

SHARING A VISION
NAVIGATING THE PATH
CREATING OUR FUTURE



TEXAS A&M UNIVERSITY-TEXARKANA™
The A&M of East Texas

STRATEGIC PLAN
2015-2016

OUR

Sharing a Vision



Mayor Bob Bruggeman discusses A&M-*Texarkana's* economic impact with members of the leadership team.

OFFICE OF THE PRESIDENT

www.TAMU.edu



Dear Friends,

While we are setting and achieving annual strategic objectives, our sights are set on the year 2020-21 when Texas A&M University-*Texarkana* will celebrate many significant milestones:

- 10 Years** as a Comprehensive University
- 25 Years** of Membership in The Texas A&M University System
- 50 Years** of Serving the *Texarkana* Region

Each benchmark we achieve brings us closer to our ultimate goal of providing the best public undergraduate experience in Texas from freshman year to graduation. We strive to maintain our commitment to the liberal arts and sciences tradition while transforming that tradition for the 21st century and offering a broad array of professional programs.

Now more than ever, our deep commitment to weaving experiential learning into the fabric of our curriculum and to sharing our expertise in finding solutions to community issues will serve as a catalyst in providing community engagement and leadership.

We are *the* A&M University of East Texas – serving the students of our region and our world... developing tomorrow's leaders today.

Emily F. Cutrer, PhD
President
Texas A&M University-*Texarkana*

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FUTURE

Texas A&M University-**Texarkana**: The A&M of East Texas

In developing this strategic plan, the Texas A&M University **Texarkana** community has set its sights on being THE Texas A&M campus for east Texas—and beyond. Historically, Texas A&M-**Texarkana** has served primarily the city of **Texarkana** and the small towns and rural areas within a fifty mile radius. With its move to a new campus and downward expansion in 2010 and the addition of residence life in 2011, the University is developing the capacity for a much extended reach throughout the entire east Texas region and well beyond. This expanded focus is both paradigm shift and cultural change for the University and its stakeholders. As such, it will require much hard work to scale and expand our programming and processes, as well as thoughtful communication with our community stakeholders to enhance their understanding of our mission and vision.

More than a rebranding or marketing initiative, this expansion will transform the way in which our university is viewed regionally and nationally – and the way we view our university from within looking outward. While we remain committed to elevating the educational attainment level of **Texarkana** and the surrounding region, we also aim to be a magnet attracting students nationally and internationally who are seeking academic excellence in an environment where they will receive personalized attention and resources to achieve their goals. By further honing our focus on student success, our university will be known for our commitment to ensuring that every student reaches their full potential. And by looking to our region as educational partners, Texas A&M-**Texarkana** will not only provide students with an opportunity to apply what they learn to “real life” situations—and thus develop their problem-solving and leadership skills—but we will also assist our community partners in addressing the challenges and opportunities they face in a rapidly changing world.

Vision

As a first-choice institution known for **academic excellence**, **student success**, and **community leadership**, we will provide the best public undergraduate experience in Texas. 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.

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.

EXC

Navigating the Path

Guiding Beliefs

PASSION FOR EXCELLENCE

Excellence is the goal of every member of the Texas A&M-*Texarkana* Community.

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.

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.

Not content with the status quo, we continually evaluate ourselves in relation to national standards and practices and innovate and adapt in order to improve our performance.

CULTURE OF LEARNING AND SUCCESS

Texas A&M-*Texarkana* is a success-oriented university.

We believe that with the required tools, encouragement, and personal determination, each individual is capable of achieving success and that it is our community's responsibility to provide the necessary support.

We are especially committed to our students' success and 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 Texas A&M-*Texarkana* is its commitment to being a true learning community.

ELLENCE

COMMUNITY ENGAGEMENT AND LEADERSHIP

Among the greatest gifts we offer the community that established us are the graduates who will be its economic, cultural, and civic leaders.

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.

STEWARDSHIP OF VALUABLE RESOURCES

Resources are valued, conserved, and utilized to the greatest benefit for our students and our future.

Fundamental to our ability to provide a high quality education to students now and in the future is our commitment to the wise and effective use of our resources.

We possess a deep appreciation for the resources with which our university has been entrusted – financial, natural, and human – and recognize our responsibility to carefully steward their use.

We consistently employ sustainable practices and operations, and the good of our greatest resource – the people who make up the A&M-*Texarkana* family – is at the heart of our decision making.

INTEGRITY, HONESTY, AND VISIBILITY

Each and every decision and action of our university must be grounded in the principles of integrity, honesty, and visibility.

The business of our university is conducted in such a way that we welcome the scrutiny of any stakeholder, and our values are clearly communicated in writing and reflected in our deeds.

We are honest. We are accountable. We are committed to the constant work required to earn and remain worthy of trust.

SUCCESS

Creating Our Future

STRATEGIES	PERFORMANCE MEASURES*
Develop a freshman year program that intentionally addresses all the dimensions recognized as criteria for excellence in the first year.	Continuous improvement of baseline data from Foundations of Excellence data from 2014-2015 in each of the dimension areas.
Become a leader in the incorporation of high impact practices into undergraduate curricula.	<ul style="list-style-type: none">• Number of courses incorporating high impact practices• Percentage of students• Percentage of students completing courses with high impact practices• Annual NSSE data
Expand problem-based learning, using the region as a living laboratory across the curriculum.	<ul style="list-style-type: none">• Number of courses with community-based learning component• Number of community service learning courses• Percentage of students completing courses with community-based learning components• Percentage of students completing community service-learning courses
Improve student achievement in each of the A&M system and LEAP learning outcomes (on which system outcomes are based).	<ul style="list-style-type: none">• Annual student learning outcome assessments

*Targets set after baseline established

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.

STRATEGIES	PERFORMANCE MEASURES*
Develop a variety of student life experiences, guided by intentional learning goals and integrated with our curricula.	<ul style="list-style-type: none"> • Number of student life activities associated with student life learning outcomes • Number of student life activities associated with program curricula • Percentage of students participating in programs associated with student life learning outcomes or program curricula.
Expand opportunities for global education.	<ul style="list-style-type: none"> • Number of international partnerships • Number of international students • Number of TAMUT students studying outside the United States • Number of courses incorporating global content
Provide support needed by our faculty to be effective and innovative teacher-scholars.	<ul style="list-style-type: none"> • Percentage of faculty completing Experiential Learning Certificate • Percentage of faculty completing Quality Matters Certificate • Annual number of faculty development workshops and attendance • Funds expended on faculty research • Funds expended on faculty travel for research and research presentations
Use technological tools and analytics to address students' learning and scheduling needs and keep them on track for graduation.	<ul style="list-style-type: none"> • Percentage of students using degree planning tools • Student satisfaction survey questions about technological support • Percentage of faculty using warning systems
Achieve program accreditation in all applicable fields, while successfully maintaining SACSCOC accreditation.	<ul style="list-style-type: none"> • SACSCOC reaffirmation 2016-17 • CACREP reaccreditation 2017-2018 • ABET accreditation by 2018 • AACSB accreditation by 2019

*Targets set after baseline established

Goal 2:

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

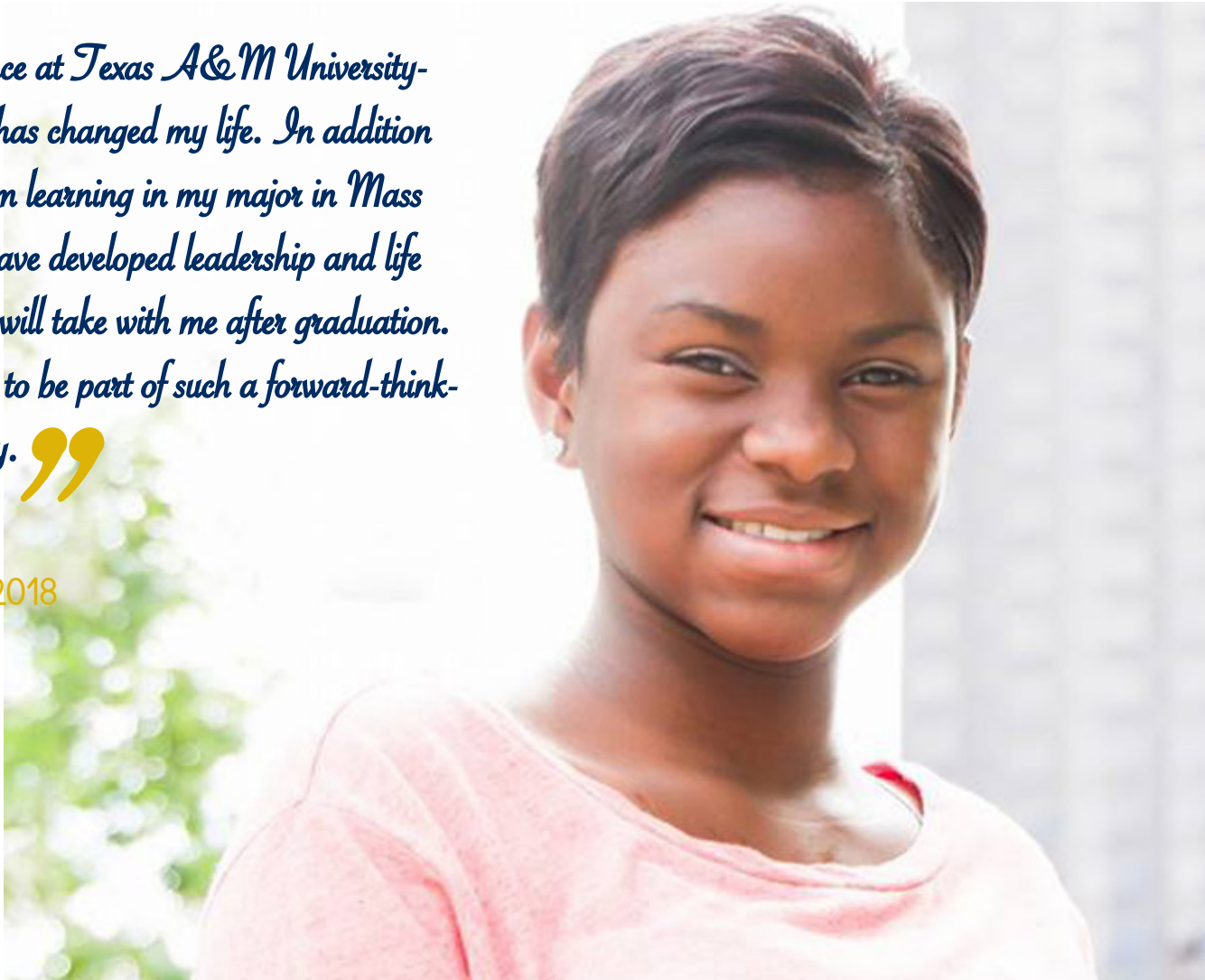
STRATEGIES	PERFORMANCE MEASURES*
Develop high-quality on-line learning opportunities at both the undergraduate and graduate level.	<ul style="list-style-type: none">• Percentage of faculty teaching online completing Quality Matters training• Percentage of courses following Quality Matters rubric• Student satisfaction surveys
Expand degree completion opportunities for returning adult learners.	<ul style="list-style-type: none">• Number of BAAS majors• Persistence and graduation rates for BAAS majors• Number of degree completion pathways
Expand the number and diversity of career-oriented graduate degrees in keeping with analysis of our region's needs.	<ul style="list-style-type: none">• Number of graduate degrees• Employer satisfaction with graduate program graduates
Become the primary site for the 4-state region and beyond for high-level career enhancing certificate and continuing professional education programs responsive to the needs of employees and employers in the region.	<ul style="list-style-type: none">• Number of programs• Number of students enrolled in programs• Student satisfaction surveys• Employer satisfaction surveys

*Targets set after baseline established

SUCCESS

“My experience at Texas A&M University-Texarkana has changed my life. In addition to what I am learning in my major in Mass Comm, I have developed leadership and life skills that I will take with me after graduation. I am proud to be part of such a forward-thinking university.”

-Shannon,
Class of 2018



Goal 3:

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

STRATEGIES	PERFORMANCE MEASURES*
Develop agreements with our regional schools and community colleges to make the pathway from kindergarten to a university degree both visible and accessible.	<ul style="list-style-type: none">• Number of active 2+2 degree programs• Number of students completing 2+2 programs• Number of outreach programs to area schools• Percentage of students in outreach programs matriculating to higher education institutions
Expand recruitment and outreach beyond Bowie, Miller, and surrounding counties along major transportation corridors in East Texas and into the broader four state area.	<ul style="list-style-type: none">• Percentage of students from outside Bowie and Miller counties• Number of students from beyond local counties• Number of out-of-state students
Conduct intentional outreach to underserved populations, particularly African-American and Hispanic populations.	<ul style="list-style-type: none">• Number of outreach activities to underserved populations• African-American enrollment of at least 25%• Hispanic enrollment of at least 15%
Establish bridge programming that helps capable, but under-prepared, students gain the skills they need to be successful in their first year.	<ul style="list-style-type: none">• Number of Eagle Access sections offered in summer• Number of students enrolled• Percentage of students moving from summer bridge to fall enrollment• Percentage of summer bridge students persisting to sophomore year.

*Targets set after baseline established

SUCCESS

STRATEGIES	PERFORMANCE MEASURES*
Expand student success programming.	<ul style="list-style-type: none">• Dollars budgeted for student success programming• Number of tutoring and supplemental instruction hours• Percentage of success (A,B, or C) for students who use tutoring and supplemental instruction services• Persistence and graduation rates for students in Eagle Access, TRIO, etc. programs• Number and dollar amount of government and foundation grants for student success programs.
Expand the honors program.	<ul style="list-style-type: none">• Number of students enrolling in program• Percentage of underrepresented students in honors program
Increase scholarship opportunities for students.	<ul style="list-style-type: none">• Dollar amount of scholarships awarded• Number of scholarships awarded
Achieve 2020 stretch goals for student success submitted to Texas A&M University system.	<ul style="list-style-type: none">• 70% first year persistence rate• 40% four year graduation rate• 50% six year graduation rate• 90% first year persistence rate for full-time transfer students• 85% four year graduation rate for full-time transfer students

*Targets set after baseline established

SUCCESS

“As President of our Student Government Association, it has been my privilege to help spearhead efforts to develop our Student Honor Code. Being an A&M-Texarkana student means striving to live this standard of ethics – now and in the future.”

-Heath,
Class of 2016



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 our region, providing guidance and expertise in addressing critical issues—economic, social, environmental, etc.—and partnering with businesses 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.

STRATEGIES	PERFORMANCE MEASURES*
Develop active community advisory boards at multiple levels with the university.	<ul style="list-style-type: none"> • Number of community advisory boards and frequency of meetings • Meeting attendance
Develop and expand degree and certificate programs guided by the unique environment and the needs of organizations within the region.	<ul style="list-style-type: none"> • Number and enrollment in degree/certificate programs
Expand internships and community service learning opportunities.	<ul style="list-style-type: none"> • Percentage of students participating in internships • Number of internship partners • Number of service learning courses • Percentage of students participating in service learning
Provide opportunities for members of the university community to undertake active service roles in the larger community.	<ul style="list-style-type: none"> • Number of community service hours logged by students • Number of community service projects • Percentage of students engaged in community service • Number of faculty, staff, and students serving on community boards
Become first-choice partner of community organizations to meet community needs.	<ul style="list-style-type: none"> • Number of active community partnerships • Number of faculty serving as “experts” • Community attendance at campus events • Community use of facilities

*Targets set after baseline established

PURP

Each year we develop and closely monitor a set of annual goals and objectives in support of our strategic plan. In the first year under our strategic plan (2014-15), our focus was primarily on Goal 1 with an emphasis on shaping our practices to match national best practices in undergraduate education to improve learning and retention. Our strategic objectives for the current year (on the following pages) continue to focus on this goal but also include steps toward our goals of serving needs of the community beyond the traditional undergraduate experience, raising the educational attainment level of the East Texas region and beyond, and becoming a truly community engaged institution.

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“ I chose A&M-Texarkana because I received a scholarship that covered some of my academic and living expenses. I wouldn't have been able to go to college without the amazing support of the friends of our university. ”

-Jenna,
Class of 2016

PURP

STRATEGIC OBJECTIVES 2015-16

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.

- Reorganize Enrollment Management to streamline processes and enhance services to meet or exceed higher education standards.
- Implement strategies to meet SACSCOC accreditation processes
- Measure, track and report our growth in excellence utilizing baseline metrics
- Develop rewards program for faculty, staff, and students to recognize excellence
- Develop strategies to meet goal that at least 80% of our graduates will be employed, placed, or in graduate school within 12 months of graduation
- Continue measurable progress in achieving program accreditation and explore opportunities for new accreditations
- Strengthen academic expectations by establishing minimum program requirements
- Write proposal for the McNair Scholars Program
- Acquire approvals for new degrees for implementation in 2016-17
- Continue the development of the FYE program with the implementation phase of FoE
- Define experiential learning and design a plan for implementation
- Continue to develop culture of student engagement
- Establish an annual academic theme as a tradition (CATPALS)

OSE

- Maximize space usage to facilitate student success
- Utilize athletics as a catalyst to enhance student engagement.
- Build a philanthropic culture that aligns with strategic objectives focusing on scholarship and facilities to support student success
- Promote continued cultivation and professional development among all faculty and staff
- Streamline budget processes and strengthen alignment with strategic plan
- Develop, implement, and enhance business intelligence techniques and tools to ensure physical and financial resources are fully used and sustainable
- Promote best practices of energy conservation initiatives in support of The Texas A&M University System Energy Management Program
- Develop a Code of Conduct for Faculty (Code of Conduct for Staff and Honor Code for students developed in 2014-15)
- Develop and communicate Strategic Communication Plan
- Develop baseline metrics for strategic communication plan
- Report progress on goals/objectives in town halls or using other communication tools
- Continue to develop a professional, participative, and positive campus climate
- Develop documented processes and procedures to ensure operational clarity
- Initiate additional grassroots planning by college/division/department in preparation for town halls

PURP

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

- Evaluate and refine transfer student recruitment, enrollment and integration into the university and establish a support system for transfers and non-traditional adult students
- Create a mandatory Financial Literacy program for students who borrow money and provide service as outreach to community
- Establish an Office of International Studies to provide opportunities for global learning for all students and faculty
- Establish an Office of Professional Development to enhance and develop extended learning opportunities

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

- Develop strategic initiatives to increase four-year graduation rate with emphasis on African Americans and Hispanics
- Tie community engagement into diversity initiatives

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

OSE

businesses 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.

- Develop structure to share our expertise with our community
- Initiate an intentional community engagement program through the Office of the President that will position the university to be worthy of the Carnegie Community Engagement Classification
- Commit financial and human resources to community engagement initiatives





STRATEGIC OBJECTIVES 2014-15: Achievements

- Restructured Enrollment Services to better meet the needs of current and prospective students, faculty, staff, and the university community
- Made measurable progress in achieving program accreditations
- Established baseline metrics to measure growth and track progress
- Developed strategies to prepare for upcoming Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process
- 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
- Assesses 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
- Initiated an intentional community engagement program through the Office of the president
- Refined budget processes and aligned with strategic plan
- Developed data-informed enrollment plan
- Hosted student-led “unplugged” event to encourage sustainable practices
- Established a new faculty orientation process
- Aligned university fundraising initiatives with strategic objectives
- Developed honor code for students
- Developed codes of conduct for staff and administration
- Identified areas in need of written procedures and began to develop them

ACHIEVE



RESOLVE

Texas A&M University System EmpowerU 2020 Stretch Goals*



Student Enrollment

Total Undergraduate and Graduate 2700

Student Success

Overall 1st Year Persistence Rate 70%

Overall Four Year Graduation Rate 40%

Overall Six Year Graduation Rate 50%

Hispanic Total Enrollment Rate 15%

African-American Total Enrollment Rate 25%

1st Year Persistence Rate for Full-Time,
Transfer Students 90%

Four Year Graduation Rate for Full-Time,
Transfer Students 85%

Degrees Conferred

Number of Degrees Awarded 700

Financial

Research Expenditures per FTSE
(Full Time Student Equivalent) \$3,000

*Goals submitted to Texas A&M University System published on empoweru.tamus.edu and monitored annually.

2015-16 Strategic Planning and Budget Board

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