TEXAS A&M UNIVERSITY

UNIVERSITY TEXARKANA ™

EMPOWER. ENGAGE. EXCEL.

TEXAS A&M UNIVERSITY-TEXARKANA
STRATEGIC PLAN
2021-2023

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MESSAGE FROM THE PRESIDENT

Dear Friends,

Here at A&M-Texarkana, we share a common saying – "It's all about the students". As we set goals and plan strategically to achieve those benchmarks, it is with what is best for our students at the core of every decision. While enrollment growth is crucial to our ability to provide expanded degree programs and services, we steadfastly maintain our commitment to remain true to who we are as a university. We are the Eagle Family and we value our distinctive spirit and close-knit community of higher education where faculty and staff get to know our students personally and invest in their futures.

We are committed to providing our students an exemplary public higher education and to raising the educational attainment level of the East Texas region, state, and beyond. To accomplish these goals requires us to review and refresh our strategies and performance measures and to act as accountable and efficient stewards of the resources with which our university has been entrusted.

Texas A&M University-Texarkana has achieved so much over the last half century. This extension of our 2015-2021 strategic plan reflects on our achievements during that period and outlines our goals and strategies for 2021-2023. As we pause to look back, the only thing better than realizing how far we've come is to think about how much further we can go!

Emily F. Cutrer

Emily F. Cutrer, Ph.D.
President
Texas A&M University-Texarkana

CORE VALUES

ACADEMIC EXCELLENCE

As a university community, academic excellence is the cornerstone of our work, and we share a passion for providing our students with the highest quality education.

Whatever our individual roles, we strive to meet the highest standards of performance and to deliver our personal best to establish A&M-Texarkana as a leader in higher education.

STUDENT SUCCESS

We believe that with the required tools, encouragement, and personal determination, each individual is capable of achieving success.

We believe that an integrated academic and social experience, one that engages students in the learning process both inside the classroom and out, fosters persistence, graduation, and lifelong learning.

Our faculty, staff, and administration work together to ensure that learning and success are woven into the cultural fabric of the university and that a defining characteristic of A&M-Texarkana is its commitment to being a true learning community.

COMMUNITY ENGAGEMENT AND LEADERSHIP

At A&M-Texarkana we look to the larger community as a partner that enriches our curriculum, teaching, and learning; enhances opportunities for scholarship, research, and creative activity; and helps prepare our students for their careers and to assume active roles as citizens.

In short, we see our region as an extension of our classrooms and laboratories.

This relationship is reciprocal and demands that we, in turn, be a resource to our community, providing expertise to address local issues as well as opportunities for cultural and intellectual enrichment and professional development.

MISSION

As a member of The Texas A&M University System, Texas A&M University-Texarkana is a comprehensive regional university that provides students with academically challenging, engaging, and rewarding educational experiences through quality teaching, scholarship, student support services, co-curricular programming, research, and service. Through the personal attention of our faculty and staff, students are afforded the opportunity to acquire the knowledge, abilities, and skills to become leaders in their chosen profession and to prepare for the opportunities of serving in a global environment.

VISION

As a first-choice institution known for academic excellence, student success, and community leadership, we will provide our students an exemplary public higher education. We will deliver cutting-edge graduate and continuing education that meets the needs of our region's employers. And we will be so integrated into the life of our region that we will be recognized by the Carnegie Foundation with the Community Engagement classification.

ACHIEVEMENTS 2015 - 2021

GOAL 1 – **Texas A&M University-Texarkana will provide the best public undergraduate experience in Texas from freshman year to graduation, one that maintains its commitment to the liberal arts and sciences tradition, while transforming that tradition for the 21st century. As a relatively young and small institution, A&M-Texarkana has the opportunity to be innovative and nimble, shaping its practices to match national best practices in undergraduate education and contributing itself to the national dialogue about how higher education can improve learning and retention.**

- Achieved Southern Association of Colleges and Schools Commission on Colleges (SACSCoC) accreditation

- Achieved program accreditations - Association to Advance Collegiate Schools of Business (AACSB) and Accreditation Board for Engineering and Technology (ABET)

- Consolidated three colleges into two – The College of Business, Engineering, and Technology (CBET) which combined the previously stand-alone College of Business with the engineering and technology programs from the former STEM college and the College of Arts, Sciences, and Education (CASE)

- Enhanced the campus footprint with the addition of two new buildings – the Patterson Student Center and the Building for Academic and Student Services (BASS), enlarged the Central Plant to provide much-needed office space, renovated areas of University Center for optimal space utilization, and added and remodeled lab space in the Science and Technology building

- Established baseline metrics to measure growth and track progress

- Completed phases I and II of the Academic Master Plan

- Re-established our first-year experience program and aligned it with Foundations of Excellence criteria

- Assessed and refined student advisement process

- Strategically developed student life programming to align with university learning goals

- Continued to develop an intercollegiate athletics program with an emphasis on the student-athlete and leadership development

ACHIEVEMENTS 2015 - 2021 CONT.

- Refined budget processes and aligned with strategic plan
- Developed data-informed enrollment plan
- Established a new faculty orientation process
- Developed honor code for students
- Developed codes of conduct for staff and administration
- Aligned university fundraising initiatives with strategic objectives
- Developed documented processes and procedures to ensure operational clarity

GOAL 2 – Texas A&M University-Texarkana will serve the educational needs of the community beyond the traditional undergraduate experience.

- Restructured Enrollment Services to better meet the needs of current and prospective students, faculty, staff, and the university community
- Developed first doctoral program – Doctor of Education Leadership
- Created Office of International Studies to provide opportunities for global learning for all students and faculty
- Created Office of Extended Education and Community Development to enhance and develop extended learning opportunities
- Developed the Better East Texas (BET) Initiative – an educational strategy to address the needs of our historically underserved region. The goal of BET is to improve the quality of life in East Texas by raising the region's level of higher education attainment. Phase I included the development of a Master of Social Work (MSW), Bachelor of Social Work (BSW), Master of Nursing – Advanced Practice Nurse (APN) with a specialty in Psychological Mental Health (PMHNP), Bachelor of Science in Mechanical Engineering (BSME), and Certificate in Paper Engineering. Phase II, which was funded by the 87th Legislature, will include the development of a Doctor of Physical Therapy (DPT) and the creation of the Northeast Texas Institute for Financial Wellness and Literacy (NTIF).

ACHIEVEMENTS 2015 - 2021 CONT.

GOAL 3 – Texas A&M University-Texarkana will raise the educational attainment level of the East Texas region and beyond by achieving a student population of 2700 students.

- Strengthened relationships with the Ministerial Alliance
- Partnered with groups such as Dallas Promise to recruit students to A&M-Texarkana
- Established an office for recruitment at Texarkana College

GOAL 4 – Texas A&M University-Texarkana will become a truly "community engaged" institution known for the depth of its collaboration and partnerships with the larger community. The University will not only look to our community as a resource to enrich curriculum, but will also be recognized as a "first choice" resource for the region, providing guidance and expertise in addressing critical issues – economic, social, environmental, etc. – and partnering with business and agencies to solve those problems. In recognition of these achievements, Texas A&M University-Texarkana will be the first Texas A&M campus to achieve the Carnegie Community Engagement classification.

- Established Experiential Learning (EL) thru the Quality Enhancement Plan (QEP) and developed EL Designated courses
- Developed the foundation for application for the Carnegie Community Engagement classification thru QEP
- Created PLACE (Program for Learning and Community Engagement) to establish an annual academic theme
- Created The Big Event as an opportunity for our Eagle Family to participate in service projects throughout the area as a thank you to our community for its support

ANNUAL ECONOMIC IMPACT
$105.5 MILLION

In FY 2018-19, A&M–Texarkana added $105.5 million in income to the Texarkana Service Region* economy, a value approximately equal to 1.1% of the region's total gross regional product (GRP). Expressed in terms of jobs, A&M–Texarkana's impact supported 2,034 jobs. For perspective, the activities of A&M–Texarkana and its students support one out of every 67 jobs in the Texarkana Service Region.

OPERATIONS SPENDING IMPACT

A&M–Texarkana employed 508 full-time and part-time faculty and staff. Payroll amounted to $23 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses.

The net impact of the university's operations spending added $28.9 million in income to the regional economy in FY 2018-19.

STUDENT SPENDING IMPACT

Approximately 42% of students attending A&M-Texarkana originated from outside the region. Many of these students relocated to the Texarkana Service Region.

The expenditures of relocated and retained students in FY 2018-19 added $2.8 million in income to the Texarkana Service Region economy.

ALUMNI IMPACT

The net impact of A&M-Texarkana's alumni currently employed in the regional workforce amounted to $70 million in added income in FY 2018-19.

IMPACTS CREATED BY A&M-TEXARKANA IN FY 2018-19

Operations spending impact
$28.9 million
+

Construction spending impact
$3.4 million
+

Visitor spending impact
$0.4 million
+

Student spending impact
$2.8 million
+

Alumni impact
$70.0 million

TOTAL ECONOMIC IMPACT
$105.5 million

OR

Jobs supported
2,034

INVESTMENT ANALYSIS

STUDENT PERSPECTIVE

A&M–Texarkana's FY 2018-19 students paid a present value of $12.8 million to cover the cost of tuition, fees, supplies, and interest on student loans.

In return for their investment students will receive $118.6 million in increased earnings over their working lives.

TEXAS ECONOMIC PERSPECTIVE

In FY 2018-19 Texas invested $74.9 million to support A&M–Texarkana. In turn, the Texas economy will grow by $406.1 million, over the course of students' working lives. Society will also benefit from $25.2 million of public and private sector savings.

For every $1...

Students gain in lifetime earnings
$4.10

The Texas economy gains in added income and social savings
$5.80

In total...

Taxpayers gained in added tax revenue and public sector savings
$32.0 million

STRATEGIC GOALS 2021-2023

1. Texas A&M University-Texarkana will provide its students an exemplary public higher education – one that draws on the rich liberal arts and sciences tradition to equip learners with 21st century holistic and field specific competencies.

   Aligns with System Imperative 3*

2. Texas A&M University-Texarkana will raise the educational attainment level of the East Texas region, state, and beyond by increasing its student population while working to achieve the goals of the Texas Higher Education Coordinating Board in its 60x30 TX initiative.

   Aligns with System Imperatives 1 and 2*

3. Texas A&M University-Texarkana will be a community-engaged institution, addressing critical regional issues, through collaboration and partnerships.

   Aligns with System Imperative 5*

4. Texas A&M University-Texarkana will provide a positive environment for all staff and faculty that is supported through professional development, leadership proficiency, and a wellness-focused campus.

   Aligns with System Imperatives Vision:
   We will be the system of choice for students, employers, faculty and staff, and research funders. As a system, we recognize the important contributions of faculty and staff and are committed to recruiting, retaining, and supporting the talent that is so critical to our collective success.*

5. Texas A&M University-Texarkana will act as an accountable and efficient steward of the resources with which our university has been entrusted.

   Aligns with System Imperative 6*

*https://assets.system.tamus.edu/files/strategicplan/pdf/2016-2021-TAMUS_FINAL.pdf

STRATEGIC GOALS 2021 - 2023
WITH STRATEGIES

GOAL 1

Texas A&M University-Texarkana will provide its students an exemplary public higher education – one that draws on the rich liberal arts and sciences tradition to equip learners with 21st century holistic and field specific competencies

STRATEGIES

- Become a leader in the incorporation of best practices into the undergraduate experience including first year experience, common intellectual experience, problem-based learning, HIPS, and global education

- Develop a variety of student life experiences, guided by intentional learning goals integrated with our curricula

- Improve our course and program level assessment activities, including pursuing specialized accreditations where warranted

GOAL 2

Texas A&M University-Texarkana will raise the educational attainment level of the East Texas region, state, and beyond by increasing its student population while working to achieve the goals of the Texas Higher Education Coordinating Board in its 60x30 TX initiative.

STRATEGIES

- Develop agreements with our regional schools, community colleges to make the pathway from high school to the university degree both visible and accessible

- Expand student retention and success programming

- Increase scholarship opportunities

STRATEGIC GOALS 2021 - 2023
WITH STRATEGIES CONT.

GOAL 3

Texas A&M University-Texarkana will be a community-engaged institution, addressing critical regional issues, through collaboration and partnerships.

STRATEGIES

- Develop active community advisory boards at multiple levels with the university
- Develop and expand degree and certificate programs guided by the unique environment and the needs of the organization within the region
- Promote the incorporation of experiential learning in undergraduate teaching (QEP)
- Provide opportunities for members of the university community to undertake active service roles in the larger community
- Become a first-choice partner of community organizations to meet community needs

GOAL 4

Texas A&M University-Texarkana will provide a positive environment for all staff and faculty that is supported through professional development, leadership proficiency, and a wellness-focused campus.

STRATEGIES

- Provide professional development opportunities for faculty and staff
- Develop leadership proficiency
- Be wellness-focused

STRATEGIC GOALS 2021 - 2023
WITH STRATEGIES CONT.

GOAL 5
Texas A&M University-Texarkana will act as an accountable and efficient steward of the resources with which our university has been entrusted.

STRATEGIES

- Identify and facilitate additional sources of revenue

- Measure and report on KPIs

- Create efficiency through increased collaboration (breaking down barriers)

STRATEGIC PLANNING AND BUDGET BOARD
2022 - 2023

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