

Texas A&M University-Commerce

2004 – 2007

(FY05 through FY08)

UNFOLDING THE FUTURE

UNIVERSITY STRATEGIC PLAN - PLANNING VERSION

MISSION STATEMENT

Texas A&M University-Commerce nurtures and educates for success through access to academic, research, and service programs of high quality.

VISION STATEMENT

Texas A&M University-Commerce, as a part of the A&M family of universities, will become the university of choice for all those seeking a higher education in the Northeast Texas region and beyond. It will provide traditional and non-traditional learning opportunities through existing and new programs that set high expectations and goals for students, faculty and staff. The University will provide a sense of community through a nurturing environment for all individuals in order to maximize learning, career and personal development. A&M-Commerce will become a place where students, faculty, staff, and community are engaged in the pursuit of excellence.

STRATEGIC THEMES

EXTENDING OUR REACH 1.0

- **GOAL 1.1 – STUDENT ACCESS AND SUCCESS** - As part of the statewide initiative, *Closing the Gaps*, Texas A&M-Commerce will recruit, retain, and graduate a diverse student body.

Critical Success Factors and Measures

- *1.1.1 Reaching diversity goals set forth in the University Closing the Gaps statement for each of the next four years.*
- *1.1.2 Meeting or exceeding the Legislative Budget Board Freshman retention goals of 73.7% FY05 and an internal goal of 75% for FY06, FY07, and FY08.*
- *1.1.3 Meeting or exceeding the Legislative Budget Board (or internal) undergraduate graduation goals of 36% for FY05, 36.5% for FY06, and 37% for FY07 and FY08.*

- *1.1.4 In support of this goal, the University will make significant efforts to recruit a more diverse candidate pool for all faculty and staff positions, increasing the opportunities for minorities and women to be hired, should they be the best qualified candidates.*
- GOAL 1.2 – ACHIEVING THE DESIRED MIX OF PROGRAMS AND STUDENTS – Through a University-wide dialog, A&M-Commerce will achieve a consensus concerning the desired mix of undergraduate (both native and transfer students), graduate, and on and off-campus programs and students, in order to provide purposeful growth matching resources to the needs of those we serve.

Critical Success Factors and Measures

- *1.2.1 By the end of FY05, A&M-Commerce will have completed a study to determine the desired student and program mix, and incorporated the resulting goals and success criteria in the Strategic Enrollment Management Plan, and the Closing the Gaps statement.*
 - *1.2.2 Movement toward these goals in FY06, FY07, and FY08.*
- GOAL 1.3 – PARTNERSHIPS AND OUTREACH – A&M-Commerce will continue building quality partnerships and alliances with external entities, such as educational institutions (including school districts, community colleges, and other senior institutions, especially others in the A&M System), industry, and governmental agencies.

Critical Success Factors and Measures

- *1.3.1 By the end of FY06, all formal external partnerships and alliances will have been assessed on critical effectiveness measures (specific to each partnership), with an on-going assessment process in place.*
 - *1.3.2 Enhanced partnerships with:*
 - *1.3.2.1 other educational institutions at all levels;*
 - *1.3.2.2 other A&M System entities;*
 - *1.3.2.3 industry and governmental agencies.*

- GOAL 1.4 – STUDENTS' FINANCIAL PREPAREDNESS – Recognizing the rising costs of higher education, and the additional financial concerns of students, potential students, and their families, A&M-Commerce will assist our students and potential students prepare for the financial needs of a college education.

Critical Success Factors and Measures

- *1.4.1 By the end of FY05, financial workshops will be offered regularly for middle-school and high-school counselors, high-school students and parents, and appropriate personnel in area community colleges.*
- *1.4.2 By the end of FY05, new student orientation will include a module on college financing and resource management.*
- *1.4.3 Beginning in FY05, and continuing for the next three years the University will assess the levels of financial need and financial preparedness of new and returning students*

IMPROVING OUR PROGRAMS 2.0

- GOAL 2.1 – FOCUS ON STUDENT LEARNING – On-going program assessment, of both academic programs and academic support programs, at both the undergraduate and graduate levels, will focus on student learning outcomes appropriate within each program. The assessment of these learning outcomes will be used to enhance academic programs.

Critical Success Factors and Measures

- 2.1.1 *In FY05 an external consultant will assess current student learning outcomes and assist departments in developing valid and appropriate student learning outcomes, and methods of assessment and evaluation.*
 - 2.1.2 *By FY05, 100% of academic programs will have established student learning outcomes for students in these programs.*
 - 2.1.3 *By FY06, 100% of academic programs will have completed assessment and evaluation of student learning outcomes.*
 - 2.1.4 *By FY07, 100% of academic programs will have documented enhancement of programs due to assessment and evaluation of student learning outcomes.*
- GOAL 2.2 – TECHNOLOGY-BASED LEARNING – A&M Commerce will continue as a leader in technology-based learning, especially in the Northeast Texas and Dallas Metroplex regions.

Critical Success Factors and Measures

- 2.2.1 *By the end of FY05 all programs incorporating technology-based learning will have assessed student learning outcomes in these modalities, and, if appropriate, the results compared to equivalent traditional, campus-based learning outcomes.*
- 2.2.2 *By the end of FY07 all technology-based student learning outcomes will be assessed as equal to, or exceeding, comparable traditional, campus-based learning outcomes.*

- GOAL 2.3 – PROGRAMS OF NATIONAL AND REGIONAL REPUTE – Following a comprehensive review of existing and proposed programs, as well as projected regional and state needs, A&M-Commerce will determine at least one program to target for national reputation, and at least two programs for regional prominence.

Critical Success Factors and Measures

- *2.3.1 By FY08 at least one program will have achieved national reputation, as measured by objective metrics relevant to the specific discipline.*
- *2.3.2 By FY08 at least two programs will have achieved regional prominence, as measured by objective metrics relevant to the specific disciplines.*

ENHANCING THE ACADEMIC EXPERIENCE 3.0

- GOAL 3.1 – STUDENT ENGAGEMENT – All components of the University directly interacting with students, especially academic departments and units providing direct service to students, will develop and assess plans to enhance student engagement, especially at the Freshman and Sophomore levels.

Critical Success Factors and Measures

- 3.1.1 *Improved student engagement ratings on the FY05 National Survey of Student Engagement, as compared to previous results.*
 - 3.1.2 *Heightened awareness of student engagement needs as measured on the FY05 Faculty Survey of Student Engagement, as compared to previous results.*
- GOAL 3.2 – STUDENT SERVICES ENHANCEMENT – Service to students will continue to be student centered, efficient, user-friendly, and of the highest quality.

Critical Success Factors and Measures

- 3.2.1 *By the end of FY05 the University will have in place a plan for an integrated one-stop comprehensive student services complex.*
- 3.2.2 *By the end of FY 06, 100% of areas directly providing services to students will undergo process improvement assessment, and will implement recommended changes.*

ENRICHING THE ACADEMIC COMMUNITY 4.0

- GOAL 4.1 – CREATING AND MAINTAINING A CULTURE OF COLLEGIALITY – Realizing that the primary strength of A&M-Commerce lies in the faculty and staff, the University will take steps to reduce faculty and administration turnover, enhance employee satisfaction at all levels, and foster a culture of openness and communication.

Critical Success Factors and Measures

- 4.1.1 *Reduced faculty and administration attrition.*
 - 4.1.2 *Enhanced employee satisfaction, at all levels, as measured on the FY05 Survey of Organizational Excellence.*
 - 4.1.3 *With an ultimate goal of continuous improvement the University will be committed to an evolving 'culture of assessment' that fosters assessment and improvement, and empowers all components to use information gained from this assessment for positive change.*
- GOAL 4.2 – CONTINUING CAMPUS IMPROVEMENT – The University commits to a culture of continuous campus improvement, including academic facilities, student housing facilities, student services facilities, ancillary facilities and grounds.

Critical Success Factors and Measures

- 4.2.1 *Completion of the new Science Building on schedule.*
- 4.2.2 *Securing funding for a new Music Building by the end of FY07.*
- 4.2.3 *Student Center renovation/construction completed by FY08.*
- 4.2.4 *Continued renovation of student housing, as scheduled.*
- 4.2.5 *Successful movement toward goals of the Campus Master Plan.*

- GOAL 4.3 – EXTERNAL SERVICE AND RESEARCH – Faculty research and discovery are activities that enrich both student learning and the larger society. Recognizing this, the University will encourage, support and reward faculty research productivity and scholarly activity, both basic and applied, and for the seeking of external funding to support this research. The University will make concerted efforts to attract external funding, and will encourage and reward faculty/staff activities in improving the lives of the people of Northeast Texas, as well as the entire state, through external service and applied research.

Critical Success Factors and Measures

- *4.3.1 Increased numbers of graduate research assistants involved in on-going basic and applied research.*
- *4.3.2 Development of at least two “research centers”, involved in pedagogical research, social problems research, or other areas of research by the end of FY06.*
- *4.3.3 Increase yearly the number, and dollar amounts, of external grants submitted and awarded.*
- *4.3.4 Increase yearly the number of scholarly activities (presentations, publications, and other scholarly activity).*
- *4.3.5 Yearly movement toward the” Closing the Gaps” statement goals.*
- *4.3.6 By the end of FY06 the University will have developed, and implemented, an equitable means to reward faculty/staff activities in external service, basic and applied research, and other scholarly activities that produce demonstrated results.*
- *4.3.7 To support the external grant goals, by the end of FY05 the University will have developed a plan to establish an Office of Research and External Grants.*