying for the position of Dean of the McLane College of Business at the University of Mary Hardin-Baylor. Based on responsibilities and qualifications listed in the *HigherEdJobs.com* website as well as my desire to return to a Christ-centered university, I am well prepared to served. Below, I expand on my qualifications, skills and abilities important to you.

I serve as dean of the Norris-Vincent College of Business (NVCOB) at Angelo State University, which earned initial AACSB accreditation during my tenure. I manage a \$7M budget composed of fifty full-time faculty and staff. The NVCOB has 1000 undergraduate majors and 250 graduate students within two academic departments: Management & Marketing and Accounting, Economics, & Finance. Additionally, the NVCOB houses an SBDC; an Air Force ROTC program, Detachment 847; and the Center for Student Success – full time professional advisors who also manage professional development opportunities for business students.

I have served (serving) as dean or department chair at three different schools, held an endowed chair of operations management, and successfully assisted all three schools in their pursuit of initial AACSB accreditation, including Union University in Jackson, TN. At Union, I served as faculty, department chair, manager of assurance of learning, and as the Faculty Athletic Representative. As evidence of my commitment to a Christ-centered education, I have listed Dr. Karen Miller, Dean of the McAfee College of Business at Union as a reference; however, please contact anyone at Union including President Dub Oliver, Dr. Hunter Baker, Athletic Director Mark Campbell, my pastor, Eugene Brandt with Fellowship Bible Church (Jackson, TN), or anyone else. You should have no doubt that I am fully supportive of UMHB's mission and values.

I have published over thirty PRJ articles and maintain a productive and high-quality research agenda. As evidence of my engagement and impact, a Google search of "tiger pace of play modeling" will generate some of my work. In the world of sports analytics, I am one of a few who model pace of play at golf courses, which allows me to regularly consult with the United States Golf Association. This summer, I developed an [iOS app](#), developing the first quantitative measure of how a golf green holds a golf approach shot.

Since earning initial accreditation, the NVCOB continues to aggressively move forward. (1) We completed the 2022-2027 strategic plan and (2) are enhancing our curriculum. For (1), the strategic planning committee, collaborating with our stakeholders: ASU leadership, faculty, staff, students, alumni, and the NVCOB Advisory Council, has developed an updated Mission and Vision and developed a strategic plan with measurable impactful goals. For (2), curriculum efforts include developing (a) an MS in Business Analytics that is a partnership with the Computer Science department; (b) a banking-in-excellence certificate mirrored after Texas Tech's program; and (c) an MS Healthcare residency program partnering with local healthcare partners. In fall 2021, the NVCOB enrolled our first cohort of students for our new Bachelor in Commercial Aviation (BCA) program. The BCA has over 130 students in the program this fall, greatly exceeding enrollment expectations.

At Angelo State, our university president is beginning his third year. One of his initiatives was to overhaul Angelo State's [values](#). I led a committee to recognize ASU students, faculty, and staff who exhibited our values. I proposed values-in-action (VIA), which is a simple regular recognition of behaviors associated with our values. As dean, I piloted this within the NVCOB. Keep in mind that VIA is not new. I 'stole' the idea while serving on an advisory board for the southwest network of Small Business Development Centers (SBDC). This year, ASU has adopted and modified to establish [RAVE](#). I am proud that ASU had adopted, and I am a firm believer in a values-based organization.

I am active in the community, building relationships and identifying community needs that the NVCOB can meet. I serve on the San Angelo Chamber of Commerce's Economic Development Advisory Council. Last fall, the NVCOB announced a banking program patterned after Texas Tech's Excellence-in-Banking. I have raised over \$300,000 with a goal of a \$1MM+ endowment by the end of 2023. I am working with development to grow the endowment through agreements with local bankers/financial institutions and friends of the NVCOB. As dean, I have been awarded over \$350,000 in grants – one of which is to establish a financial wellness program within the NVCOB. During the spring and summer of 2022, as PI, I was the recipient of a Department of Education Accelerated Workforce grant to increase

internships. The NVCOB produces over seventy internships per year with the expectation to double this over the next four years.

In leadership, I believe that you can manage only what you can measure. I try my best to be data driven in my decision making. My background in systems management and business process improvement has given me the skill set to accomplish large, complex tasks. Additionally, I have worked at five different universities, three companies, and consulted with dozens of organizations. These experiences have given me the confidence to add value to any organization. Perhaps the best example of my ability to manage change is the fact that I have successfully served and led business schools, despite not having a traditional business degree. One reason is that I know what I don't know and lean on those with domain expertise in accounting, marketing, finance, economics, and management.

I entered academia from industry because of my passion for working with students. I am a first-generation college student and a member of the Seminole Nation of Oklahoma; therefore, I am very aware of the anxieties of attending college. Consequently, I do my best to spend as much time with students both inside and outside of the classroom. I have used my data analysis skills to develop a logistic regression model to predict student retention likelihood and identify the relationships between course capacity and utilization on student success, enrollment, and retention.

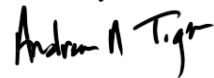
I earned my Ph.D. in industrial engineering from the University of Houston and hold a B.S. and M.S. in industrial engineering from the University of Oklahoma. My area is operations research, which overlaps with many business disciplines including operations management, supply chain management, and analytics. In industry, I have worked for a fortune 50 company and for both large and small private companies, primarily as a supply chain and analytics consultant. Before entering academia, I worked for Minnesota Mining and Manufacturing (3M) as a supply chain analyst, working on projects involving products such as 3M's Magic Tape. My decision support toolbox consisted of linear programming, simulation, and risk management software. I also worked for E&J Gallo Winery as an operations research analyst and as an external consultant with AspenTech, which develops supply chain management software primarily for the process industry. My clients included Exxon and Phillips.

To summarize, I have worked successfully in academia and industry. I have consulted, taught, and managed. I have taught using a variety of delivery formats. I have conducted research and co-authored with those in management, marketing, accounting, economics, MIS, and engineering. I have raised \$400,000 in grants; \$4 million in state and federal funding for commercial aviation and over \$300,000 in private donations. I love being on a college campus, arriving early and staying late. I believe my proven rapport with faculty, students, and the community; productivity; technical expertise; and desire to return to a Christ-centered university make me a great candidate to serve as Dean of the McClane College of Business.

Included in my application are my CV, transcript copies, course evaluations, and a description of my Christian beliefs and commitments.

I am excited about this opportunity, and I look forward to hearing from you!

Sincerely,

A handwritten signature in black ink that reads "Andrew A. Tiger". The signature is written in a cursive, slightly slanted style.

Andrew A. Tiger, Ph.D.