TEXAS A&M
INTERNATIONAL
UNIVERSITY™

# Strategic Plan
# 2011-2015

# Texas A&M International University
# Strategic Plan for 2011-2015

## TEXAS A&M INTERNATIONAL UNIVERSITY MISSION

Texas A&M International University (TAMIU), a member of The Texas A&M University System, prepares students for leadership roles in an increasingly complex, culturally diverse state, national, and global society. TAMIU provides a learning environment built on a solid academic foundation in the arts and sciences. The University offers a range of baccalaureate and master's programs and the Doctor of Philosophy degree in International Business Administration. In addition, the University pursues a progressive agenda for global study and understanding across all disciplines.

Through instruction, faculty and student research, and public service, TAMIU improves the quality of lives for citizens of the border region, the State of Texas, and national and international communities.

(Approved by the Texas Higher Education Coordinating Board on April 25, 2013)

## TEXAS A&M INTERNATIONAL UNIVERSITY VISION AND VALUES

Texas A&M International University aspires to become a premier international university, serving as the agent of change for the people of the region, the nation, and the world through multicultural teaching, research, and service.

Our institutional values are:

**R**espect – Respect for individuals, their points of view and their diverse backgrounds.

**I**ntegrity – Model ethical standards of personal and professional behavior.

**S**ervice – Serve the University, regional, national, and international communities.

**E**xcellence – Strive for the highest quality in all endeavors.

# IMPERATIVE 1: STUDENTS



## IMPERATIVE 1: Students

**Admit, retain, and graduate students who are prepared for successful leadership roles in a culturally diverse, global society.**

***Goal 1.1 Attract and admit a diverse and international student body.***

| Strategies | Performance Measures |
|---|---|
| Execute established and new recruitment strategies targeting all socio-economic and under-represented groups in the local area and expand recruitment efforts at the state, national, and international levels.<br><br>Pursue scholarship opportunities and disseminate information to potential students and their parents, as appropriate.<br><br>Encourage students to pursue scholarship opportunities.<br><br>Expand faculty involvement in recruiting efforts to include information-sharing sessions and other activities with diverse students, as appropriate. | The number of First Time Freshmen admitted to TAMIU will increase by 5% per year for the next five years based on the fall 2009 baseline.<br><br>The number of transfer students admitted to TAMIU will increase by 5% per year for the next five years based on the fall 2009 baseline.<br><br>The number of students admitted to graduate programs will increase by 5% per year for the next five years based on the fall 2009 baseline period.<br><br>The number of international students and students from underrepresented groups will increase by 5% each year from the fall 2009 baseline. |

***Goal 1.2 Increase enrollment, retention, and graduation rates.***

| Strategies | Performance Measures |
|---|---|
| Maintain outreach efforts with admitted students through enrollment to ensure continuation in higher education.<br><br>Develop and implement an expanded orientation program for new students that include potential career opportunities for graduates of different degree programs.<br><br>Design and implement academic support intervention programs that include tutor training and individual contracts for tutoring that outline students' responsibilities.<br><br>Create, support, and implement additional learning communities involving developmental and regular college level courses.<br><br>Provide professional development seminars for faculty to help them better understand and guide their students to experience academic success. | First Time Freshmen student enrollment will increase by 5% each year based on the fall 2009 enrollment rate.<br><br>Graduate student enrollment will increase by 5% each year beginning with the fall 2009 baseline enrollment rate.<br><br>First Time Full-Time Freshmen retention rate will increase to 80% over the next five years.<br><br>Undergraduate students' five-year graduation rate will increase to 40% over the next five years. |

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| Implement new packaging strategies to increase the average annual financial aid award for returning students. | |

***Goal 1.3 Prepare students for successful leadership roles.***

| Strategies | Performance Measures |
|---|---|
| Promote different student organizations to actively involve students in leadership activities. | Develop baseline data in year 1 for student activities that require leadership, including participation in student organizations, holding offices in student organizations, representing the student body on college and University committees, and other activities that develop leadership ability.<br><br>On the basis of the baseline data, increase the number of students participating in leadership activities by 15% over the next four years. |
| Provide high-quality general education and degree programs that develop leadership skills. | Survey students' perceptions regarding their growth in leadership skills in year 1. Data collected will be used to inform subsequent efforts to develop students' leadership. |
| Establish a University-wide program to establish students' leadership skills. | Create a core committee of University leaders to develop a program for student leadership in year 1. Implement in subsequent years. |

***Goal 1.4 Engage students in activities that enrich their lives.***

| Strategies | Performance Measures |
|---|---|
| Provide opportunities for students to participate in co-curricular and extra-curricular activities that will enrich their lives. | Develop a baseline to document students' participation in activities that will enrich their lives (e.g., use *Collegiate Link* to help us develop data). |
| Increase student attendance and participation in co-curricular and extra-curricular activities that will enrich their lives. | On the basis of the baseline data, increase the number of students participating in enrichment activities by 5% during each of the following four years. |

***Goal 1.5 Provide programs and services that support established student outcomes.***

| Strategies | Performance Measures |
|---|---|
| Create a University-wide culture to enhance undergraduate student writing. | Institutionalize a formalized systematic review, analysis, and process for continuous improvement of University writing initiatives (e.g., First Year Writing Program and Writing Intensive (WIN) courses).<br><br>100% of undergraduate students will complete three WIN courses as part of their degree program by the end of the fifth year. |
| Enhance services that support students' educational and personal success. | At least 65% of undeclared sophomores will have met with a career advisor in year 1, with a 5% increase per year for subsequent years.<br><br>At least 50% of the students receiving counseling services will demonstrate an improvement on their overall Counseling Center Assessment of Psychological Symptoms (CCAPS) profile at the conclusion of their counseling experience. The improvement rate will increase by 5% each year.<br><br>At least 70% of the students who receive academic advising and/or Supplemental Instruction and tutoring will have passed their courses with a "C" or better by year 5.<br><br>Ninety percent of the students receiving health services will express satisfaction with those services throughout the five years of the plan.<br><br>Collaborative events outlining services provided by student affairs, student health services, student counseling and disability services, and recreational sports will be conducted each year, with a 5% increase in student participation per year. |
| Inform students about the proper procedures and protocol to be taken in disciplinary and academic misconduct cases. | Freshmen orientation will include a presentation on the student code of conduct.<br><br>100% of the faculty will review the content of the code of conduct with their students at the beginning of each semester. |

***Goal 1.6 Increase participation of students in study abroad programs.***

| Strategies | Performance Measures |
|---|---|
| Work in conjunction with the colleges to develop study abroad programs that meet the needs of students and faculty. | Students participating in study abroad initiatives will increase 25% by year 5 taking the calendar year 2010 as a baseline.<br><br>Double the number of faculty-led study abroad trips by year 5. |

# IMPERATIVE 2: FACULTY AND STAFF



## IMPERATIVE 2: Faculty and Staff

**Provide a collaborative and safe educational environment that supports faculty and staff initiatives and fosters international contributions.**

***Goal 2.1 Recruit and retain diverse, well-prepared and motivated faculty, staff, and visiting scholars.***

| Strategies | Performance Measures |
|---|---|
| Assure that all search committees for faculty and staff are adequately prepared to fulfill their responsibilities. | Search committee chairs will certify that all committee members were informed of current regulations and procedures. |
| Provide employee training and development (e.g., new hire orientation, *IRB/Human Subjects training,* TAMIU Enrichment Day, Annual Enrollment, faculty-staff assembly, teaching training, individual roles and responsibilities). | 100% of new faculty, adjunct faculty, and staff will participate in relevant orientation and training. |
| Establish on-going training regarding regulations and procedures affecting international faculty, including visiting scholars. | Facilitate training regarding international faculty for deans, department chairs, and other key administrators at least once a year. |

***Goal 2.2 Provide competitive benefits and compensation.***

| Strategies | Performance Measures |
|---|---|
| Appropriate resources, including national surveys, will be consulted, as needed, in the formulation and adjustment of salaries, benefits, and compensation packages for faculty and staff. | Hiring supervisors will consult ongoing norms and appropriate resources to determine compensation packages for 100% of new hires.<br><br>During the next five years, a review of the salaries, benefits, and compensation package for faculty and staff will be conducted periodically, and adjustments will be made, as appropriate, within budgetary constraints.<br><br>During the next five years, the data from a salary compression study will be used to make adjustments in faculty and staff salaries within budgetary constraints. |

***Goal 2.3 Support and enhance the professional development of faculty and staff.***

| Strategies | Performance Measures |
|---|---|
| Provide a new faculty development program with an emphasis on teaching and learning. | Develop and implement an ongoing and systematic development program for new faculty. |
| Develop and institute a mentoring process. | Develop a plan for mentoring faculty during year one. |

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| | Implement the plan in subsequent years. |
| Provide ongoing professional development and training opportunities for faculty and staff. | During the next five years, all faculty will participate in at least 3 professional development opportunities (e.g., peer review, classroom observations, meetings, teaching workshops, sharing of best teaching practices, working with new University learners, and others).<br><br>100% of all employees will complete required on-line training and participate in other professional development opportunities, as applicable. |
| Develop and implement an evaluation process for adjunct faculty. | 100% of adjunct faculty will participate in a peer review process at least once a year. |

***Goal 2.4 Promote, recognize, and reward excellence, including international contributions, among faculty and staff.***

| Strategies | Performance Measures |
|---|---|
| Select and recognize outstanding faculty and staff. | Provide annual recognition for faculty and staff (e.g., Scholar of the Year, Teacher of the Year, Distance Educator of the Year, International Faculty of the Year, Regents Professor, Outstanding Administrator, Outstanding Classified Staff, awards for grantsmanship and others). |
| Provide information regarding applications for Regents Professor to colleges and departments and encourage faculty to participate in the Chancellor's Teaching Excellence Survey. | Increase faculty participation in the Chancellor's Teaching Excellence Survey to 100% by year 5. |
| Recognize positive contributions by members of the University community | Publicize at least once a semester through different media the names of faculty members that have earned different honors and distinctions.<br><br>Identify areas deserving recognition and annually acknowledge individuals or groups for exemplary performance (e.g., outstanding committee work, innovative classroom strategies, overseeing a conference, and others). |

***Goal 2.5 Promote and support best practices to maintain a safe environment.***

| Strategies | Performance Measures |
|---|---|
| Consolidate and follow University-wide safety procedures. | Convene a University-wide committee to establish, implement, and monitor a comprehensive health and safety plan. |
| Provide safety training. | 100% of faculty and staff will receive training on |

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| | applicable safety practices.<br><br>100% of faculty, staff, and students participating in laboratory activities will receive training on general laboratory safety and other applicable procedures.<br><br>100% of building emergency coordinators and first responders will complete cardiopulmonary resuscitation (CPR) and automatic external defibrillator (AED) training. |
| Conduct regular inspections of all campus facilities to ensure compliance with local, state, and federal regulations. | 100% of the University facilities will meet safety regulations.<br><br>Repairs required as a result of inspections will be made as soon as feasibly possible, but not to exceed 30 days. |
| Enforce University safety regulations. | Any condition posing imminent danger will be addressed immediately.<br><br>Create a hazardous waste storage area within the next five years.<br><br>Increase subscriptions for DustyALRT by 2% each year.<br><br>Reduce Worker's Compensation payout by 10% of fiscal year 2010 baseline over the next five years. |

# IMPERATIVE 3: TEACHING AND LEARNING



## IMPERATIVE 3: Teaching and Learning

**Enhance the educational environment by promoting excellence in teaching and learning.**

***Goal 3.1 Establish and pursue student learning outcomes appropriate for each program and engage in systematic assessment and use of results for continuous quality improvement.***

| Strategies | Performance Measures |
|---|---|
| Provide ongoing training to coordinators of degree programs, faculty teams, department chairs, and deans on assessment and program reviews. | 100% of the degree program coordinators will complete the Annual Institutional Effectiveness Review (AIER) by conducting assessment of learning outcomes, analyses of data, and use of results. |
| Provide ongoing training to faculty teams, department chairs, and deans on conducting department self-studies. | Degree program reviews and academic department self-studies will be completed by year 5. |
| Provide ongoing training to coordinators of educational support units on assessment and unit reviews. | 100% of the educational support unit coordinators will complete the Annual Institutional Effectiveness Review (AIER) by conducting assessment of unit outcomes, analyses of data, and use of results. |

***Goal 3.2 Promote excellence in learning by creating a student-focused learning environment, while incorporating service learning opportunities, where appropriate.***

| Strategies | Performance Measures |
|---|---|
| Provide informal and systematic opportunities for student input on decisions affecting them. | Establish sessions to facilitate dialogue between students and administration/faculty at least once per long semester. |
| Incorporate student input into educational decision-making. | |
| Provide opportunities to mentor incoming international students. | Implement a systematic peer-mentoring process for international students in year 1. |
| | Provide two peer-mentoring opportunities each academic year for incoming international students. |
| Provide service learning opportunities. | Establish a Service Learning Committee in year 1 to engage faculty and potential community partners in the development of a service learning plan with implementation by year 3. |
| Use technology to enrich the curriculum. | Increase ongoing training sessions in distance education technologies for faculty and students by 5% each year. |

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| | Increase the number of faculty and students participating in distance education technologies training by 5% each year.<br><br>Develop a plan for an information commons in the Killam Library.<br><br>Adapt and implement the phases of the information commons plan as space becomes available.<br><br>Complete plan to equip classrooms with appropriate technology by the end of year 5.<br><br>Ensure all standard software in classrooms/ computer labs is current and appropriate training is provided on an ongoing basis. |

***Goal 3.3 Create and revise curricula to meet the needs of students and stakeholders, and where appropriate, incorporate cross-cultural and global perspectives.***

| Strategies | Performance Measures |
|---|---|
| Create new degree programs to meet student needs. | In response to identified student and stakeholder needs, develop and implement the following degrees over the next five years:<br>Bachelor of Fine Arts<br>B.S. in Civil or Industrial Engineering<br>B.S. in Computer Science<br>M.S. in Autism<br>M.S. in Communication Disorders<br>M.S. in Kinesiology<br>M.S.N. in Nursing Administration<br>Executive MBA |
| Review degree program curricula to determine the degree to which the programs meet student needs, and where appropriate, incorporate cross-cultural and global perspectives. | Degree program curricula will be revised, as needed, as part of the institutionalized program review process. |

***Goal 3.4 Broaden educational experiences of students through participation in student research / scholarship.***

| Strategies | Performance Measures |
|---|---|
| Encourage students and faculty to participate in joint research. | Student-faculty research workshops will be provided at least twice per year.<br><br>At least 20% of the workshop participants will present student/faculty joint research at a regional or national conference. |
| Encourage faculty-student publication. | Develop a baseline of faculty-student publications in year one. Increase the number of faculty-student publications by 10% each year over the next five years. |
| Provide opportunities for students to conduct course-related or extra-curricular research and disseminate the findings of their initiatives; and participate in activities such as conferences, workshops, panels, debates, and others. | Approximately 500 students each year will participate in at least one research conference. |

***Goal 3.5 Develop international partnerships with universities and institutions around the world.***

| Strategies | Performance Measures |
|---|---|
| Expand active engagements with international partner institutions. | Increase the number of active initiatives with international partner institutions by 2% from the fall 2010 baseline over the next five years. |
| Host forums for exchanges of ideas among universities and other organizations on issues of international interest. | At least one forum per year will be held to bring together international partners. |

***Goal 3.6 Achieve and maintain accreditation from national, professional, or specialized accrediting organizations.***

| Strategies | Performance Measures |
|---|---|
| Maintain regional accreditation for the University. | The University will be reaffirmed by the Southern Association of Colleges and Schools in 2015. |
| Achieve and maintain professional accreditation for degree programs, as appropriate. | The University will maintain accreditation with Association to Advance Collegiate Schools of Business (AACSB), Texas Education Agency (TEA), and National League for Nursing Accreditation Commission (NLNAC).<br><br>The University will achieve accreditation from the Accreditation Board for Engineering and Technology (ABET) by 2014. |

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| | The MPA Program will achieve accreditation from the National Association of Schools of Public Affairs and Administration (NAASPA) by 2012.<br><br>Accreditation applications to additional organizations will be prepared and submitted in accordance with the efforts and priorities of the different University components. |

# IMPERATIVE 4: RESEARCH



## IMPERATIVE 4: Research

**Strengthen and expand faculty research and scholarship to address regional, national, and global issues.**

***4.1 Establish the University as a primary resource for international affairs with specific emphasis on the U.S.-Mexico border.***

| Strategies | Performance Measures |
|---|---|
| Increase the number of research conference presentations and publications that address international and/or U.S.-Mexico border issues. | The number of conference presentations on international and/or U.S.-Mexico border issues will increase by 2% per year from the fall 2010 baseline. |
| Increase faculty engagement in international and/or U.S.-Mexico border issues. | The number of publications on international and/or U.S.-Mexico border issues will increase by 2% per year from the fall 2010 baseline. |
| Develop international collaborative research partnerships | The number of international collaborative partnerships will increase by 2% per year from the fall 2010 baseline. |

***4.2 Increase externally funded research and scholarship.***

| Strategies | Performance Measures |
|---|---|
| Build the capacity to support faculty members' grant submission efforts.<br><br>Develop workshops to assist faculty in the grant writing process. | The number of grant submissions to external agencies and foundations will increase by 10% per year over the next five years.<br><br>Increase the number of funded grants by 50% over the next five years.<br><br>Conduct one grant-writing workshop per year. |

***4.3 Expand and develop collaborative and/or multidisciplinary research and scholarly/creative activities.***

| Strategies | Performance Measures |
|---|---|
| Operationalize a University-wide research study focusing on writing initiatives. | Conduct a research project, including formative and summative analysis, based on the hypotheses that the writing intensive requirement and the First Year Writing Program will improve writing skills of students. |
| Establish collaborative research across disciplines, and/or colleges, including other members of The Texas A&M University System. | Increase the number of collaborative and/or interdisciplinary publications in peer-reviewed journals by 2 each year over the next five years. |

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| | Develop a mechanism for recognition of collaborative research initiatives and creative activities in year 1 and implement in subsequent years. |

***4.4 Encourage, recognize, and reward research contributions by faculty.***

| Strategies | Performance Measures |
|---|---|
| Encourage research contributions at all levels of faculty development. | Explore mechanisms for providing incentives for faculty research at all levels of faculty development. |
| Recognize individuals for research grant activities. | Continue recognition of grantsmanship and develop additional awards to encourage research contributions at all levels of faculty development. |

***4.5 Strengthen and expand the involvement of faculty with the centers in research activities.***

| Strategies | Performance Measures |
|---|---|
| Develop a process whereby faculty and staff can become aware of the centers' scope of responsibilities. | Each center will update its webpage in year 1 to inform the University and local communities about their roles and responsibilities. |
| Identify research opportunities for faculty involvement with the centers. | Each center will develop mechanisms for providing information to interested faculty, including presentations at each college meeting at the beginning of each academic year. |

# IMPERATIVE 5: SERVICE



## IMPERATIVE 5: Service

**Improve the quality of life for the University community and citizens of the region, state, nation, and world.**

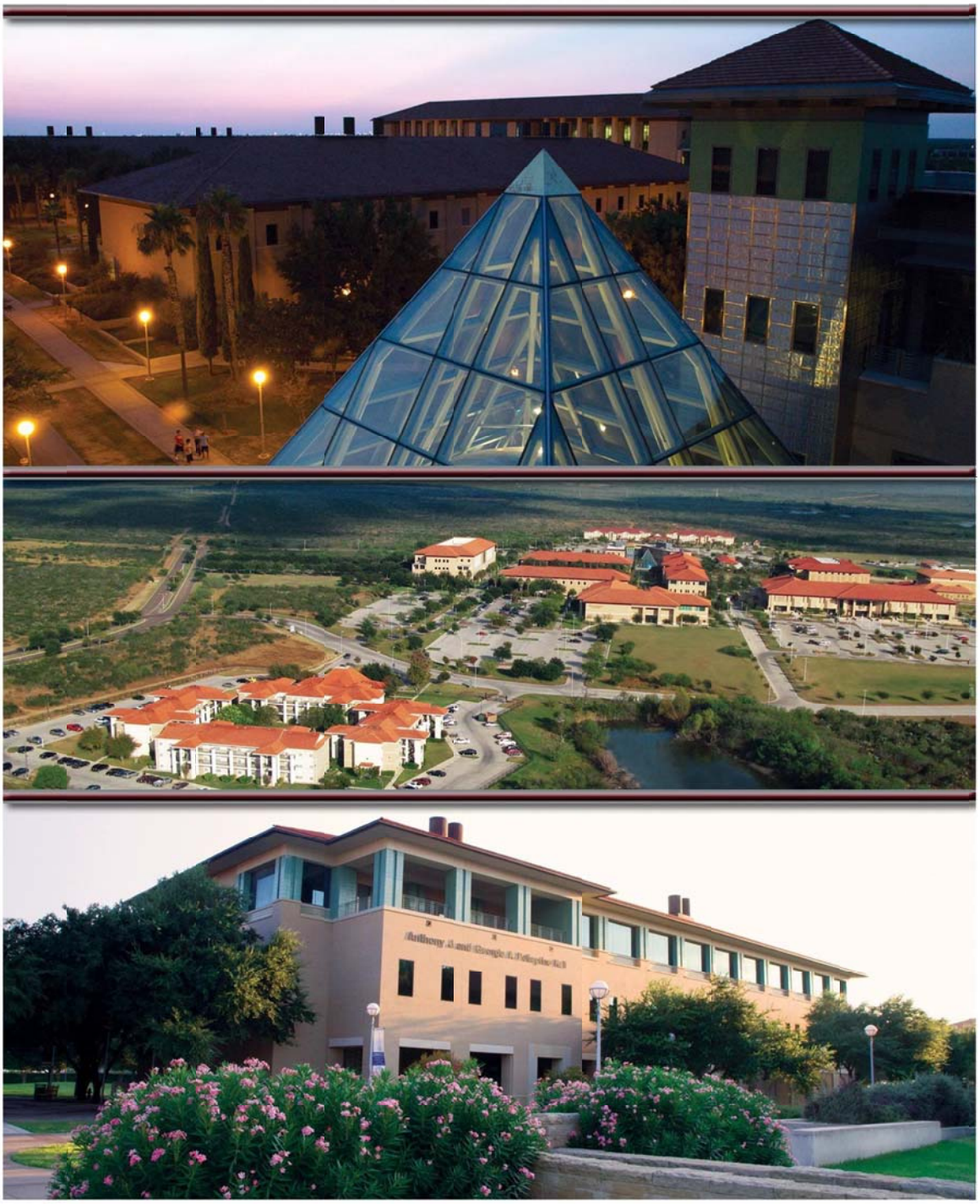
***5.1 Expand collaborative service, volunteerism, and outreach activities.***

| Strategies | Performance Measures |
|---|---|
| Enhance faculty and staff internal service activities. | Explore the development of a documentation process and relevant criteria to recognize meaningful contributions to University-wide service initiatives. |
| Enhance external service/outreach activities. | Develop a faculty and staff community involvement survey and establish baseline data in year 1.<br><br>Increase faculty and staff community involvement by 2% each year.<br><br>All student organizations will accrue at least 45 service hours each year for the next five years. |

***5.2 Serve as a focal point for cultural, educational, and research activities.***

| Strategies | Performance Measures |
|---|---|
| Expand and disseminate information on cultural activities. | Create a master calendar of area-wide performances and events and post it on-line in year 1. Maintain and update content on master calendar, as needed. |
| Expand and disseminate information on educational activities beyond traditional class offerings. | Expand continuing education and ESL programs through collaboration with community entities and other University units by 25% over 5 years by taking the calendar year 2010 as a baseline. |
| Expand and disseminate information on research activities. | Establish a Speakers' Bureau composed of faculty and staff who will provide at least 10 educational presentations per year to the community. Attendance will be monitored to guide future offerings.<br><br>Develop baseline data on research activities available to the University community and general public in year 1.<br><br>Annual reports from centers and other units will be provided to the strategic planning committee for general dissemination, as appropriate. |

# IMPERATIVE 6: RESOURCES



## IMPERATIVE 6: Resources

**Identify, obtain, develop and retain the appropriate financial and physical resources to ensure continued growth and enhancement of the University.**

***6.1 Identify, obtain, and retain financial support from a variety of sources to supplement State of Texas funding.***

| Strategies | Performance Measures |
|---|---|
| Expand external funding sources through increased submission of grant requests. | Increase submission of grant requests by 10% per year over the next five years based on the established benchmark.<br><br>Increase the proportion of funded requests by 25% over the next five years based on the established benchmark. |
| Expand external funding sources through additional corporate partnerships. | Increase corporate partnerships by 10% each year based on the established benchmark. |
| Expand external funding through participation and philanthropic donations. | Increase participation in ALL-4-TAMIU campaign by 10% each year based on the established benchmark.<br><br>Increase alumni participation by 10% each year based on the established benchmarks for solicitations, donations, and volunteers. |
| Recognize individuals and entities that provide support. | All donors will be recognized at least once a year. |

***6.2 Comply with local, state, system and federal regulations and laws and utilize best business practices to ensure responsible stewardship of all financial resources.***

| Strategies | Performance Measures |
|---|---|
| Ensure that a uniform and systematic budget review process is employed. | Produce an annual report documenting the budget review process and relevant recommendations. |
| Explore potential use of shared services with other System components. | Conduct an examination of the use of shared services during year 1 and use information to inform decisions for subsequent years. |
| Ensure compliance of all purchases with State and System regulations. | Monitor approval processes for purchases through periodic audits and receive favorable reviews. |
| Maintain accurate property inventory records. | Conduct full inventory each year and spot check at least six departments per month to account for all University assets. |

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| Ensure compliance of all travel requests and reimbursements with State and System regulations.<br><br>Ensure compliance of all student aid transactions with State and System regulations. | Conduct periodic audits and receive favorable reviews.<br><br>Adhere to federal and state audits and receive favorable reviews. |

***6.3 Update and expand campus technology to meet University needs.***

| Strategies | Performance Measures |
|---|---|
| Provide necessary technology to conduct teaching, research and service.<br><br>Expand student access to computer resources. | Convene an ad hoc committee to develop a University long-range technology plan in year 1.<br><br>Implement, monitor, and revise the long-range technology plan in subsequent years.<br><br>Review wireless access capacity across the University in relationship to the long-range technology plan.<br><br>Killam Library will develop a needs assessment and implement a pilot program for lending laptop computers to students in year 1 for use in the Library.<br><br>Expand and institutionalize the laptop loaner program in subsequent years to meet student needs as resources allow.<br><br>Explore affordable options for offering hardware and software to students.<br><br>Develop additional open computer labs for students. |

***6.4 Build, maintain, and renovate facilities to meet the needs of the University.***

| Strategies | Performance Measures |
|---|---|
| Provide appropriate facilities in line with increasing enrollment.<br><br>Update and implement renovation and expansion plan of Killam Library. | Conduct current space utilization audit in year 1.<br><br>Evaluate capital plan for congruence with current and anticipated needs.<br><br>Library space and facilities survey of students and faculty will be completed during first two years.<br><br>Implement plan in phases as funds become available. |

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| Conduct preventive and predictive maintenance. | Utilize TMA maintenance software program to generate automatic work orders for preventive and predictive maintenance and complete all work order requests within 5 working days. |