

Fall 2009 SWOT Analysis

Questions to inform strategic planning process and create real data

1. What makes you most proud of Texas A&M International University (TAMIU)?

Serving first generation students in underserved area and we are enriching our community
The integrity and potential that exists in the majority of the TAMIU student body
Students who are accomplishing great things
Those students who are working hard to get all they can from their college experience
The accomplishments that our students have achieved over the course of the past few years
The repeated praises about the respectful, professional behavior of our students
We are most proud of our student's academic progress and excitement in learning
Our proximity to Mexico has given us opportunities to grow our internship programs
The diverse university community that include students, faculty, and administrators
Positive, supportive faculty
Positive, supportive staff
High quality and dedicated faculty
Faculty excel as productive researchers and dedicated teachers
We work in a very nice facility
The completion of our Theater, which will bring many opportunities to our campus and community
The service that we provide to our campus and to the citizens of this community.
It is always a delight to hear people say how much they enjoy our programs.
Being able to be part of TAMIU's unique mission and population served.
Beautiful campus
Variety of programs
Texas A&M International University is part of the Texas A&M System. Both the flagship campus at College Station and the A&M System are highly reputed and largely well-run.
There is every reason to be proud of being associated with the A&M System
The overall atmosphere of concern and caring about providing TAMIU students with the best possible educational experience.
TAMIU's focus and passion for contributing toward regional socio-economic development
The ability to serve the students and the community.
The proud to be member of recognized university in Texas.
The opportunity to research and teach the academic area that I want.
That the upper level administrators are down to earth and appear to care about the faculty and students. University appears to be student centered. Aesthetically pleasing campus.
In Laredo
Strategically located
The name and location, that it is an "international" university.
There is a lot of potential opportunities (business) for the community.
Its overall effort to compete with the bigger universities.
Good support to our students and attract high quality of Ph.D. students, friendly working environment

First of all, I am proud that TAMIU is here to offer quality educational opportunities to our students. I am also proud of the growth and expansion that we have seen since our move in 1995. Our student population has grown from 2500 to over 6000 students we have today. Our campus makes quite an impact on visitors who admit that this is one of the most beautiful campuses they have seen. Some of the buildings worth noting are the Western Hemispheric Trade Center, the Student Center, Fine Arts Building, and the Planetarium.

For me, the greatest satisfaction I get is when I see students walk the stage to receive their congratulatory diploma. For some students, it may have been an easy task to obtain their diploma, but for others, there may have been challenges along the way that required extra effort on their part. All in all, it is great to see them achieve their goal and graduate!!

Being a native of Laredo, it makes me proud to have an institution of this caliber in the area. It was a long time waiting, but worth the wait. Now, it's time to fine-tune it and avoid major gaffs.

The students here are very hard working and very respectful. It feels really good teach students who are working hard.

I am proud of how the University has been able to establish itself as a valuable resource for higher education in this region and how it strives to involve the community in its various activities.

I'm proud of the university for all its efforts in offering and providing higher education for students in this region, whom otherwise might not have the opportunity to relocate otherwise.

Multicultural environment

Strong focus on international education

Transparent administration

Good resources (e.g., internal research funds, grant workshops)

The commitment of the university to pursuing excellence in educational opportunities for students, both local and international.

Being a member of an institution that changes people's lives in a positive way and contributing to the overall health, wealth, and intellectual growth of Laredo and our community

Personal service that the University provides to students. Here students are just not a SID #.

The students at TAMIU are being challenged, and the majority of faculty really want the students to learn and participate in reflective practices to enhance quality.

Helping future generations!

Helping students fulfill their dreams. It's very rewarding to see them graduate. Also, the growth of this campus

Texas A&M International University provides unique educational and cultural opportunities for the citizens of this historically underserved region of the state, which has a positive impact in their lives, and also benefits Texas.

We are members of the Texas A&M University System, an internationally-recognized academic institution.

Beautiful campus with amazing facilities that are conducive to a holistic development of students.

Excellent freshman experience program.

Unique geographic location offers great opportunities for creative work.

Our fairly new buildings and clean campus grounds

Being a part of a Laredo-based institution of higher education. I especially appreciate the quality of the faculty I personally serve.

A higher education institution in our hometown.

That I am part of it

To be part of the development of a growing campus, which will eventually be as big as some of the larger universities.

Beauty of Campus Facilities

The university is a family

Being able to help students who thought they could never come to our university.

I appreciate the fact that it's a new university and there is room for bigger and better things!

How we help our students to fulfill their dreams come true. It is the most rewarding thing you could ever ask for. Also, I have seen the growth of this campus. It is remarkable and breathe taking.

The close knit community. It seems everyone care about your individual success.

That it's home grown

I am proud that Laredo has a 4 year University that is able to offer masters and PH. D. programs. Research needs to improve.

I'm proud of the beauty of TAMIU. I only wish that people would respect it more. I'm proud to say that I work here. I love all of my co-workers. I'm proud that TAMIU is a place where people can come to learn and go out and spread that knowledge.

Diverse Students, the growth in student body, and the growth of student life...

Campus and buildings

The different events held at the University grounds.

Local University. Great employees that bring experience from all over the United States.

The international aspect, changing student lives through academic and experiential learning/challenge, diversity among faculty.

It's one of the most beautiful places in Laredo, Texas. It also offers hope for a better educated community.

It is well kept.

The good ideas the minds of our employees have.

The beautiful campus.

The wonderful students

Plenty of activities for students, Diversity, The landscape

The people that work at TAMIU

campus

The unity and sense of belonging

The fact that it is Laredo's pride & joy, helping so many students acquire an education after so many skeptics said it could never be done.

Being a graduate from here. Being employed here.

The level of professionalism in my department. As an employee, opportunities for advancing education and career growth.

Beautiful campus

The people, facilities, vision.

The name and location, that it an “international” university.
There is a lot of potential opportunities (business) for the community.
That it is an A&M branch here in Laredo.
It’s overall effort to compete with the bigger universities.
Laredo deserves to have an institution of higher education and TAMIU services that need to educate the Laredo and surrounding areas population.
Our commitment to student success
Beautiful facilities and campus; prestige in providing education to the community;
intellectual work environment
The quality of the campus
Not much
Not Sure
Making a difference in student's life
The scenery and the deer on campus. Also I like that the university brings in cultural events from all over and tries to bring the university and the community involved together.
Our Staff who are always willing to give that extra mile. The vocation that some staff members show at their job.
The enthusiasm about the University I encounter with most of the staff.
See students succeed.
the availability of a higher education possibility to our community because many would probably not go for it if they had to leave town.
The camaraderie between the TAMIU community. The beautiful campus.
This beautiful campus and its people
All the different services that TAMIU offers the student and general community is what makes me proud of working here.
Killam Library makes me really proud of the institution for its sheer size
The work environment. The pay. The technology used in courses (and the faculty and students that are tech-savvy). The difference we make in the lives of faculty and students, even though it's often not acknowledged.
Growth
Students are proud of being members of Texas A&M International University because they are part of a community where they can call their home. Students are obtaining degrees from a university that offers many accredited degrees.
That most of us are people from the region, and that we have a lot of international students, and even though most of us are part of what people in general consider "minorities" we are still moving forward.
campus beauty
The word "International" attached to our university's name distinguishes us from almost all the other universities in Texas, but sometimes I question how "International" our university actually is.
The intellect of the professors.
That it is incorporated to the A&M system
The faculty is so cooperative and understanding, making every effort to make the most (and best) of our learning experience to prepare us for "the real world"

All the opportunities the University offers to students that want to work and study at the same time.

The constant goal of keep the University up to date and with the technologies that facilitate our studies.

I believe that the helpful, kind, and easygoing attitudes of the faculty/staff members and the student body makes the atmosphere at Texas A&M International University a unique and enjoyable one.

The beautiful campus.

That it is associated with the Texas A&M system.

The schools is headed in the right direction academically. We are getting to be more rigorous and the quality of the faculty is improving.

The fact that TAMIU has given me a chance to further my education locally.

The fact that if you choose to, you can express your individuality and diversity.

What makes me proud to be at TAMIU is the fact that expression is truly free here. We have an extensive collection of minds and bodies of different colors and backgrounds, but we are all united as one body of explorers searching for a brighter tomorrow.

The international aspect of combining of cultures.

I am proud to be part of a university that enables student to be part of different organization that helps us grow as leaders.

That we are one of the fastest growing universities in Texas.

the completed Fine Arts Center

It is a well organized and structure university. The staff is very helpful and kind.

Its flexibility

Natural setting and the beauty of the campus, graduation, personal touch, access to actual education, life lasting experience, opportunities of a life time, change agent.

First generation college graduates; people are helpful; beautiful campus; the growth of the university

Mission- Improvement to quality of life

Campus/buildings

Co-workers – rapport

Reputation as employer

Growth

Reputation in community

Events – quality of/variety of

Vibrant community of faculty and student scholars.

Unique location which is very conducive to research (e.g., bilingualism, trade, cultural studies, etc.).

Enthusiastic student body eager to learn.

The location of TAMIU

The campus design

TAMIU faculty who share their research and knowledge with their students

Graduates who use their knowledge responsibly in this world

Its students.

Its commitment to quality education through its commitment to its faculty, its staff and its students

It's truly international focus

2. How can we, as members of the TAMIU Community, further improve campus-wide communication?

More consultation, less handing down of information that's already been decided upon

Faculty could be consulted on the broader issues

We need regular department meetings as well as college meetings

Have more events, competitions and performances

Give the faculty an area to congregate and exchange ideas

Provide more opportunities for professional gatherings

Have a more centralized source of information

Funds to assist with ad purchases and printing costs for posters to publicize all of our events

Develop departmental newsletters, implement a university radio station

Improve our program and department web site and give faculty access to their own webpage

Participation in activities and events sponsored by area organizations, and interaction with community, local schools, industries, and legislatures

Faculty should be able to give written comments to a wider variety of campus administrators than just the meetings scheduled with the President and Provost

In order to improve communication, it is important to narrow the focus of the communication sent to members of the TAMIU community to those areas which are deemed vital. The clutter of irrelevant messages can lead to decreased attention and information fatigue. Having relevant information delivered in a timely manner increases attention to the communication.

While it may seem small, the faculty's ability to communicate with each other using campus email was prohibited some years ago. It was done for not very compelling reasons and it has not done any good. The senior leadership at the university should meet with the colleges and departments far more frequently. The college should also meet more frequently.

The frequency and mode of communications are not the sole issues. There must be trust and openness that is currently missing.

Using Angel and TAMIU e-mail as a communication channel ensures that the message reaches each student. Whether they read and heed it is more problematic. Perhaps use emerging social networking channels such as Facebook or Twitter...?

The new portal is okay, but could be smoother / easier to use. The very short timeout period also makes it cumbersome.

By establishing the right incentive system

Increasing the involvement of the chairs and service committees.

Specify the activities and the duties for each member of service committee.

More involvement of the Dean with every single committee.

Establish a control mechanism to everyone, every faculty member can understand and detailed into the day by day program and linked into the long run and strategic plan.

Develop trust between all community members, and reward for improved communications.

First, internal communication within the individual units within the university needs to improve.

For example, within the school of business, each faculty member needs to be heard without a

few opinionated senior faculty monopolizing every meeting. As long as the “senior faculty” continue to be verbally aggressive towards one another communication with outside colleges appears limited.

Start a public radio station on campus

Create more information events for students: speaker events, PR office, flyers, emails, community news, in the classroom (faculty member), word of mouth (most influential). Maybe at the beginning provide some type of incentive.

We used to have an ad hoc group of administrators—very loose and laid back—back in the early 90s which provided a forum of exchange on innovations, equipment, software, technical solutions, and "catch-all." The exchanges were helpful, because someone had encountered a problem and found a solution, some other department was already using similar technology in their departments and one could get a run down or review of the functionality, or a new policy may have been enacted and didn't get enough information and was more readily explained at these meetings. This group eventually evolved into a rigid formalized forum to state why "I and my department should still exist" and all its former good intentions were quashed.

The formalization of that group stifled and killed the original intentions of the ad hoc group. I have not attended a meeting of the group since its formalization because in my opinion the two- way lines of communication became a one-way line. It may be different 15 years later and maybe I should give it a try again. I wish a forum similar as this could be resurrected in order to set egos aside and work for the common goal of TAMIU—too educate.

What an institute of higher education is generally known for, "free exchange of ideas," at times TAMIU does not practice what it preaches.

Departmental, college and university level picnic is a good idea Just to get people interacting. Have inter-disciplinary programs. MBA for engineering students would be good. Encourage duel degrees.

Communications are usually sent to Deans and Directors who are responsible for relaying the information to other faculty and staff members. In the past, a lot of these communications have not filtered down to all employees. In particular, I do not understand why all employees are not notified when there are operational changes, for example changes to purchasing or reporting procedures. E-mails will be distributed to Deans, Directors, and maybe Administrators, but the messages are not always passed along to staff members. It is important to remember that staff members are usually the ones doing this type of work, and an "all employee" e-mail notification would be best.

Have more informal / social events and encourage university community participation

Stick to due process and established rules and procedures.

By involving people **AND** removing hierarchical fear

Faculty need to spend more time in their office.

Faculty should do more collaborative research (within the school)

More socials!

The COED needs to become a more visible presence on campus and in the community regarding programs and initiatives through aggressive marketing. Within the University, the COED should work to establish collaborative relationships across disciplines that focus on educator preparation and research.

Recommend that department heads and chairs schedule debriefing meetings on a regular basis regarding what they have learned during their meetings with other entities. Face to face

is a better way to communicate than electronic media that can be ignored or that does not provide an opportunity to clarify interpretations of news or events.

Work on improving customer service throughout our campus to make it a welcoming and service oriented environment as well as an effective educational facility.

Keep up the “What’s on your mind?” done correctly

Stop keeping secrets. Pass along everything.

Break up the TAMIU news. Announcements need to be sent out as employees alerts and TAMIU events need to be separate.

As members of the TAMIU Community, we can commit to principles of shared governance, shared responsibility, and collaborative problem-solving. We need transparent decision-making processes with more and earlier involvement of parties affected by initiatives and decisions.

There needs to be more coordination for referral and information for students in academic support services to better serve students and improve retention.

Communication can drastically be improved on both ends. Administration must take more of an initiative in communicating with students. Not enough is currently being done to inform students about important decisions. After interviewing several students, many shared the same sentiments about not reading emails, flyers on bulletin boards or notices on sandwich boards. They learn about what’s going on campus through word of mouth. Some students suggested having a special street team to publicize information (a task SGA could potentially take on) or even investing in an electronic sign right at the entrance of the university. At the same token, SGA must take a greater initiative in discussing with college deans and administration the concerns of students. SGA should also be more proactive in assisting with communication process. Administration and SGA should collaborate in spreading the news to students. Unfortunately, however, most of the miscommunication stems from student apathy. We must discover a way to make students care and have pride for our university. Efficient use of UConnect, revamp the public relations office, national public radio on campus, training across campus, digital billboards, actual good use of Facebook, Twitter, technology, developing some training for faculty of services, messaging system, T.V., better targeted web services, creating some sort of promotional team for activities (team of students – with scholarship)

Limit unnecessary email; Marquee on front of the university; bring other departments into staff meetings; educate how Athletics adds value to the university;

Use U-connect

Targeted/focused communication

Current content on websites

Easy navigation of websites

More one-on-one/face-to-face communication

Informal meetings

Break down hierarchical barriers

Create committees with cross-section of University

Be sensitive to involve those with a need-to-know

Remove barriers to communication be open-minded.

Communication is the cornerstone of collaboration, and should always be an issue worthy of further improvement. Perhaps a monthly (faculty related) newsletter could reduce the number of all faculty emails from various departments across campus.

This is a very serious long-term project and we must keep making improvements in this area. By changing our attitudes about sharing information with others; reach all learning styles. Never stop talking to each other! Use every available means of communicating – technology, face-to-face encounters, the written word

3. What challenges do you anticipate us having to deal with in the next five years?

Not having enough faculty to support our growth

Keeping and attracting good faculty

We need more space in order to increase our numbers and reflect the growth

Space for students and faculty

Teaching space to make it all happen

Parking space, dorm space, classroom space, and office space

We need to recruit more aggressively in order to justify our goal of attaining new programs at TAMIU

Providing more funding to enhance student academic experience

Poorly prepared students, plagiarism, restrictive legislation

Increasing participation in cooperative doctoral program in Hispanic Studies

Dealing with non-academically oriented chancellor who tries to run system like a business

Competition with other universities

Commitment to foreign languages instruction

The foremost challenge facing TAMIU in the next five years is growth. Expanding faculty, facilities, and the student body will be challenging in several different ways. First, recruiting faculty to deal with increasing enrollment will be a challenge due to several factors, including: 1) remote location of Laredo, 2) decreased salaries relative to other AACSB universities, and 3) organization of divisions. Second, the facilities available here at TAMIU are excellent, but, the availability during necessary times has been lacking at peak times. We will need to expand our facilities to deal with the increased enrollment. Finally, the increasing student body will be a challenge. Creating a culture of value in higher education will be a challenge.

Poor preparation of high school students and need to offer many remedial courses

Fall in enrollment

Validity of the programs and the education being imparted

Online universities, plus conventional university offering more online options

Lack of qualified and motivated faculty

Increasing enrollment coupled with decreasing resources and support.

Tyranny of the minority. By this I mean the influence of strong-willed and outspoken senior faculty members. At times the issues they raise may not be reflective of other faculty who are reluctant to speak up, either because they are non-confrontational by nature, or because they are concerned about implications for promotion and tenure decisions.

The need to increasingly look toward the future globally.

The need to properly balance the local context and what it takes to be a global player.

Compete with the actual degree programs against more dynamic and sophisticated business programs in San Antonio and Monterrey.

AACSB accreditation and faculty burn-out.

Keeping faculty and students from leaving

Not being able to stay afloat with other universities, due to several factors: lack of technological, educational, and communication resources.

Increasing numbers of student retention could eventually decrease integrity of TAMIU.

Funded or sponsored research

High quality research center (with real research projects)

Retention of good students especially Ph.D. students.

Not being to maintain degree programs in place due to funding issues

Not being to provide financial aid to the local students that require aid to attend TAMIU.

The inability to place graduates in the local market (They have educated themselves out of a job in Laredo).

A brain drain: relocation of our graduates to other cities since Laredo and the immediate surrounding areas do not have competitive jobs for our graduates.

Ambiguity in the tenure process.

I believe the availability of classroom and event areas will be one of the more challenging issues to deal with over the next five years. The University continues to increase enrollment, which is leading an increase in the demand of classrooms. TAMIU departments are increasing the number of trainings, meetings, and conferences that are hosted on-campus. In addition, TAMIU has partnered with various community organizations which are allowed to have their meetings/conferences on campus. This increase in activity, at times, makes it difficult to arrange on-campus events with the current space provided. I suppose the new Student Success building will alleviate some of this crowding, but not for long if the University continues to grow as it has been the past few years.

If the question is addressing TAMIU as a whole, and not specifically any one of the colleges, I believe that the need for more highly qualified instructors to deal with the growing student population would need to be addressed. Not necessarily to deal with large class sizes, because I know the university likes to keep a small student-teacher ratio in their classes, but rather to ensure the quality of different courses remains high due to various instructors available to teach in their area of expertise.

Competition from UT-SA and Texas A&M –San Antonio will hurt enrollment at TAMIU.

Transparent and clear cut policies to follow

Retaining the Ph.D. program

The economy will continue to limit what we are able to do, especially with respect to hiring new faculty and in program development. A tighter job market facing our graduates will also be an issue that may eventually affect the numbers of students choosing to pursue teacher certification.

Staying on top of space management; keeping up with the cost of academic support for our students

An increase in numbers and a personnel pool unable to meet the growing demand effectively.

A growing number of students who are not college ready.

The continuous pressure from the Coordinating Board to address the gaps between public and higher education. It is a good idea, but it is challenging and sometimes frustrating because of the lack of control and the inherent differences between the two systems.

Adequately trained staff.

High failure rates, classroom space

Student enrollment has almost tripled since 1999, but the library has the same level of staffing we had at that time. If this trend continues, it will be an almost insurmountable challenge to provide adequate services.

Increasing enrollment will further cause a corresponding lack of space and facilities. In the library we are already seeing a lack of adequate study space and study rooms.

The availability of computers in the library is already impacted by the lack of computer labs for students to use across campus.

Reduced or limited state funding will increase expectations and pressure on staff across campus.

High turnover. Talented faculty may continue to leave TAMIU due to increased pressure and reduced incentives.

Student retention will become crucial for the survival of many activities we currently take for granted. Student tuition and fees will be an increasingly important source of revenues as state appropriations decline.

Internationalization concept must be more widely embraced, even reinvented. Many universities are more “international” than TAMIU.

Administration may become more important than academia.

Accreditation requirements in a time of financial exigency.

The increase in student population.

Having to deal with unprecedented decisions due to hiring factors in certain departments; such as hiring staff without the proper experience. This is what sets us back in many situations.

In general, that we will not be able to meet the demands at the rate of growth we are experiencing. In this department, we are at full capacity for space...and both faculty and staff regularly put in extra hours, even on weekends, to keep up with workload and events.

Though new faculty lines have been added and filled, there is no talk whatsoever about another full- or part-time staff position being considered or allowed in the near future.

Enrollment has increased incredibly this year and so, consequently, has the workload. (More work studies to supervise is not the answer and I can attest to that for over two years now.)

Funding is especially needed to alleviate the problem of TAMIU being understaffed in many departments!

tuition

growth.... not enough parking spots

Competing with the larger institutions academically.

Building and parking space, in addition to possible lack of funding for students

Money, staffing, students and Professors.

Growth

Bringing more degrees to TAMIU in order to facilitate the needs of our students.

Creating office space, classroom space, and sports activities for staff, faculty and students.

Classroom space, event space and etc. We are growing fast and running out of space. We need to make sure we accommodate everyone.

Parking

growth=> parking; making commuter students feel a part of the campus

Fast growth, very limited parking, facilities (building) up keep.

I suspect money problems are at the head of the list. As long as the State keeps funding our new ideas and we can keep up the funding for TAMIU and the scholarship funds, any problems should be minimal.

It seems that making our campus a bit more traditional is not important to anyone. Over all student participation in Organizations student lead events, fraternities and sorority growth.

Keeping up with the growth in enrollment. Clearly, classroom space is limited and at some point, we may not be able to accept all students. Enrollment may need to be capped.

Attracting top employees/professors without raising tuition drastically.

The amount of space available for parking and classes.

Seems it is growing really fast and it is not keeping up with the new demands (staff, counselors, etc.)

Growth, college readiness of students, retention, funding, define what TAMIU means within the A&M System.

increase in student population due to economy and government monies funneled to our area because of the low level of education in this community. Maintaining quality of service due to stretching of staff

parking, traffic and library schedule

Growth issues. TAMIU as a whole does not plan to be ready. We only plan for right now.

Classroom space. There is very few classrooms. There are too many unnecessary offices!

Administrative buildings are being built but no classroom only buildings. The first days of classes students sometimes have to sit on the floor. Classes are sometimes held in conference rooms. The lack of planning for office space is going to make it a challenge for you to accommodate classrooms.

dealing with upper management

Parking

Creating, sustaining TAMIU Pride, Spirit, & Tradition

Rising enrollment, lack of classroom space and parking

not enough degree plans

The continuing growth. The need for more space

Infrastructure & funding. It is a nightmare to get out of here, especially if you are in a rush going to an off-campus event. We desperately need more exits. Funding is never enough for this underserved area. Although some legislators think that we have exceeded our due, we are only trying to make up for past deficiencies. Historically, we have been neglected.

Student enrollment growth

The number of increasing students...not enough space.

Providing opportunities for administration to prepare for leadership positions within the university

Need for more housing.

Money, housing a growing population.

Not being able to stay afloat with other universities, due to several factors: lack of technological, educational, and communication resources.

Increasing numbers of student retention could eventually decrease integrity of TAMIU

Increase in student enrollment, staffing shortages to meet the needs of increased student enrollment, shortages of classroom space to accommodate all students, parking, staffing shortages in general, and recruitment of quality of teaching faculty.

Growth obstacles and budget cuts. This causes each individual person employed to have more responsibility with no increase in pay. The university needs to grow, and growing costs money, which may not be available in today's economy.

The demands of growth while maintaining employee satisfaction managing growth and how it affects employees (employees have been asked to work more without added staffing)

Growth, educational standards

growth, the number of students is exceeding the size of the campus

Stop students' failure rates.

Not sure

growth, and how to effectively accommodate for the growth.

parking and exiting TAMIU. Sometimes it feels like you are playing frogger with your car when trying to leave the campus to get on University Blvd.

Parking spaces and space

We need to offer more majors. This has become more challenging when trying to recruit students who want to study an area that is not being offered at TAMIU (ex. architecture). Space.

Making sure we don't try to do too much too quickly - quality has to be paramount.

Extremely limited classroom space!

As enrollment increases the need for more scholarships and grants will be needed to ensure that we bring in better academically prepared students and that they have the means to pay for tuition but also be able to experience the ability to live on campus.

Too many students and not enough employees, especially in the student success division.

Growth, classes will not be big enough. Not enough instructors because of the low pay wage and other reasons.

The price of education

Not sure.

More students coming in, parking will be an issue, as well as technological issues and systems along the way

Growth. We are growing faster than we think.

Crowded classes and facilities

Throughout the years, there has been a positive trend in growth. Unfortunately, we seem to be outgrowing our university. As a result, previous facilities for students are now being transformed into classrooms and offices. For example, the computer labs in Cowart Hall are now, for the most part, being used for classrooms. Study rooms are being converted into offices. Rooms in the Student Center are being used for classrooms as well. Some students, particularly those in organizations, feel these are spaces that can be used for students. This challenge can bring more challenges such as the "commuter school" theory that we lack

student pride because students don't stay on campus. With more students and less facilities for students, how can we expect for students to want to stay on campus?

I think growth in general. The university is growing, and I think the most important challenge will be trying to meet the expectations of quality education for a greater and greater number of students.

Class room and parking space

Computer labs or computers not working properly even in the library.

The University size may not be able to accommodate the growing class size. Perhaps more selective screening in the acceptance process would help.

Student population, classrooms, computers labs, basically space.

There are huge changes that need to be done, in all aspects, from academic to non-academic, so there are a lot of challenges that I don't know where to start.

Student population increase

The biggest challenge I think will be the constant grow of the Laredo community.

An issue we will face as a growing university is the ability to keep up with the student population which is dramatically growing each year. This issue has been visible for a couple of years now, but I believe that in the future this will be our greatest challenge.

Not enough parking spaces for the rapidly increasing student community.

Less strict on academic student enrollment statuses to increase revenue. This would damage the reputation of A&M being a prestigious University.

having more than one entrance/exit

parking lot

tuition fees

Keeping good quality faculty. Continue building the research agenda.

The only problem I foresee is the development of infrastructure at a relatively low cost.

Unfortunately the price of land around TAMIU has drastically increased in value. So, I hope that this is an issue that will not have a correlated effect on the cost of education at TAMIU.

Rapid (and perhaps uncontrollable) proliferation in student body size

Increasing admissions, Increasing costs of education (for both students and staff), Higher competition for federal aid, Providing appropriate accommodations for students.

Growth of more hometown people attending the university

Expansion of housing having academic facilities for the growing student population. As I see now, there aren't enough computer labs for students. I was looking at the campus plan and I see that this university has lots of growing to do.

creating more entrances into the university.

Parking

Major courses that will help me grow into my professional career.

Monies, space (infrastructure), competition from on-line University and Community Colleges are offering Bachelor's degrees, saturation of job market, political climate, technology infrastructure, availability of programs,

Growth of our University; understanding how Athletics operates; the internet (on-line component) is hard to accomplish for low income students (no pc at home); the effect of the economy on tuition and services

Funding

Staffing-hiring and retaining
Space-buildings (office, classroom, storage)
Campus safety
Traffic
Technological advances/training
Pace-increasing demands
Continued growth in student enrolment.
Legislative pressure to freeze, or slow increases in tuition.
Low enrolled programs; especially at the graduate level in COAS.
Lobbying for policies and programs that are more research friendly
Lowering teaching load for faculty
Increasing research support for faculty and students
Expediting the ordering and receiving process
Addressing compliance issues for research and awarded grants
Matching funding opportunities to faculty interests
Dealing with all issues involved with being an institution on the border
Growth, space, and funding.
Demographic, economic, and technological changes that can and will alter what and how we deliver education to the Laredo and international communities

4. What institutional values must we preserve at all cost to help us make sound decisions?

Academic integrity and rigor
Educational standards must be upheld
Maintain higher than state standards/curriculum
Maintain high degree quality
Serve students from families with limited financial income
Autonomy of the program
The education and safety of our students should remain a priority
Students come first
Maintain the quality standards of the Spanish program
Close relationship with students, faculty, and administrators of the University
Manageable class sizes in all classes
Trust the expertise of your faculty in their disciplines
Focus first on the student, then on the faculty needed to support the mission of educating the student
Serving the students through good teaching
Permitting for faculty research to keep current and excited about what they teach
Ensure that both faculty and students are held accountable
High standards from everyone involved
Academic freedom, high expectations for students and faculty, and high publication rates
We must be mindful of recruiting the best irrespective of ethnicity

Before we preserve values, we need build them. Two important values are of competence and trust. If we can create both, then we are in good shape. One is a necessary condition and the other is sufficient a sufficient condition for this institution to survive and prosper.

Continuous improvement of the university.

Close relationship with the South Texas community.

Quality education, quality research, and quality service.

Both individual and institutional integrity.

Really caring with passion for a desirable local, regional and global future.

The quality of the teachers or faculty members

Research programs

A clear focus on a small number of achievable goals.

Ethics

Professional Development

Research

Choose what is in the best interest of the students. At the end of the day, this university's purpose is to serve the students in order to improve the community.

Values: communication, positive reinforcement and motivation, keeping up to the "A&M name", help the students

Honesty, Integrity, and Purpose of Mission

The goal to become a better institution in terms of rankings. Also, embrace diversity. That is, have programs with other universities in the world.

We are a minority serving "international" university- we must at all times strive to keep it that way

Transparency in decision making

Multicultural environment

We must continue to be dedicated to teaching excellence in delivery of courses, both face-to-face and on-line. We must be committed to developing and carrying out research that will yield data that will be useful for informing instruction.

Fidelity to programs over enough time to evaluate success or failure accurately

The student comes first!

We need to continue thinking holistically about how decisions affect students, faculty, and administration. Clear communication and information sharing should be provided between departments and colleges.

Confidentiality, ethics, work ethic standards, transparency

Customer service both externally and internally along as well as strong academic programs and faculty

Student enrollment has almost tripled since 1999, but the library has the same level of staffing we had at that time. If this trend continues, it will be an almost insurmountable challenge to provide adequate services.

Increasing enrollment will further cause a corresponding lack of space and facilities. In the library we are already seeing a lack of adequate study space and study rooms.

The availability of computers in the library is already impacted by the lack of computer labs for students to use across campus.

Reduced or limited state funding will increase expectations and pressure on staff across campus.

High turnover. Talented faculty may continue to leave TAMIU due to increased pressure and reduced incentives.

Student retention will become crucial for the survival of many activities we currently take for granted. Student tuition and fees will be an increasingly important source of revenues as state appropriations decline.

Internationalization concept must be more widely embraced, even reinvented. Many universities are more “international” than TAMIU.

Administration may become more important than academia.

Accreditation requirements in a time of financial exigency.

HR should hold on to effective hiring practices. Hiring former in-laws or other destructive practices brings morale down. HR should also make sure that everyone who is in a position of director or above must have at least a four-year degree. It's demoralizing to work in a university where certain individuals hold little to no credentials and not even a four year degree to back up those credentials.

Superior customer service both externally and internally. Academics should take top priority. leadership is very important

keeping TAMIU grounds looking great, safe and well lit at night...

We need to thrive to be better

build institutional values, I could not think of one single value the university holds.

Make sure that you have the right information before you provide it to anyone.

The voices of the students

We must preserve our willingness to assist students at whatever cost in order to deliver the expectations of the students.

The fact that we are still a growing university it would be nice to keep improving by getting more PhDs and Arts and Sciences degrees.

The integrity of our University. The most valuable asset is our Students.

Brining the best and brightest professors, presenters, and researchers in the world.

keep in mind that we are here for the students, but also that college isn't for everyone

We must try to do our best for our customers. Everyone must be cross trained or at least familiar with the services available at the University. People do not like to be bounced around like a ball. The PBX Operator needs a tremendous amount of training in order to do an efficient job.

Respect for one another and honesty and integrity. Remember the students are our business clients, and we need to treat them accordingly if we want them to continue wanting our services.

academic honesty, healthy institutional growth, low cost education, the best interest of the student body- not the best interest of the administrators.

Quality education.

Validate the proper credits approved from other colleges

Students must feel they are taken care of. Proper counseling from their colleges. Students should be advised of changes in the University.

High academic standards in all aspects of TAMIU, transparency, factual decision making not emotional/political, respect and open mind for expertise that staff offers.

honesty, integrity, rigor, realistic expectations, student centered

keep the small community feel

Core values of mission statements ALREADY in place.

Listen, communicate effectively with your faculty and students.

Respect for all and concern for all employees

Servant Leadership; Keeping the students best interests and needs at heart

Ethics

campus look and feel ... new parking lot location is ugly

We must continue to have effective communication among all employees and departments

Funding assistance for our students who cannot afford tuition. We must preserve our camaraderie with faculty & staff to continue the congenial atmosphere that currently exists.

Small student to teacher teaching ratio. Gives more personalized attention.

Integrity, fiscal responsibility, fairness, opportunity for employee growth.

Small school, caring approach even as we grow.

Integrity

Choose what is in the best interest of the students. At the end of the day, this university's purpose is to serve the students in order to improve the community.

Values: communication, positive reinforcement and motivation, keeping up to the "A&M name", help the students

To increase the quality of our citizens by offering a quality, affordable education. We cannot continue to bring in subpar faculty because they are a warm body that will come to Laredo.

We need to recruit the best of the best for our students. We must support the current programs we have instead of just bringing on more and more....we need to support what we have and make it the BEST before bringing on more programs. I'd hate to see us lose another program as we did with our Social Work program.

Integrity and internationalism. As a former student (transient 1999-2001) I recall there being a large quantity of foreign students from all parts of the world. It seems that the diversity of nationalities present has dwindled. Being an international university it is key to allow the local students the experience of meeting foreign students and immersing themselves in different cultures. This is what I thought made TAMIU unique. You didn't have to leave home to get a bicultural experience.

Customer service

student success

employee satisfaction

The quality of education we provide; well-being of employees (workload, stress)

Everyone counts, regardless of whether you are administrative, staff, faculty, or a student.

The students come first

Honesty, Transparency, Scholarly work

Not sure

Honesty, integrity

We need certain skills such as good criteria, vision, and thinking out of the box to understand the needs to our community.

Quality of the education. We certainly want the growth, but growth shouldn't at the cost of developing high standards.

Integrity and accountability of students, faculty, administrators and staff.

We are not a last chance university, we need to instill in our community that we offer the best education possible and that we are competitive with all the universities around our area and the state.

Plan ahead, microscope present problems, and keep improving always.

The reason we are here. Education is important and must be available to everyone.

all

Strive to provide more attention to failing students.

Sincere concern for students, faculty and staff.

quality education, integrity

Some of the institutional values concerning students that must be preserved at all costs are maintaining or increasing admissions standards, assisting students in reaching their fullest academic potential, assist students in acquiring life skills from the education experience.

Most importantly, for us to remember to make decisions with the students' best interests in mind.

Being international, with all that the word implies. Tolerant, fair, open, receptive.

academic integrity and zero tolerance for drug usage on campus

Any student, regardless of his or her background, has the potential for doing great things with the gentle care of the faculty, staff, and his/her fellow classmates.

Traditions

Honesty, Common Sense, Respect,

honesty, respect, trust and support for/ with students

The most important value that a university must keep is to offer an integral education. The compromise of any university should educate its students not only intellectually, but morally as well. This will introduce good citizens and working people to the society.

One institutional value that must preserved is diversity. Our campus is built on the idea of diversity, thus, we must be able to attend to the Hispanics, African-Americans, Asian, and all other ethnicities equally.

Respect and scholarship.

Maintain the academic criteria for incoming freshmen regardless of the need to increase student enrollment for revenue purposes.

welcoming staff

student/professor ratio

Build student involvement in research.

Promotion of events that will bring the students closer together, I realize that Laredo is a very peculiar place as far as community involvement; however, there has to be a way of developing this social interaction.

small campus "feeling" (where is student is more than just another digit to register) and respect of nature (around campus)

I am not sure I understand the question, but if it concerns values as people I believe that the integrity of the school and its students depends on us keeping our eyes set on the prize, which is for the students to succeed and for the staff to continue putting everything they can in helping them do so.

the honor code

I know that over recent years more sports have been added to our university. Although this is great for promoting school diversity and spirit I would like to see more emphasis placed on academics. Offering variety to the curriculum would definitely allow me to broaden my horizons since graduate school is an option for the future.

the Fines arts

Responsibility and commitment.

Students first within ethical and legal bounds, service, respect, integrity and accountability, honesty, leadership, passion, drive, commitment, pride and adaptability to change

Keeping small college atmosphere as we grow; quality over quantity in academics (NCAA requirements); high integrity, following rules.

Quality of services, education, life

Administrators with big picture, long-term focus

Student focus

Diversity and international focus

Development of human capital throughout all levels of University

Ethical perspective/moral grounding

Involvement in community

Cross discipline, and cross college, collaboration towards a common goal.

Serving our customers (students) first

Including students in faculty research

Balancing competing priorities: high standard of teaching excellence and growth as an institution

Create a set of values where all stakeholders have input.

Our focused commitment to our core constituencies – the faculty, the staff, the students and the larger communities of Laredo and the world (quite literally!)

5. What one thing must we change (e.g., do more of, less of, get rid of) to succeed in the next one to five years?

Streamline workload so that more time can be devoted to our classes and our scholarly work

Faculty needs to be allotted time to pursue their research

Hire more faculty member

Compensating faculty through varied means for the 'above and beyond' efforts

Provide more funding opportunities to students

Provide more scholarship \$\$\$

We must increase the level of learning of our students so they may compete with other cities

We must give areas specific access to scholarship resources so that they can recruit students

We need to improve our students writing skills

We need to promote internationalization of TAMIU's academic programs

Provide room for student body to grow – parking, classrooms, dormitories

Hire administration/professional executives with sound educational background/

Allocate funds to assist the 'basic needs' of our programs

Equity to all programs

Expansion of entrance and exit to/from the University. Separate lanes for Bob Bullock Loop going in each direction to/& from the University.

Improve overall stability. This manifests itself in several areas. Two of the more obvious are:

1. Administrative heads (provost, dean, chair). I am starting my second year at TAMIU and have already experienced two provosts, two deans, and three chairs.
2. Course assignments. In my first year I was assigned to teach five different courses. This adversely affects students (course preparation is rushed, and there is no opportunity to improve a given course from one semester to the next). It also makes it difficult to achieve research and service productivity. Teaching the same courses in successive semesters provides a better classroom experience for students, and results in greater faculty productivity.

We may need to reflect more collectively and base our actions in such exercises.

We may need to more properly place ourselves, collectively, where we are and where do we want to go.

Increase the motivation of the faculty members.

In order for success there needs to be less division, alienation, egos, and selfishness and more about unity, togetherness, humility, and sharing. I believe in being optimistic but it does not take much time in the school of business to develop a pessimistic outlook on the school and the university. I do not believe that meetings with an established agenda should be used as sounding boards for disgruntled faculty to vent their opinions. Just creates a poison within the organization. Increase communication and lose the negative attitude of staff, faculty and administration. You have to “believe” and be strong and positive in what you do in order to achieve the overall goal.

Increase student awareness and retention efforts

Get more qualified faculty

We need less "fly by the seat of your pants" management and more planned goal-oriented management. BUT, not so restrictive that it chokes creativity, nimbleness and adaptability.

Define tenure process well.

Define research expectation more explicitly.

Evaluation at the end of year was somewhat random. The distribution of money was unscientific. The idea seems like, there is a pie and all of us deserve a share of it. The idea should be reward people who are doing more research.

I believe that TAMIU should begin making students responsible for their own education. I believe that we spend too much time treating our students like children, rather than treating them as adults who are held responsible for their own actions. For example, I do not understand why staff members need to call students to remind them that tuition is due. The due dates are clearly posted throughout the buildings, on the web-site, and through e-mail communications. It is a student's responsibility to remember to pay by the due date or risk being dropped. I understand that this method has helped with enrollment and retention, but I do not believe that it is beneficial to our students in the long run.

Foster better cohesion among faculty members

Aiming for a higher standard of education is the most important. Proving that to the college's students will give them the best opportunity to excel after they've graduated. Keeping the standard where it is at might not be so great, since there is always room for improvement.

Quality of teaching, learning and research must reach the “university” level.

Becomes a “real university”, rather than an “advanced Community college”.

Get rid of inefficient people

Make clear policies which is uniform at same level

We must focus more on quality teaching. Several faculty teach same courses over the years without doing any changes. There has to be some internal "review" process to provide high quality contemporary business teaching.

Aggressively seek funding through grants to improve and develop resources for preparing educators and for providing broad services for the community.

More of= support effective teaching at the institution in more public and monetary ways.

Less of = ignoring poor faculty teaching evaluations

The teaching ability of all faculty. A brilliant individual does not always make an effective instructor. There needs to be more accountability by professors on student success.

We must have more interaction from the PROF Center and the summer seminars. This should continue occurring because it provides faculty the opportunity to establish a welcoming, safe community of educators trying to improve their practice to enhance the overall quality of education provided to the students.

More training and communication; more team work and less of "attitude."

Emphasis on quality overall!

More community involvement.

We need to set priorities and reasonable goals as a teaching institution and not try to be every possible kind of institution at once. We must work together to address the challenges before us in a more open and honest spirit of mutual support and respect.

Increase the number of academic programs offered at the university.

We must work together as a team. There's a lot of politics involved on our campus, and it's difficult to say it and even more difficult to hear it. When positions open and people have been pre-selected for those positions simply because of how well they know others, instead of what they know, all of us end up stuck in a rut. We need an infusion of new ideas from others who have actually run a university and/or the departments for which they are hired to lead.

Hire more (highly qualified) support staff and faculty.

how better service our students

more parking spots, and keeping people from smoking at every entrance of every building... every time the doors opens it sucks the smokers air into the building... more student activities...

It needs to improve the quality of the faculty and curriculum. Classes at TAMIU are way too easy.

listen to students' concerns versus personal gain by upper administration

Probably if Trips were eliminated it will save a lot of money in the long run. If a trip needs to be made it should be one that it is mandatory to attend.

More involvement

TAMIU must get our students more involved with extracurricular activities in order to help them get acquainted with our community.

Advertising can be done differently.

We need to make use of all of the employees to be more efficient for our students and give them better Customer Service. If we need to get rid of or combine departments to better serve our students than be it.

Bring in top professors.

get rid of the school district mentality. The message boards look like they're designed for kindergarten children as do some of our events. Stop coddling students. they're adults.

I say continue what we are doing. It seems to be working, since enrollment is up.

advocate for the student! Make the Student center for students, not offices create a university culture where every student feels welcome to express, to study or simply to be. More institutional research TAMIU needs to get more professors to publish and recognized.

Need to focus on programs we already have. Focus on improving quality of each program before taking on new challenges.

TAMIU should have a degree plan for Architecture. TAMIU should have a football team.

TAMIU should have more school activities for example plays and allow the employees and students of TAMIU to be admitted in free but all others have to pay.

Demand excellence from students, by setting admission requirements that reflect this, hiring excellent faculty, provide enriching and challenging development opportunities (for students and faculty).

Overworking staff. I am grateful to have a job in this economy; however, a 35 hour work week might produce a happier, peaceful, and more productive work force. I see a lot of folks just doing time rather than being really productive. I've seen numerous faculty members leave because this system simply stretches them too thin--unrealistic expectations regarding quantity squeeze the quality of performance out. TAMIU says the QEP Writing component is important then dumps 50 students on an adjunct and expects quality writing instruction.

When our community is already lacking in writing skills--less is better. Focus on deep learning rather than quantity of students, textbooks, assignments, etc. Likewise, instructors must attend so many meetings, serve on various committees, and theoretically keep up with their class loads. Likewise, I heard a department director say, "It's a good thing he's(a top administrator) a workaholic--otherwise he couldn't get the job done." That's sick. What happened to passionate, skilled, creative folks? They burn out in systems like this--and I think these are precisely the people who best serve our students' needs. We have many first generation college students who need time and understanding; we need to care for the individuals.

have at least one more exit

Plan for growth in terms for growth based on 10 even 15 year visions.

Get rid of all those chiefs and bring more indians! Stop making some and administrative titles and work on staffing the offices appropriately. You need to encourage and emphasize great customer services. Greeting skills. Monitor and supervise the Director of Graduate Recruiting is this person bringing in the numbers for the colleges? Maybe get rid of this position and divide this salary between several counselors for the colleges...bring the graduate enrollment up! The work more with the Dean of Student success, they are doing an excellent job of bringing in students to TAMIU. Staff their offices, give them counselor's. Give them resources to bring in and monitor student's success but they need people to do this. Have more workshops for employees and allow them to attend

Identifying something iconic. There has to be something/someone the University can relate to that will stir up the Spirit of TAMU

I.E. Notre Dame = Rudy Ruettiger (living icon)

TAMU = 12th Man or Bonfire

Either of these stories or people brings pride to all Alumni and student body of these universities. What is our niche?

Keep an open mind

make sure teachers know how to teach

Customer service to the general public

Open access roads, build a canopy area for the Student Center & the Center for Fine & Performing Arts so that when we have rainy day events, community members & young students (attending Camps, Art, etc.) can be protected. Evening Attire at Black Tie Events can be ruined during these times.

More promotion to keep students here at the university

Be less of a local college and more of a regional college. We should not depend only on Laredo high schools. Also, be more open in hiring and promotions. No so much on whose friend or relative you are.

Change the process in some areas to make life a little easier. There are too many "hoops" to jump through to get some things done. Also, financially we need to be able to fund programs better to make them more successful.

Increase communication and loose the negative attitude of staff, faculty and administration. You have to "believe" and be strong and positive in what you do in order to achieve the overall goal.

Increase student awareness and retention efforts

Get rid of all the campus politics which hinders the University overall. These on campus politics used to be only campus known, but are now becoming community known and is showing the University in a bad light. The administration lets certain department heads to as they wish regardless if its right or wrong....and everyone is beginning to catch on. I believe the University needs to begin working as a larger school with larger visions in mind rather than a small school, with small school politics. Our community gets enough of that from our local politicians and school boards.....they don't need to see that here. I think there needs to be fewer adjunct faculty. I understand the need for adjunct faculty, but I believe in some cases this is bringing down the quality of the education we offer. Also, our students who are graduating still cannot write or communicate effectively.....when will this change?

Make all offices and processes easier for students. As a student I felt lost, going from office to office, getting a million signatures and met with unhappy faces not willing to help me. In my position I try to at least make a difference in expediting and helping the students and their families when they come to my door. I greet with a smile and help them, no matter what their degree program is. But I am only one person.

Keep employees that contribute to the institution's goals and objectives. We loose too many good employees.

Appreciate staff and raise educational standards for students.

better administrative organization

the way we are helping our students

TAMIU needs to offer full Curriculum of web delivery courses for each major. To allow full time workforce an Opportunity to take a full or part time courses at their Convenience. in strategic planning make sure that the big picture is planned out with sustainability plans in place, and ever outlet is explored

Make more parking. More advertising for events such as the Oksoberfest. Also more sports such as football. that would greatly get the community involved.

Get rid of faculty who does not teach, raise admissions requirements, and bring up salaries. Expect - demand more of our students.

Marketing can be increased in quality and quantity.

Our marketing needs to change. Honestly I do not understand who is actually in charge of it. is it public affairs or recruitment? Some years our seem to do a great job but others like the current commercials what are we trying to say to the public? i really did not understand what our point was and honestly i did not know how to answer that question to my friends and family. We need to market our university to the fullest and give those who have new and bright ideas the opportunity to present them so we can continue to expand and compete outside our area.

Implement the rules.

Higher pay for everyone, retention of employees, open up more programs for students.

The campus facilities must grow with its student population.

Nothing

Lower its tuition fees, it's getting pretty expensive to take classes now. Take that into consideration. Also, promote a greener lifestyle.

Make TAMIU look more "exciting" to attend. Research Millennials (which constitute to much more than 1/2 of the student population) and create targeted advertising campaigns to attract them. Also, use more technology. Other Universities are using iPods for instructional purposes and are getting a very good response.

More faculty and staff. More sections of classes

Students are truly grateful for the strides the university has made to provide the best academic support services and student services. This is something our university can continue to do more of. One thing that we must change is our attempts at encouraging student involvement. We should seek more student opinion through every means possible. We should do a better job in getting the "word" out. This could be done by further collaboration with the Student Government Association.

Have more people from around the world, from different cultures and different points of view. That is what a university is about. Learning about life, more than anything else.

build more space

Removal of duplicate courses

The University needs to bring more students from all over the world, and perhaps, offer more international-oriented classes. There needs to be more publicity about the language courses. For three semesters in a row, I have been unable to take the language course I want because it fails to meet quorum. French seems to be the only language people are willing to learn aside from Spanish and English. Greek and Latin should also be offer in any university. student life

More of: fun, looking for the student's benefit, strategic planning, well-planned and clear policies.

Less of: confusion

Get rid of: difficult, and, disorienting policies,

n/a..

I think it's great- faculty, administration, organizations, curriculum deliverance by the teachers.

We should try to save more energy and paper. We need to take care of our resources.

An issue we are facing is a fast growth in our student population. In order for TAMIU to remain successful, and improve is to keep up with such changes. We will need to devise a more diverse course list in order to fulfill the needs of the students.

I would suggest more engineering programs... and parking spaces.

Increase professor salaries to increase competition for more qualified professors.

promote school spirit through clubs/organizations and sports

Offer more small classes and research seminars.

Do more to help organization want to be a part of the institution. Right now there are just so many little obstacles that organization have to undergo in order to just have a simple meeting.

I realize this is important but a little bit of aide would be to the advantage of both the organizations and the institution.

TAMIU's faculty needs to be updated with today's youth to understand us better

I think the campus is running pretty well as is. I see all around me people in groups and organizations, helping one another to succeed in their particular field while bringing us all together for the common goal of staying on top.

increase money for educational outlets

I believe that is TAMIU took more into consideration what the students want, to a specific degree, we can both work together than do a tug-of-war to see who is right and who is wrong.

Continue hosting and promoting events. Having the different departments involved on campus to promote their services to students. Promote school academics to those students who are not honors or high risk for drop out.

More math instructors would definitely help.

update all computerized networks

TAMIU needs more parking spaces... that's about it

Its parking lots and the one entrance to the university.

Marketing our image by students (ad campaign), creating a cultural of been a TAMIU student been a Dustdevil (create culture of identity and pride), making faculty proud of teaching at TAMIU, eliminating some of the elites perception, creating an image that everyone belongs (wanted), the more – more study abroad participation and the concept will be a learning experience, less – resistance to change, get rid off – people that refuse to change, get rid of complaints,

More support staff (promotion, marketing, etc.); real virtual tour (too average); change “not safe, not clean” myth of Laredo (work with the city)

Improve quality of education/standards

Always strive for better

Transition to mid-size University

Focus shift to from enrollment to retention increase

More communication concerning new initiatives, and changes in preexisting initiatives.

Start a faculty/student research “brown bag” lunch series.

We must restructure campus approval processes

Improve our overall communication

We need to do more cross training; we can’t wait for a person to get back from sick leave before able to get the job done.

Get out of our comfortable “stovepipes” – we must be willing to listen to ideas and try different things across disciplines. From my view in the nursing “stovepipe” I believe there are multiple opportunities to work across disciplines – with education, business, the sciences – to create new ways of teaching and preparing individuals for their chosen professions.

Requires more listening and more willingness to try something even if it seems impossible or improbable. Not everything will work but nothing will work if we don’t try. Nursing can be particularly parochial in its approach but I know from talking with the other deans that each discipline can tend toward parochialism if it is not checked.

6. What best practice do you know about that would help us improve as an institution?

Utilize outside evaluation more from peer institutions

Academics seem in some ways just one voice among many here.

Non-academic aspects have too much power in some respects.

We need more scholarships to recruit students

Continuous self-evaluation of what every area is trying to accomplish

Create opportunity for faculty/administrative shared governance by rotating chairs,

Give faculty small administrative responsibilities – and compensation for same

Opportunities for merit based student scholarships.

Funding allocated for students to travel to conferences.

Opportunities to host professional groups on campus that our students can experience

Pay attention to Faculty opinions about what is going on in the classrooms and with the students

Community outreach and community participation in TAMIU activities

Hire qualified faculty/staff based on merit and from top notch universities

We may require a well established ongoing living strategic management process.

We may need to increasingly “talk the walk”, collectively, and base our decisions on such reflections.

We may need to look more outside the University and seek productive partnerships with other institutions and communities at the local, regional, and international, and global levels.

The most important practice is the become goal oriented. Currently, there are no clear consistent goals for the College to follow. Without such goals, all tasks are attempted and none are done well. Select a small number of goals, communicate these goals to the faculty, and support these goals through resources and rewards.

Reduce the number of new course preparations per faculty. Reduce the number of preparations per year per faculty. Ensure that all faculty are teaching within their area of expertise.

In the broad sense, the best practices that lead to a strong organizational culture that espouses the following values: unity of focus (e.g., student centeredness), unity of goals (e.g., not individual but universal), and a sense of nonsummativity from Systems Theory meaning that the whole is greater than the sum of its parts.

Consistency

Cooperation

Ethical and Professional with all undertakings

Partnering

Networking

Better trained administrators to deal with fiscal matters as well as policy issues at the university to insure academic and research activities do not suffer from oversights, delays or lack of resources.

A leadership that motivates you to work for the betterment of the college

Incentives that are aligned to make you work hard for the betterment of the university

Allowing/encouraging administrators and staff to improve their knowledge and skills through external training and education.

Learn from the mistakes of the past and never repeat a past mistake

In terms of professors and their courses: changes are needed in the way classes are taught.

For example, division chairs should encourage their professors to stop relying solely on power-point presentations to teach their students and start being more interactive.

In terms of staff: there could be improvements made by providing staff with proper training needed to do whatever job is it they do.

Working together to give the best education to our students. Integrity and openness

Developing a culture which is in line with our moral

Auditing of courses/programs to find out how these programs compare with peer institutions for how these programs can be improved.

In preparing both elementary and secondary teachers to teach math and science, we need to develop cross-disciplinary or cross-curricular courses in math and science, involving professors from math and science, as well as from education, to create authentic experiences for students that will heighten their understanding and their confidence for teaching math and science.

A University exists because of the students who attend. Therefore, in all areas of academia student success should be first and foremost.

To help reduce the cost of text books, gradually move toward the textbook rental system, or continue with the House Bill 25 that requires textbook information be posted to allow students the option of shopping elsewhere.

Work on specifics during "What's on your mind?"

Doing more than most universities- doing a lot of best practices; we are all fighting the same battles as other institutions ;

Become a true green campus. Total use of English

One of the newer, but well-established, best practices in higher education is incorporation of an information commons, sometimes known as learning commons, which is typically located in the university library. This new type of physical environment responds to a shift in the theory and practice of learning and teaching that emphasizes collaborative and active

learning. The information commons provides the students with technology and library services and resources that offer a flexible configuration of furniture, technology, learning resources and integrated expertise. This allows the students to actively configure these “common” resources to suit varied individual or group learning and productivity tasks.

Quotation on information commons from Educause publication available at this link: <http://www.educause.edu/learningspacesch7>

“With careful planning ...an information commons can be a collaborative learning space, not just a glorified computing lab; it can be a place to access, use, and create information, not just a reference area with rows of computers; and it can provide transparent user services, not fiefdoms of service points. Information commons can enhance learning, provide an environment for students that is both academic and social, and foster a sense of community on campus. Information commons require a large commitment of campus resources to develop and maintain. Clearly articulating the information commons' link to learning and then developing the requisite services and environment can help justify that investment and create a popular and mission-critical space on campus.”

The information commons concept is well-illustrated by the North Carolina State University Learning Commons photostream: <http://www.flickr.com/photos/ncsulearningcommons/>
more activities that can engage students

Students need to be more aware of the events, organizations, and opportunities that are available to them. The e-mail program is great, but sometimes, an event will not be mass e-mailed and the event may pass without people ever even knowing it existed.

communications and resources

As long as people follow ethical behavior, look for the student's benefit and not for their own, and do their job because they want to rather than to make money, everything should work smoothly. For example, follow the FISH PHYLOSOPHY

Keep the standards that you have for hiring faculty because it is working.

We need to try to maintain a good educational standard. Try to cheer students to succeed.

A key factor in the success of the university and student body is involvement/teamwork. I believe that if we work harmoniously we can achieve plans being set forth at Texas A&M International University. Such teamwork/involvement will help students feel comfortable with professors/staff members, and will allow staff members to understand the student body more clearly.

Set academic standards higher!

Follow models of Public Liberal Arts Institutions.

Provide more help to the organization that are attempting to promote higher graduate education. Such as Pre-law organization or pre-med. Other institutions want their students to go on, yet TAMIU seems to not have this aspect well developed just yet.

Cooperation

not cut programs that are needed for Laredo

Promoting university environment by hosting multicultural events.

Having different departments get out there and let students know about the services they provide by hosting informational booths etc.

New policy calls for more writing intensive class work in the College of Arts and Sciences. I

like this idea because it presses students to better their writing/communication skills for future employment.

Achieving goals at a faster rate.

Branding our message – when people see our seal what do the people in the community think? What are people saying? What do they see? Be part of the community, acknowledge student – “Dustdevil of the month”, Recognition makes people proud, Alumni involvement Hire best people available nationwide (no one applied concept not acceptable); recruit good people; retain faculty and staff (it creates a sense of loyalty)

Understanding that conflict does occur and dealing with it directly rather than sitting on it, or recruiting others to one side

Having all personnel in offices dealing with grants become certified as research administrators

More outreach programs.

At the moment, I can't think of any best practice that would help us improve.