



A Member of The Texas A&M University System

2015-2020 Strategic Plan

Student Success

Implement effective, research-based strategies, providing high-quality instruction and student support, through a variety of services, and resulting in timely degree completion by graduates who are prepared for the workforce or for continued study in graduate and/or professional programs.

I.	Goal: Students attending the university will better understand the implications of financial costs and decisions related to the pursuit of a college degree by 2020, as evidenced by a reduction in student debt.
	a. Strategy: Present programs at multiple points of engagement to ensure student awareness of their educational costs and how to finance these costs (e.g. orientation, web resources, parent education, etc.) by 2016.
	b. Strategy: Collaborate among the offices responsible for awarding and disbursing financial aid through programs and training to assist students' understanding of personal money management by 2016.
	c. Strategy: Implement programs and initiatives for incoming students that will assist them in gaining the skills needed for success in college (e.g., studying, time management, and money management) by 2017.
II.	Goal: The university will recruit, admit, and assist academically qualified undergraduate and graduate students who are capable of graduating on time by 2020.
	a. Strategy: Undertake reviews and possible revisions of the standards for university admissions in both graduate and undergraduate programs to be oriented toward student characteristics which coincide with student success at A&M-Commerce by 2016.
	b. Strategy: Reduce average time to graduation by 2% by 2020, by increasing average student credit hour enrollments each semester and establishing time-to-graduation targets by college, department, and program.

c. Strategy: Target and recruit undergraduate alumni to attend graduate school at A&M-Commerce, increasing matriculation to a graduate program by 5% by 2020 for undergraduate alumni.
d. Strategy: Require each academic program to articulate, implement, and measure the effectiveness of an innovative learning strategy for improvement of instruction by 2016.
e. Strategy: Establish common service standards with a more intrusive approach by December 2015, for academic advising personnel across the various colleges and schools to standardize services to undergraduate and graduate students by August, 2016.
f. Strategy: Review and revise as needed by 2016 the automatic institutional scholarships awarded to qualified freshmen each year.
g. Strategy: Increase first-time, full-time freshman fall-to-fall retention and meet A&M-System institutional stretch goal of 73% by 2020.
III. Goal: Texas A&M University-Commerce will provide students expanded opportunities for professional development, research, and internships by 2020.
a. Strategy: Establish and create additional industry partnerships in order to increase placement rates for recent graduates by 5% by 2020.
b. Strategy: Expand student research so that student publications and conference presentations will increase 5% by 2020.
c. Strategy: Increase student access to research/travel grants and incentivize faculty to work with students on research as is applicable to their disciplines by 2020. (See III. a., Scholarship Section, Strategic Plan.)
d. Strategy: Increase the number of student internships by 5% by 2020 through cooperation with hiring organizations and engaging students in seeking internships.
e. Strategy: Create a process by 2016 to involve faculty in intentional mentoring and/or interventions to assist students with improving their academic performance and career planning.

Scholarship

Collaborate in the creation, dissemination, and application of knowledge and creative works through research and scholarly engagement activities that have a meaningful impact on the economic, social, and cultural vitality of our constituents and the world.

I. Goal: The university will foster a dynamic and collaborative culture for research, scholarly, and creative activities by 2020.
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<p>a. Strategy: Establish two Endowed Chair/Professorships by 2020 while working toward establishing one per college or school.</p>
<p>b. Strategy: Increase the number of scholarly products which exhibit collaborations across A&M-Commerce departments by 20% by 2020.</p>
<p>c. Strategy: Increase the number of student presentations or participation at regional, national or international research, scholarly or creative events by 15% by 2020.</p>
<p>d. Strategy: Increase undergraduate student research, scholarly and creative opportunities and participation by 20% by 2020.</p>
<p>II. Goal: The university will promote and reward excellence in research, scholarly, and creative activities by 2020.</p>
<p>a. Strategy: Increase faculty recognition for research, scholarly, and creative activities by 25% by 2020.</p>
<p>b. Strategy: Align faculty salaries in all disciplines to meet or exceed the 75th percentile of national, discipline, and rank-specific salary averages as compared to peer institutions by 2020, so as to retain and attract highly qualified tenured or tenure track faculty.</p>
<p>III. Goal: The university will strengthen its infrastructure to maximize research, scholarly, and creative activities by the timeframes indicated below.</p>
<p>a. Strategy: Increase workload credit or reassigned time for faculty who mentor undergraduate and graduate students in research, scholarly, and creative activity by 20% by 2020.</p>
<p>b. Strategy: Ensure that 80% of semester credit hours are generated by full-time faculty by 2020.</p>
<p>c. Strategy: Increase available research space by improving space (classroom/lab) utilization or adding new research space by 20% by 2020.</p>
<p>d. Strategy: Increase the number of graduate assistantships at a rate equal to or greater than the growth of graduate semester credit hours generated annually.</p>
<p>e. Strategy: Increase the amount of graduate student compensation packages annually at a rate equal to or greater than the growth of graduate semester credit hours generated annually.</p>
<p>IV. Goal: The university will strengthen its position among in-state, peer, and doctoral granting institutions by the timeframes indicated below.</p>
<p>a. Strategy: Add a doctoral program in a practical or applied field by 2020.</p>
<p>b. Strategy: Increase the number of grants submitted by 25% by 2020.</p>

c. Strategy: Increase the number of faculty submitting grants by 25% by 2020.
d. Strategy: Increase funded research expenditures by 50% and decrease the number of no-cost extensions by 20% by 2020.
e. Strategy: Develop a comprehensive annual report (portfolio or newsletter) of research, scholarly, and creative achievements.
V. Goal: The university will optimize policies and procedures to promote research, scholarly, and creative activities by the timeframes indicated below.
a. Strategy: Increase institutional grant support (number of grant-writing workshops/trainings, number of Pivot enrollments, number of meetings with PIs) in research, scholarly, and creative activities by 20% by 2020.
b. Strategy: Develop a faculty workload policy in each college or school by 2016 that balances research, scholarly, and creative activity with semester credit hours generated.
c. Strategy: Create a cost-effective tenured/track faculty appointment model which allows departments to use one-time or externally generated funds to employ faculty members with a designated research emphasis and reduced teaching load by 2017.

Service

Promote excellence in service to members of all internal and external communities.

I. Goal: The President will initiate a process to implement a program by 2020 to meet the criteria of a national quality program that focuses on customer service.
a. Strategy: Identify the individual faculty or staff member best suited to lead the pursuit of a national quality program recognition by the beginning of 2016.
b. Strategy: Submit an application to initiate the preliminary process by the spring semester of 2017.
c. Strategy: Engage in service by identifying the national quality program most suitable to the Texas A&M University-Commerce environment by mid-year 2016.
II. Goal: The university will develop a culture of excellence in service in its internal and external communities among students by 2017.
a. Strategy: Identify the office on campus to collect the data on service projects in their internal and external communities, rendered by various student organizations (to be identified by name) by mid-year 2016.

<p>b. Strategy: Establish the criteria and method for calculations regarding service projects in their internal and external communities among student organizations by the conclusion of 2016.</p>
<p>c. Strategy: Engage the specified student organizations in service projects in their internal and external communities to increase the participation by 2% annually, beginning in 2017.</p>
<p>III. Goal: The university will develop a culture of excellence in service in its internal and external communities among faculty by 2017.</p>
<p>a. Strategy: Identify the office on campus to collect the data on service in their internal and external communities, rendered by various faculty members in all the departments, colleges, and schools by mid-year 2016.</p>
<p>b. Strategy: Establish the criteria and method for calculations regarding service in their internal and external communities among faculty members (departments, colleges, and schools) by the conclusion of 2016.</p>
<p>c. Strategy: Engage faculty members in service in their internal and external communities, to increase their participation by 2% annually beginning in 2017.</p>
<p>d. Strategy: Develop ongoing and cyclical training by the conclusion of 2016 for new and existing faculty members to support a culture of service.</p>
<p>IV. Goal: The university will develop a culture of excellence in service in its internal and external communities among staff members by 2017.</p>
<p>a. Strategy: Identify the office on campus to collect the data on service in their internal and external communities rendered by staff members by mid-year 2016.</p>
<p>b. Strategy: Establish the criteria and method for calculations regarding service in their internal and external communities rendered by staff members by the conclusion of 2016.</p>
<p>c. Strategy: Engage staff members in service in their internal and external communities, to increase participation in such programs by 2% annually beginning in 2017.</p>
<p>d. Strategy: Develop ongoing and cyclical training by the conclusion of 2016 for new and existing staff members to support a culture of service.</p>

Stewardship

Advance the university by demonstrating the quality of our programs and services to an ever-expanding community of supporters. Leverage the value of public, private, and human resources through business practices that are founded in accountability and transparency, and academic practices that are continuously improved through research, assessment, and innovation.

I. Goal: The university will obtain new and utilize existing financial resources for innovation annually.
a. Strategy: On an annual basis, reallocate a minimum of one percent of the annual budget to fund innovative new initiatives and/or meet University priorities.
b. Strategy: Allocate annually one-time seed money for innovative initiatives that would improve operational efficiencies and/or generate future revenues.
c. Strategy: Increase external funding by 2% annually, including federal, state, private and corporate grants, for innovative university priorities. (e.g., external grants, contracts, agreements excluding financial aid).
II. Goal: The university will maintain status as one of the most affordable and financially accessible institutions of higher education in Texas both annually and by 2020.
a. Strategy: Increase percentage of donated funds used for student scholarships by a minimum of 2% annually.
b. Strategy: Maintain administrative costs as a percent of operating budget at no more than 10%, as tracked and reported to the Legislative Budget Board and the Texas Higher Education Coordinating Board in the Accountability Report annually.
c. Strategy: Decrease operating expenses per Full Time Student Equivalent (FTSE) by 2% by 2020 to support the University's Five-Year Stretch Goals as submitted to the Texas Higher Education Coordinating Board.
III. Goal: The university will provide regular updates to campus stakeholders to demonstrate institutional transparency and promote accountability annually.
a. Strategy: Host meetings open to the Commerce community and all university stakeholders and continue participation in Big 6 (comprising university, city, chamber of commerce, hospital district, school district, and economic development corporation representatives).
b. Strategy: Provide, at minimum, an annual published report of the state of the university.
c. Strategy: As it becomes available, publish current university information including, but not limited to, President's Community Updates and minutes from the Budget Review and Development Council.

Diversity

Foster a culture of inclusion whereby people of all backgrounds who live, learn, and work on campus feel welcome and valued. Represent the diversity of the region we serve while respecting individual differences and similarities.

I. Goal: The university will foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at Texas A&M University-Commerce feel welcome and valued by the timeframes noted below.
a. Strategy: Establish a Diversity and Inclusion Committee representative of each college, school, department, and/or division from across the university by 2016.
b. Strategy: Establish a Resource Center to undertake initiatives that promote diversity and inclusion among students, faculty, and staff within two years of the completion of the 2016 Climate Assessment.
c. Strategy: Develop three new programs (e.g. events, activities, learning communities, tutoring sessions, workshops, etc.) per academic year to aid in the retention and graduation of underrepresented students.
II. Goal: The university will establish and meet diversity and inclusion annual goals as identified by the university-wide Diversity and Inclusion Committee.
a. Strategy: Develop a university-wide Diversity and Inclusion Strategic Plan within one year after completion of the 2016 Climate Assessment.
b. Strategy: Develop Strategic Diversity and Inclusion Plans within each college, school, department, and/or division within one year after the completion, approval, and publication of the university-wide Diversity and Inclusion Strategic Plan.
III. Goal: The university will increase underrepresented faculty and staff from the levels in FY2014 by 25% by the year 2020.
a. Strategy: Develop a recruitment plan within each college, school, department, and/or division that complements and supports the larger, university-wide Diversity and Inclusion Strategic Plan one year after its development.
b. Strategy: Develop a retention plan within each college, school, department, and/or division that complements and supports the larger, university-wide Diversity and Inclusion Strategic Plan one year after its development.
c. Strategy: Implement specific strategies for talent acquisition of faculty and staff from underrepresented groups within each college, school, department, and or division annually.
IV. Goal: Texas A&M University-Commerce will be designated as a Hispanic Serving Institution (25% of undergraduate enrollment of full-time equivalent students) by 2020.
a. Strategy: Increase and use scholarships strategically for Hispanic students.
b. Strategy: Dedicate \$20,000 per year to develop programming for Hispanic student retention, increased by 25% annually.

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| <p>c. Strategy: Establish the U.S. Latino and Latin American Studies program for undergraduates in the Political Science Department by Fall 2016.</p> |
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Globalization

Provide opportunities for exploration of, and engagement with, global dynamics in an effort to enhance students' global competence and preparation for an interconnected world.

<p>I. Goal: The university will increase students' learning and preparation, specifically in relation to global competence, by 2020.</p>
<p>a. Strategy: Generate 100 Global Scholar distinctions annually.</p>
<p>b. Strategy: Generate 50 Global Fellow distinctions annually.</p>
<p>c. Strategy: Increase exiting senior and study/travel abroad students' Global Competency Aptitude Assessment (GCAA) scores to levels indicative of developing and developed global competence by 2020 (Internal = above 80%, External = above 70%).</p>
<p>d. Strategy: Maintain at least one global course in each department so that all students, regardless of specific area of study, will experience a global perspective by 2020.</p>
<p>e. Strategy: Increase the number of undergraduate students participating in study/travel abroad by 10% by 2020.</p>
<p>II. Goal: The university will improve students' enriched educational experience, specifically in relation to global areas, by 2020.</p>
<p>a. Strategy: Implement the QEP programs (Global Fellow and Global Scholar) to increase global awareness through global course work, global event attendance, global travel, and interaction and engagement with diverse others by 2020.</p>
<p>b. Strategy: Improve the National Survey of Student Engagement (NSSE) scores for Seniors that are complementary to the university's QEP by 2020.</p>
<p>c. Strategy: Become a high performing institution (top 10%) in the NSSE Enriching Educational Experiences (EEE) scores by 2020.</p>
<p>III. Goal: The university will develop and nurture meaningful and financially sustainable international partnerships and agreements by 2020.</p>
<p>a. Strategy: Increase the number of international student enrollment to a total of 1000 by 2020.</p>
<p>b. Strategy: Increase the total number of active international agreements, contracts, and student exchange programs to 30 by 2020.</p>

c. Strategy: Increase the total number of incoming international scholars to 10 by 2020.
d. Strategy: Add five additional grants and/or other external funds for the purpose of promoting and sustaining internationalization by 2020.
IV. Goal: The university will increase awareness of internationalization and global initiatives by 2020.
a. Strategy: Maintain a diverse QEP committee and mentor group across all university departments to effectively communicate global objectives by 2020.
b. Strategy: Offer at least one training opportunity each semester for faculty and students to communicate QEP programs and foster participation by 2020.
c. Strategy: Develop and maintain a variety of materials (e.g., website, social media, etc.) with a standardized logo and message to build ongoing awareness and commitment to the university principle of globalization by 2020.

Communication

Disseminate a consistent, authentic, and reliable message that effectively engages internal and external stakeholders, and which results in sustained growth.

I. Goal: The university will develop a consistent, authentic, and timely message by 2016.
a. Strategy: Cultivate the brand with internal and external stakeholders with a consistent strategy and message by 2016.
b. Strategy: Identify any additional institutional metrics by 2017 which are needed to contribute to communication of the university brand.
c. Strategy: Investigate and update all marketing, messaging, and branding by 2017, based on current trends in communication.
II. Goal: The university will engage internal and external stakeholders through effective communication strategies that serve the institutional mission by 2017.
a. Strategy: Create and maintain internal communication that promotes high levels of faculty, staff, and student engagement by 2017.
b. Strategy: Implement a system for internal communication that replaces mass emails to faculty, staff, and students by 2016.
c. Strategy: Implement a digital master calendar by 2016.

d. Strategy: Engage internal and external stakeholders in a Communications Committee by 2016 which will be a resource to the institution in the evaluation of the effectiveness of the stated communication goals and strategies.

III. Goal: The university's mission will be communicated to expand awareness of, advocacy for, engagement in, and giving to the university by 2017.

a. Strategy: Increase affirmative responses from alumni and friends to communications from A&M-Commerce by 5% annually.

b. Strategy: Develop an improved communication plan with the university's donors that results in a 5% annual increase in philanthropic support.