

TEXAS A&M
INTERNATIONAL
UNIVERSITY

STRATEGIC PLAN 2016-2020



TEXAS A&M
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UNIVERSITY

TEXAS A&M INTERNATIONAL UNIVERSITY



Pablo Arenaz, Ph.D.
President

Dear University Community Members,

The lives of all great universities share a common ancestry: a guiding commitment to strategic planning. The Strategic Plan guides the growth and success of all universities and helps to ensure a shared experience and quantifiable end result. It also undergirds the University's assessment scheme and vital accreditation retention. Most important, it offers a powerful testament to our shared mission and vision.

Before you is the University's Strategic Plan Workbook that provides the critical structure for our Strategic Plan 2016-2020. Please review carefully and consider this your roadmap to the planning crucial to the future of this University.

Just like other University initiatives, this Plan will only represent us all if all of us are represented in its creation. Those of you who have been affiliated with the University for some time know that this single document can inform, invite and retain funding allocations by our Legislature, our federal government, our community partners, and our collaborative agents. Those of you new to the University will soon find the Plan is a fully integrated part of our existence.

More than any other University document, The Strategic Plan provides a standard by which we can measure our mission, secure our vision, and deliver our promise. And so, your role in this document is certainly pivotal.

Again, please review and keep this Strategic Plan Workbook close to mind and close to heart. You are, after all, holding our future in your hands.



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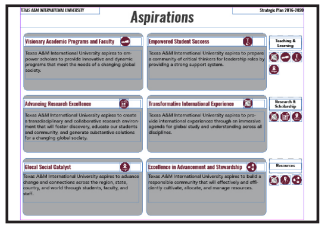
Shared visions...

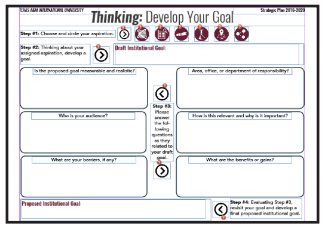
Inspiring futures.

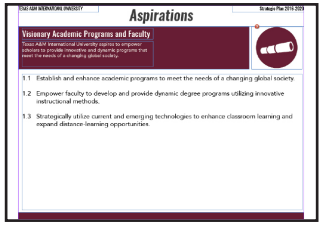
TEXAS A&M INTERNATIONAL UNIVERSITY

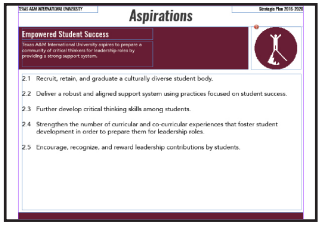
Overview

Stage One: Develop Goals & Objectives

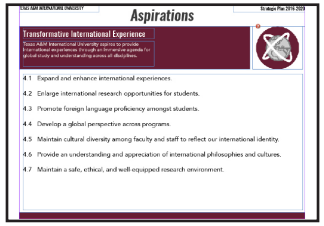


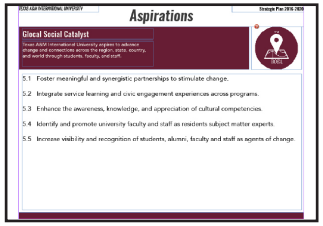


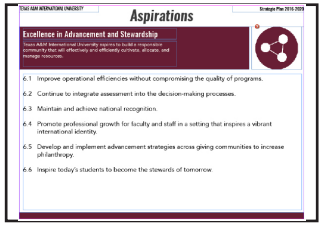




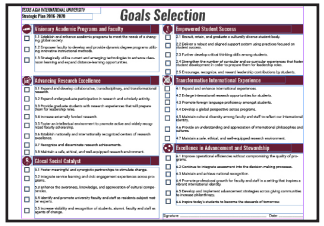




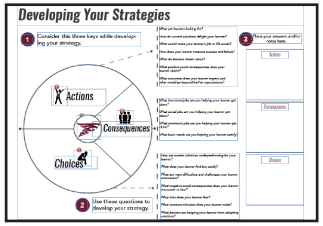


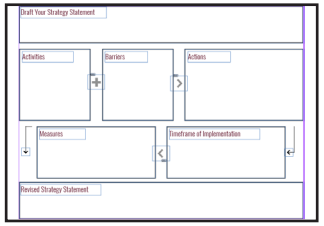


Stage Two: Selection of Objectives



Stage Three: Development of Actions





Stage Four: Publication & Submission

University Executive Officers

2015-2016

Dr. Ray M. Keck, III	President
Dr. Pablo Arenaz	Provost and Vice-President for Academic Affairs
Juan J. Castillo Jr.	Vice-President for Finance and Administration
Dr. Minita Ramírez	Vice-President for Student Success
Rosanne Palacios	Vice-President for Institutional Advancement
Dr. Thomas R. Mitchell	Dean, College of Arts and Sciences
Dr. Steve Sears	Dean, A.R. Sanchez Jr. School of Business
Dr. Catheryn J. Weitman	Dean, College of Education
Dr. Glenda C. Walker	Dean, College of Nursing and Health Sciences
Dr. Conchita Hickey	Dean, University College
Dr. Jeffrey M. Brown	Dean, Graduate Studies and Research

Strategic Plan Chairs & Committees

2016-2020 Strategic Plan Chairs

Juan Gilberto García, Jr.

Dr. Ned Kock

Miguel Treviño

Teaching and Learning

Co-Chairs

Jerry Alva

Dr. John Dean

Members

Dr. Kevin Lindberg

Teresa Renn

Michelle Bento-Jackson

Dr. Patricia Abrego

Doug Ferrier

Dr. Thomas Mitchell

Dr. Diana Linn

Dr. Alfredo Ramírez

Dr. Gwen George

Dr. Andres Rivas

Editor

Dr. Thomas Mitchell

Dr. Karyn Miller

Communications Designer

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Research and Scholarship

Co-Chair

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Dr. Federico Schaffler

Members

Dr. Jeff Brown

María Eugenia Calderón

Dr. Kate Houston

Dr. Stephen Duffy

Dr. Marcus Ynalvez

Dr. Guillermo Domínguez

Dr. Glenda Walker

Dr. Steve Sears

Dr. John Kilburn

Dr. Haibo Wang

Resources and References

Mary Treviño

Dr. Verónica Martínez

Resources

Co-Chairs

Lisa Paul

Dr. Brian Gaskins

Dr. Jyotsna Mukherji

Members

Martha González

Mayra Hernández

Carlos Bella

Dr. Claudia San Miguel

Steve Harmon

Federico Juarez

Rosanne Palacios

Griz Zimmerman

Students

Mara Schaffler

Jackelyne Briseño

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.

University Vision & 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 multi-cultural teaching, research, and service.

Respect

Respect for individuals, their points of view and their diverse background.

Integrity

Model ethical standards of personal and professional behaviors.

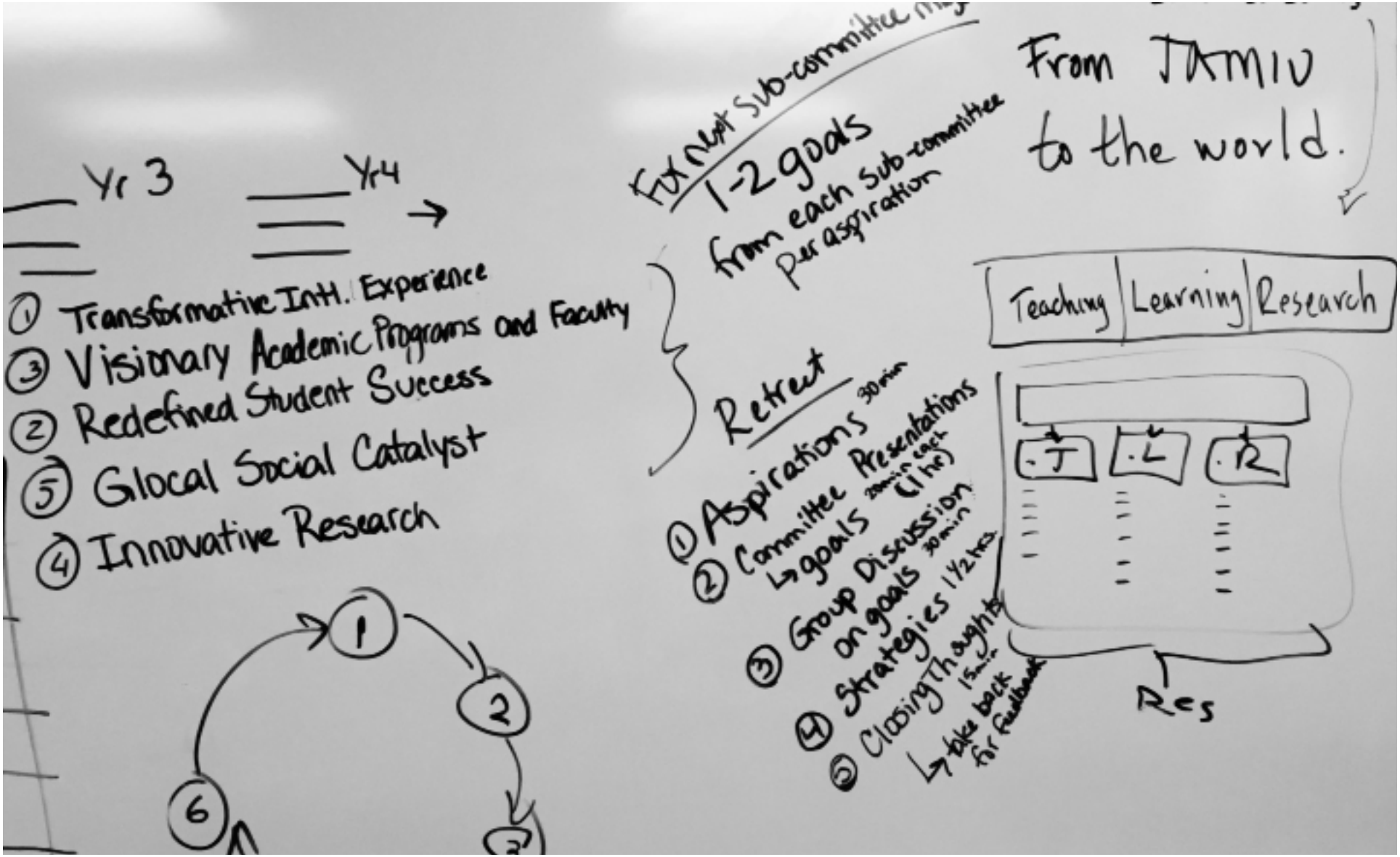
Service

Serve the University, regional, national, and international communities.

Excellence

Strive for the highest quality in all endeavors.

The Beginning...



TEXAS A&M INTERNATIONAL UNIVERSITY

During the first months of 2015, former President Dr. Ray M. Keck and current President Dr. Pablo Arenaz brought together committees of individuals to formulate a plan of action that would become the 2016-2020 Strategic Plan for Texas A&M International University in Laredo, Texas. Through this, campus leaders realized the significance moving forward as the year 2020 will mark the 25th year of our current campus location and 50th year of existence as the premier institution of higher education in South Texas. Three committees, composed of students, faculty and staff were identified as key stakeholders in determining the vision for The International U. These committees helped formulate the goals and objectives that will lead the University over the course of the next five years and beyond.

This workbook is a culmination of the countless hours of discussion, meetings and presentations over the course of many months and demonstrates the dedication that each member of the committee has in developing a visionary plan for the University and the students it serves.

The materials used to develop this compendium is available in handout form at the end of this volume, in the appendix, and will allow units and departments to align their respective goals to those of the University moving forward. Each year, select Committee members will continue to work on this plan in order to identify key areas of need and determine what actions need to be taken to complete the task at hand while providing valuable feedback to campus departments regarding their progress.



TEXAS A&M
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GOALS

Goals

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.

Advancing Research Excellence

Texas A&M International University aspires to create a transdisciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



Deepening discovery...

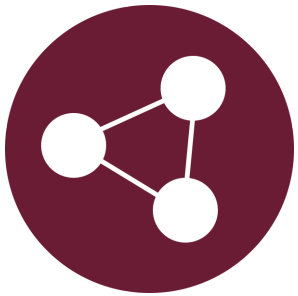


and Innovation.











TEXAS A&M
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OBJECTIVES

Objectives

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.



1.1 Establish and enhance academic programs to meet the needs of a changing global society.

1.2 Foster a culture of teaching innovation and excellence.

1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Objectives

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.1 Recruit, retain, and graduate a culturally diverse student body.

2.2 Deliver a robust and aligned support system using practices focused on student success.

2.3 Strengthen critical thinking skills among students.

2.4 Expand the number of curricular and co-curricular experiences that foster student preparation for leadership roles.

2.5 Encourage, recognize, and reward leadership contributions by students.

Objectives

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.1 Expand and develop collaborative, transdisciplinary, and transformational research.

3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.

3.3 Expand undergraduate participation in research and scholarly activity.

3.4 Provide graduate students with research experiences that will prepare them for leadership roles.

3.5 Increase externally funded research.

Objectives

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.



4.1 Expand and enhance experiences to provide an understanding and appreciation of international philosophies and cultures.

4.2 Promote foreign language proficiency amongst students.

4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Objectives

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.



5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.

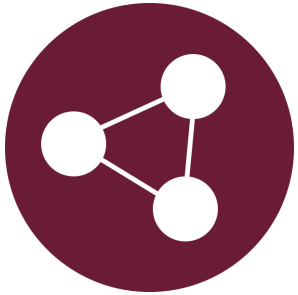
5.2 Integrate service learning and civic engagement experiences across programs.

5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

Objectives

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.1 Improve operational efficiencies without compromising the quality of programs.

6.2 Continue to integrate assessment into the decision-making processes.

6.3 Maintain and achieve national recognition.

6.4 Develop and implement advancement strategies to increase philanthropy.

6.5 Inspire today's students to become the stewards of tomorrow.



Enhancing



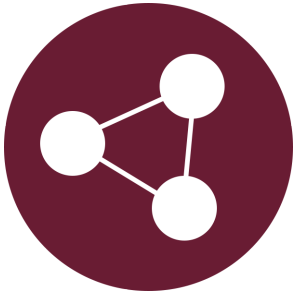
Advancing



Engaging









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ACTIONS

Actions

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.



1.1 Establish and enhance academic programs to meet the needs of a changing global society.

1.1.1 Identify areas of critical need by tracking national trends, engaging local stakeholders, and surveying students and employers.

1.1.2 Enhance and add undergraduate, graduate, and certificate programs to address critical needs.

1.1.3 Support faculty in the creation of high-need degrees by providing them with course release and flex scheduling.

1.1.4 Align academic program missions to the university's vision and misson, ensure programs are continually improving their preparation of globally-oriented students through the annual assessment of student learning outcomes.

Actions

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.



1.2 Foster a culture of teaching innovation and excellence.

1.2.1 Ensure that teaching effectiveness is annually assessed using a combination of student and peer feedback. Examine the current course evaluation instrument and, if appropriate, involve faculty in the development of a new instrument to improve the quality of data faculty have available to continuously monitor and improve their teaching.

1.2.2 Reinvigorate the Professional Resource Opportunities for Faculty Center to enhance teaching and learning by hiring a new director.

1.2.3 Provide opportunites for faculty to participate in “best practice” pedagogy workshops as part of the QEP, ACT on IDEAS.

1.2.4 Highlight faculty’s use of innovative and effective teaching practices on website homepage through a designated “Spotlight on Teaching” space.

1.2.5 Plan new buildings and renovate existing ones to effectively and efficiently utilize learning spaces, support “best practice” pedagogy, and incorporate new technologies.

Actions

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.



1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

1.3.1 Monitor and evaluate the use of technology to support student learning, expose students to off-campus instructional experts, and connect faculty to remotely located students.

1.3.2 Support faculty development for use of technology in the classroom.

1.3.3 Increase the number of online academic programs.

Actions

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.1 Recruit, retain, and graduate a culturally diverse student body.

2.1.1 Establish a University-wide Strategic Enrollment Plan Council responsible for developing a strategic enrollment management plan to implement innovative marketing recruitment efforts in the primary South Texas market, the secondary Texas market, and internationally.

2.1.2 Foster efforts to build recruitment pipelines through partnerships with school districts and community colleges, summer programs, and community outreach efforts, such as Discover TAMIU.

2.1.3 Develop a communication and marketing plan to increase student awareness of available financial aid, scholarship opportunities, and debt-reduction strategies.

2.1.4 Support high impact practices to retain students such as introducing signature courses, increasing opportunities to participate in faculty research, and promoting programs' development of culminating senior experiences.

2.1.5 Continue to provide programs that assist international students in their transition to new learning and living environments.

2.1.6 Recruit and support a diverse student-athlete population.

Actions

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.2 Deliver a robust and aligned support system using practices focused on student success.

2.2.1 Leverage social media to increase student engagement in programs and activities.

2.2.2 Enhance programs related to health, wellness, and cultural diversity.

2.2.3 Continue to deliver a collaborative orientation program that assists students in transitioning to the University and increases the likelihood that students will complete their TAMIU education.

2.2.4 Sustain high quality advising and tutoring services for all students.

Actions

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.3 Strengthen critical thinking skills among students.

2.3.1 Implement TAMIU's Quality Enhancement Plan: Applied Critical Thinking as expressed through undergraduate research using the phases of Investigate, Decide, Express, and Achieve (ACT on IDEAs).

2.3.2 Implement Signature Courses to increase intellectual interactions between and among students and faculty.

2.3.3 Embed an emphasis on critical thinking into course offerings and programs.

Actions

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.4 Expand the number of curricular and co-curricular experiences that foster student preparation for leadership roles.

2.4.1 Establish a Leadership Coalition to identify leadership opportunities for students, establish baseline participation data, and develop strategies to increase student participation.

2.4.2 Increase the curriculum items within the TAMIU Trailblazers program.

2.4.3 Expand the number of recognized student organizations.

2.4.4 Increase student awareness of ethical decision-making, including their responsibilities under Title IX.

Actions

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.



2.5 Encourage, recognize, and reward leadership contributions by students.

2.5.1 Continue to support mechanisms to recognize student accomplishments; such as cording ceremonies, Dean's lists, and recognition ceremonies.

2.5.2 Maintain the number of students recognized at the annual Emerging Leaders Celebration.

2.5.3 Increase the number of students that are recognized as International Student Orientation, Leadership, and Engagement (SOLE) Fellows.

2.5.4 Maintain and expand the number of groups and individuals recognized at the University Life Awards.

Actions

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.1 Expand and develop collaborative, transdisciplinary, and transformational research.

3.1.1 Promote interdisciplinary research collaborations with internal and external partners by rewarding projects that involve faculty from different academic units and external organizations.

3.1.2 Develop transdiciplinary research seminars where faculty and students can exchange research ideas.

3.1.3 Maintain and expand lecture series where outside speakers present on transdisciplinary issues.

Actions

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.

3.2.1 Expand budgetary funds to support current and emerging faculty research and establish a fund to provide publishing subventions for publications, recruit research faculty and improve research facilities.

3.2.2 Recognize and disseminate research achievements by, for example, establishing an annual compendium of faculty publications and creating a "Spotlight on Research" space on the website.

3.2.3 Establish nationally and internationally recognized centers of research excellence, including the Institute for International Energy and centers in community health, homeland security, and immigration and international law.

3.2.4 Maintain a safe, ethical, and well-equipped research enviroment by increasing submission of building grants, conducting regular inspections of research facilities, and promoting research facility certifications.

Actions

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.3 Expand undergraduate participation in research and scholarly activity.

3.3.1 Maintain, support, and expand participation in research through faculty mentorship and international research opportunities.

3.3.2 Incorporate research into study abroad programs.

3.3.3 Increase the number of student presentations at conferences.

3.3.4 Engage undergraduates in research via the TAMIU Undergraduate Fellowship Program and the Certificate in Research Methodology.

Actions

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.4 Provide graduate students with research experiences that will prepare them for leadership roles.

3.4.1 Increase the number of students who write theses.

3.4.2 Increase the number of students who present at conferences.

Actions

Advancing Research Excellence

Texas A&M International University aspires to create a trans-disciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.



3.5 Increase externally funded research.

3.5.1 Expand the number of grant-writing workshops.

3.5.2 Improve identification of, and communication about, potential funding sources that match faculty research interests.

3.5.3 Increase research mentoring opportunities for faculty by conducting yearly workshops on research methods, such as advanced statistical analysis techniques.

Actions

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.



4.1 Expand and enhance experiences to provide an understanding and appreciation of international philosophies and cultures.

4.1.1 Increase the number of students participating in study abroad programs.

4.1.2 Develop baseline data for the number of co-curricular opportunities available for students to participate in cultural diversity programs.

4.1.3 Develop opportunities for students to participate in multiple international experiences.

4.1.4 Expand student exchanges through new partnerships and memorandum of agreements with international institutions.

4.1.5 Embed international perspectives into course offerings and programs.

4.1.6 Utilize technology to promote international faculty and student exchanges in virtual classrooms.

Actions

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.



4.2 Promote foreign language proficiency amongst students.

4.2.1 Promote the use of Mango Languages program.

4.2.2 Increase the variety of language course offerings.

Actions

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.



4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

4.3.1 Hire and retain a diverse faculty and staff through effective employment practices.

Actions

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.



5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.

5.1.1 Continue to build relationships with community partners by promoting faculty interactions with the community, re-establishing the Speakers Bureau, and expanding continuing education offerings and athletic programs.

5.1.2 Continue to build relationships within and outside of The Texas A&M University System, such as collaborative degrees and direct pathways for students to pursue graduate and professional degrees.

5.1.3 Continue to build collaborations, such as dual-degree graduate programs, with universities in Latin America.

5.1.4 Execute ongoing awareness and prevention programs to serve as catalyst for societal, cultural, and attitudinal changes.

Actions

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.



5.2 Integrate service learning and civic engagement experiences across programs.

5.2.1 Increase the number of opportunities for service-learning activities.

5.2.2 Increase student participation in community engagement programs.

5.2.3 Develop a Community Engagement Committee to support collaborative efforts on- and off-campus.

Actions

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.



5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

5.3.1 Expand the TAMIU Leadership Experience to include international travel and opportunities for former graduates.

5.3.2 Expand professional development opportunities that target career advancement for junior staff, beyond existing employee programs.

5.3.3 Create an annual Innovation Award for University stakeholders.

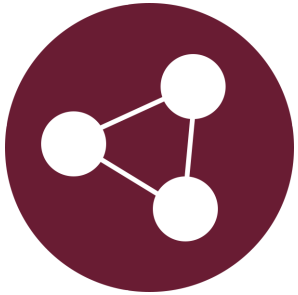
5.3.4 Promote contributions made by students, faculty, and staff to the community.

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Actions

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.1 Improve operational efficiencies without compromising the quality of programs.

6.1.1 Explore opportunities for automating processes through the use of software solutions, modifications, and integrations.

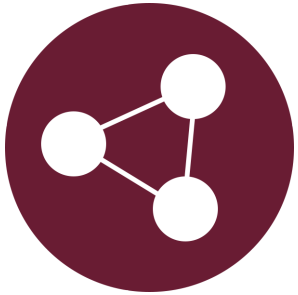
6.1.2 Modify physical departmental layouts by improving customer interface.

6.1.3 Ensure University operations comply with local, state, federal, and system regulations.

Actions

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.2 Continue to integrate assessment into the decision-making processes.

6.2.1 Improve access to institutional data through interactive data graphics and data dashboards.

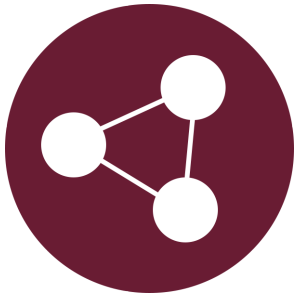
6.2.2 Establish a process to ensure the annual assessment of all administrative , academic, and student support services.

6.2.3 Implement processes to link assessment results to budget requests, and assess the use of funds awarded during the annual budget request process.

Actions

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.3 Maintain and achieve national recognition.

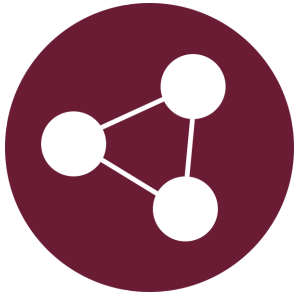
6.3.1 Maintain and promote University and program accreditation.

6.3.2 Support and increase initiatives that allow for University recognition and achievements, particularly in areas of affordability, student success, and our role as a Hispanic-serving institution.

Actions

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.4 Develop and implement advancement strategies to increase philanthropy.

6.4.1 Increase the number of endowment accounts by increasing funding requests to corporations and foundations and improving communication with potential donors.

6.4.2 Increase the number of givers to the Annual Fund by engaging alumni.

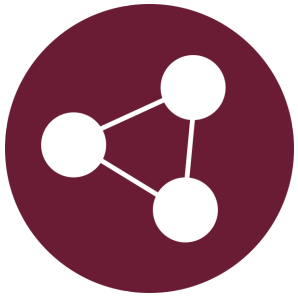
6.4.3 Enhance communication strategies with constituents.

6.4.4 Increase the number of contributions to support existing NCAA Division II Athletic programs.

Actions

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.



6.5 Inspire today's students to become the stewards of tomorrow.

6.5.1 Establish a series of immersive-learning experiences about stewardship, explaining how the University finances its various activities and highlighting the importance of raising additional funds.

6.5.2 Promote student giving through the Student Philanthropy Council.

6.5.3 Develop a communication plan to transition recent graduates to become active Alumni Members.



TEXAS A&M
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Moving Forward

Moving Forward



Enrollment of 10,000 by 2020

By establishing a rigorous safety net for local students while invigorating strategic recruitment efforts across Texas.



Dual International Degrees

Capitalizing on our legislative mandate and our relationships with México, we are working with authorities to begin to offer undergraduate and graduate degrees in Querétaro, México.



Sports Complex

This innovative collaboration marshalls City, County and University linkages to serve Webb and surrounding counties.



National Hub for International Security, Law, Energy, and Logistics

Establish "Centers of Excellence" fueled by established University research strengths.



International Center for Community Health

Dedicated to researching ongoing healthcare disparities common to the region.



New Ph.D. Programs

International Educational Leadership, Bilingual Counseling Psychology and Criminal Justice.



TEXAS A&M
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APPENDICES



TEXAS A&M
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APPENDIX A:
GOAL & OBJECTIVE DEVELOPMENT

Goals

Visionary Academic Programs and Faculty

Texas A&M International University aspires to empower scholars to provide innovative and dynamic programs that meet the needs of a changing global society.

Empowered Student Success

Texas A&M International University aspires to prepare a community of critical thinkers for leadership roles by providing a strong support system.

Advancing Research Excellence

Texas A&M International University aspires to create a transdisciplinary and collaborative research environment that will foster discovery, educate our students and community, and generate substantive solutions for a changing global society.

Transformative International Experience

Texas A&M International University aspires to provide international experiences through global study and understanding across all disciplines.

Social Catalyst

Texas A&M International University aspires to advance change and connections across the region, state, country, and world through students, faculty, and staff.

Excellence in Advancement and Stewardship

Texas A&M International University aspires to effectively and efficiently cultivate, allocate, and manage resources.

Teaching & Learning



Research & Scholarship



Resources



Thinking: Develop Your Objective

Step #1: Choose and circle your goal.



Step #2: Thinking about your assigned goal, develop an objective.

Draft Institutional Objective:

Is the proposed objective measurable and realistic?

Area, office, or department of responsibility?

Step #3: Please answer the following questions as they related to your draft objective.

Who is your audience?

How is this relevant and why is it important?

What are your barriers, if any?

What are the benefits or gains?

Proposed Institutional Objective:

Step #4: Evaluating Step #3, revisit your objective and develop a final proposed institutional objective.



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APPENDIX B: OBJECTIVE SELECTION



TEXAS A&M INTERNATIONAL UNIVERSITY

Strategic Plan 2016-2020

Objectives Selection

Visionary Academic Programs and Faculty

- ☐ 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- ☐ 1.2 Foster a culture of teaching innovation and excellence.
- ☐ 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

- ☐ 3.1 Expand and develop collaborative, transdisciplinary, and transformational research.
- ☐ 3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.
- ☐ 3.3 Expand undergraduate participation in research and scholarly activity.
- ☐ 3.4 Provide graduate students with research experiences that will prepare them for leadership roles.
- ☐ 3.5 Increase externally funded research.

Social Catalyst

- ☐ 5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.
- ☐ 5.2 Integrate service learning and civic engagement experiences across programs.
- ☐ 5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

Empowered Student Success

- ☐ 2.1 Recruit, retain, and graduate a culturally diverse student body.
- ☐ 2.2 Deliver a robust and aligned support system using practices focused on student success.
- ☐ 2.3 Strengthen critical thinking skills among students.
- ☐ 2.4 Expand the number of curricular and co-curricular experiences that foster student preparation for leadership roles.
- ☐ 2.5 Encourage, recognize, and reward leadership contributions by students.

Transformative International Experience

- ☐ 4.1 Expand and enhance experiences to provide an understanding and appreciation of international philosophies and cultures
- ☐ 4.2 Promote foreign language proficiency amongst students.
- ☐ 4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Excellence in Advancement and Stewardship

- ☐ 6.1 Improve operational efficiencies without compromising the quality of programs.
- ☐ 6.2 Continue to integrate assessment into the decision-making processes.
- ☐ 6.3 Maintain and achieve national recognition.
- ☐ 6.4 Develop and implement advancement strategies to increase philanthropy.
- ☐ 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

Objectives Selection: President

Visionary Academic Programs and Faculty

- [x] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [ ] 1.2 Foster a culture of teaching innovation and excellence.
- [ ] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

- [ ] 3.1 Expand and develop collaborative, transdisciplinary, and transformational research.
- [ ] 3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.
- [ ] 3.3 Expand undergraduate participation in research and scholarly activity.
- [ ] 3.4 Provide graduate students with research experiences that will prepare them for leadership roles.
- [ ] 3.5 Increase externally funded research.

Social Catalyst

- [x] 5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.
- [ ] 5.2 Integrate service learning and civic engagement experiences across programs.
- [x] 5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

Empowered Student Success

- [x] 2.1 Recruit, retain, and graduate a culturally diverse student body.
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- [ ] 2.3 Strengthen critical thinking skills among students.
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- [ ] 4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Excellence in Advancement and Stewardship

- [x] 6.1 Improve operational efficiencies without compromising the quality of programs.
- [ ] 6.2 Continue to integrate assessment into the decision-making processes.
- [x] 6.3 Maintain and achieve national recognition.
- [ ] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [x] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

TEXAS A&M INTERNATIONAL UNIVERSITY
Strategic Plan 2016-2020

Objectives Selection: Provost-Colleges

Visionary Academic Programs and Faculty

- [x] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [x] 1.2 Foster a culture of teaching innovation and excellence.
- [x] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

- [x] 3.1 Expand and develop collaborative, transdisciplinary, and transformational research.
- [x] 3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.
- [x] 3.3 Expand undergraduate participation in research and scholarly activity.
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Social Catalyst

- [x] 5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.
- [x] 5.2 Integrate service learning and civic engagement experiences across programs.
- [x] 5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

Empowered Student Success

- [x] 2.1 Recruit, retain, and graduate a culturally diverse student body.
- [ ] 2.2 Deliver a robust and aligned support system using practices focused on student success.
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- [x] 2.4 Expand the number of curricular and co-curricular experiences that foster student preparation for leadership roles.
- [ ] 2.5 Encourage, recognize, and reward leadership contributions by students.

Transformative International Experience

- [x] 4.1 Expand and enhance experiences to provide an understanding and appreciation of international philosophies and cultures
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- [x] 4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Excellence in Advancement and Stewardship

- [ ] 6.1 Improve operational efficiencies without compromising the quality of programs.
- [x] 6.2 Continue to integrate assessment into the decision-making processes.
- [x] 6.3 Maintain and achieve national recognition.
- [x] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [ ] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

Objectives Selection: Provost-Other

Visionary Academic Programs and Faculty

- [ ] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [x] 1.2 Foster a culture of teaching innovation and excellence.
- [x] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

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Social Catalyst

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- [x] 4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Excellence in Advancement and Stewardship

- [x] 6.1 Improve operational efficiencies without compromising the quality of programs.
- [x] 6.2 Continue to integrate assessment into the decision-making processes.
- [ ] 6.3 Maintain and achieve national recognition.
- [ ] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [x] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

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Strategic Plan 2016-2020

Objectives Selection: Student Success

Visionary Academic Programs and Faculty

- [ ] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [ ] 1.2 Foster a culture of teaching innovation and excellence.
- [ ] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

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Social Catalyst

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Empowered Student Success

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Transformative International Experience

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Excellence in Advancement and Stewardship

- [ ] 6.1 Improve operational efficiencies without compromising the quality of programs.
- [ ] 6.2 Continue to integrate assessment into the decision-making processes.
- [x] 6.3 Maintain and achieve national recognition.
- [ ] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [ ] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

Objectives Selection: Fin. & Admin.

Visionary Academic Programs and Faculty

- [ ] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [x] 1.2 Foster a culture of teaching innovation and excellence.
- [x] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

- [ ] 3.1 Expand and develop collaborative, transdisciplinary, and transformational research.
- [ ] 3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.
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- [ ] 5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.
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- [x] 5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

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- [ ] 2.3 Strengthen critical thinking skills among students.
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Excellence in Advancement and Stewardship

- [x] 6.1 Improve operational efficiencies without compromising the quality of programs.
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- [ ] 6.3 Maintain and achieve national recognition.
- [ ] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [ ] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

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Strategic Plan 2016-2020

Objectives Selection: Inst. Advancement

Visionary Academic Programs and Faculty

- [ ] 1.1 Establish and enhance academic programs to meet the needs of a changing global society.
- [ ] 1.2 Foster a culture of teaching innovation and excellence.
- [ ] 1.3 Utilize current and emerging technologies to enhance classroom learning and expand distance-learning opportunities.

Advancing Research Excellence

- [ ] 3.1 Expand and develop collaborative, transdisciplinary, and transformational research.
- [ ] 3.2 Foster an intellectual environment to promote active and widely recognized faculty scholarship.
- [ ] 3.3 Expand undergraduate participation in research and scholarly activity.
- [ ] 3.4 Provide graduate students with research experiences that will prepare them for leadership roles.
- [ ] 3.5 Increase externally funded research.

Social Catalyst

- [x] 5.1 Foster meaningful and synergistic community and global partnerships to stimulate change.
- [ ] 5.2 Integrate service learning and civic engagement experiences across programs.
- [x] 5.3 Increase visibility and recognition of students, alumni, faculty and staff as agents of change.

Empowered Student Success

- [ ] 2.1 Recruit, retain, and graduate a culturally diverse student body.
- [ ] 2.2 Deliver a robust and aligned support system using practices focused on student success.
- [ ] 2.3 Strengthen critical thinking skills among students.
- [x] 2.4 Expand the number of curricular and co-curricular experiences that foster student preparation for leadership roles.
- [x] 2.5 Encourage, recognize, and reward leadership contributions by students.

Transformative International Experience

- [ ] 4.1 Expand and enhance experiences to provide an understanding and appreciation of international philosophies and cultures
- [ ] 4.2 Promote foreign language proficiency amongst students.
- [ ] 4.3 Maintain cultural diversity among faculty and staff to reflect our international identity.

Excellence in Advancement and Stewardship

- [ ] 6.1 Improve operational efficiencies without compromising the quality of programs.
- [ ] 6.2 Continue to integrate assessment into the decision-making processes.
- [ ] 6.3 Maintain and achieve national recognition.
- [x] 6.4 Develop and implement advancement strategies to increase philanthropy.
- [x] 6.5 Inspire today's students to become the stewards of tomorrow.

Signature: _____ Date: _____

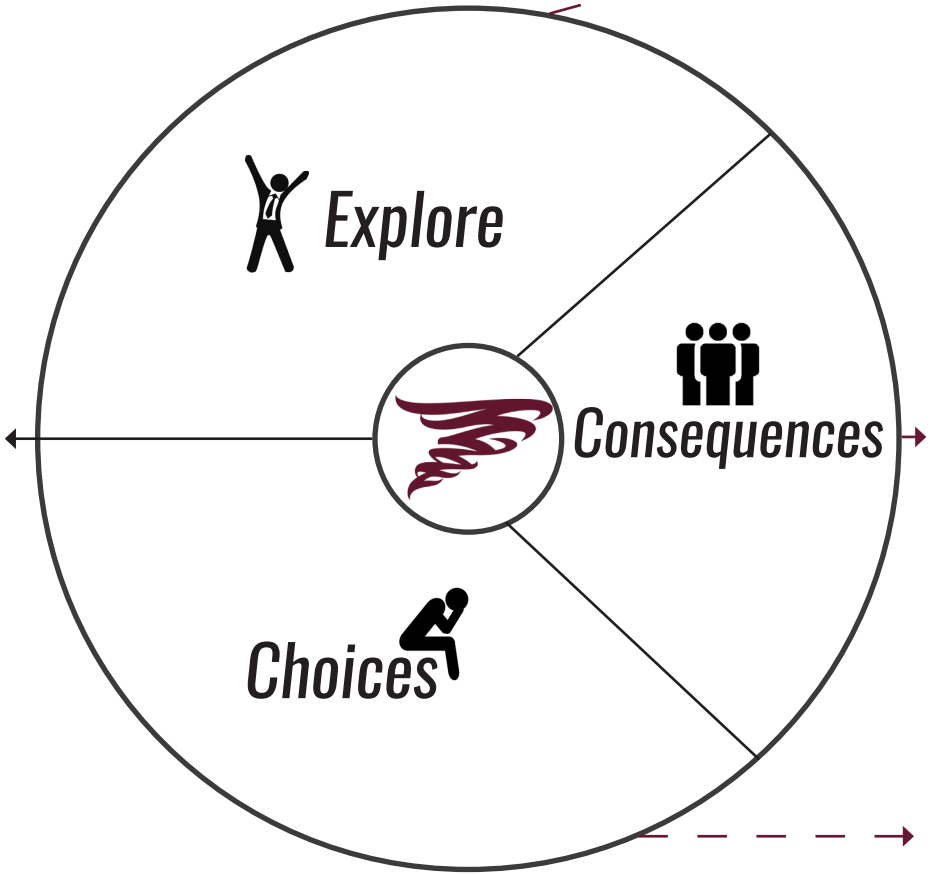


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APPENDIX C:
ACTION DEVELOPMENT

Developing Your Actions

1 Consider these three keys while developing your strategy.



Where are you now?

Who will benefit?

What is the timeframe?

What can we gain?

Is it measurable or assessable?

Is it sustainable?

What resources are needed?

What difficulties do you expect?

Who is accountable?

2 Use these questions to develop your strategy.

3 Place your answers and/or notes here.

Explore

Consequences

Choices

Select Your Goal:

Select Your Objective:

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Draft Your Action Statement

Activities + Barriers > Strategies

Measures < Timeframe of Implementation

Revised Action Statement



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APPENDIX D: PEER EXAMPLES

Example: Rutgers University

GOAL – Envision Tomorrow's University

Examples of Strategies:

- Establish a University-wide committee to investigate the near and long-term impact of instructional technology on our educational model
- Challenge our campuses to direct resources toward strengthen disciplanary areas that are key to Rutgers' future growth and academic reputation

GOAL – Enhance our Public Prominence

Examples of Strategies:

- Execute targeted local, regional, and national marketing campaigns that address attitudes and impressions regarding Rutgers.
- Complete high-impact, short-term projects to enhance the physical appearance of our campuses.
- Create an enterprise risk management system to manage and
- Monitor issues that present reputational risks for Rutgers.
- Transition Rutgers into the Big Ten Conference and move Athletics toward financial independence

GOAL – Build Faculty Excellence

Examples of Strategies:

- Recruit 150 additional tenure-track faculty in selected disciplines over the next five years.
- Build the support state-of-the-art infrastructure to advance faculty achievement and innovation and foster interdisciplinary discovery.
- Strengthen graduate education programs that are integral to the work of our faculty, and review all graduate programs to assess whether come should be time-limited.

GOAL – Effective and Efficient Infrastructure and Staff

Examples of Strategies:

- Conduct a full overhaul of our enterprise resource planning platform and provide cost-effective data center support for all critical IT functions.
- Strengthen core facilities for research and education with special attention to academic computing.
- Evaluate each major administrative division against best practices to identify cost-saving opportunities, and redesign business practices to maximize efficiency and effectiveness.
- Establish an ethos of support and service in our administrative units and nurture a culture of professional development

GOAL – Transform the Student Experience

Examples of Strategies:

- Develop signature first-year honors colleges and other personalized learning environments, such as living and learning communities, which reduce the effective scale of Rutgers and increase interactions between and among students and faculty.
- Revamp academic support services, instructional support, academic advising, and career counseling to establish a platform that best supports our students and best positions them for professional success.
- Develop new programs for the early and direct interaction of undergraduates and faculty, leading to active participation in research and the scholarly process.

GOAL- Financial Resources Sufficient to Fund Our Aspirations

Examples of Strategies:

- Review all centers, institutes, and centrally funded programs to assess ongoing relevance, progress, and productivity.
- Develop a streamlined contracting process for research and development interactions with our business partners in the State.
- Cultivate stronger philanthropic relationships with alumni, current students, and faculty, and enlarge our endowment through strategic investment of funds.

Example: Baylor University

GOAL – Preserve and enhance the undergraduate learning environment

Examples of Strategies:

- Sustain the undergraduate student body around 13,300
- Provide a student/faculty ratio of 14:1
- Sustain the percentage of classes of less than 20 students to at least 50%
- Increase overall retention to 90% or greater
- Increase first-year retention to 89% or greater
- Achieve a four-year graduation rate of 59%

GOAL – Extend Baylor's influence on public policy issues consonant with our Christian mission

Examples of Strategies:

- Add Master's, Graduate Professional and Doctoral programs that do not increase dependence on undergraduate tuition
- Increase total annual Doctorate production to 120
- Increase annual STEM Doctorate production to 36
- Iincrease overall annual research funding to $25 million

GOAL – Create educational opportunities that benefit the community and Baylor alumni

Examples of Strategies:

- Develop a robust education outreach program that includes lifelong learning, continuing education and distance education
- Establish a comprehensive plan to broaden the University's global and local impact
- Establish common student learning outcomes for informed engagement that draw upon our Christian commitment to address challenges to society through humble service and evidence-based, capacity-building partnership

GOAL – Engage all Baylor alumni and friends in the life and aspirations of the University

Examples of Strategies:

- Increase the total alumni giving rate to 20%
- Increase the amount of scholarship giving through Network programming by 25%
- Increase total participation in Network events by 25%
- Increase the number of unique constituents participating in Network events by 50%
- Increase attendance at home athletics contests by 20% (ticketed sports: football, basketball, baseball, softball, volleyball)

GOAL – Advance and protect the Baylor brand

Examples of Strategies:

- Commission and conduct a national market research study to assess Baylor brand awareness and strength, and develop new communications strategies to advance the brand based on research findings
- Develop strategic communications responses to threats to Baylor's brand strength and imag

GOAL - Improve access and affordability

Examples of Strategies:

- Shift total operating budget expenditures to be 5% less undergraduate tuition dependent by 2018/2019
- Increase the endowment per undergraduate student to $110,000 partner with 10 community colleges, subject to criteria and evaluation of academic quality, to reduce the overall cost of Baylor's education for transfer students
- Establish a fixed four-year tuition rate and fixed transfer tuition rate
- Execute operational efficiencies and risk reduction without compromising educational quality

Example: Arizona State University & MIT

GOAL: Demonstrate leadership in academic excellence and accessibility

Examples of Strategies:

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university
- Maintain university accessibility to match Arizona's socioeconomic diversity
- Improve freshmen persistence to 90%
- Enhance university graduation rate to 75%-80% and 25,000 graduates
- Enhance quality while reducing the cost of a degree
- Enroll 100,000 online and distance education degree seeking students
- Enhance linkages with community colleges so as to expand baccalaureate degree production to national leadership levels

GOAL - Establish national standing in academic quality and impact of colleges and schools in every field

Examples of Strategies:

- Attain national standing in academic quality for each college and school (top 5-10% for each college)
- Attain national standing in the learning value added to our graduates in each college and school
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college/ school

GOAL - Establish ASU as a global center for interdisciplinary research, discovery and development by 2020

Examples of Strategies:

- Become a leading global center for interdisciplinary scholarship discovery and development
- Become a leading American center for discovery and scholarship in the social sciences, arts and humanities
- Enhance research competitiveness to more than $700 million in annual research expenditures
- Augment regional economic competitiveness through research and discovery and value-added programs

GOAL - Enhance our local impact and social embeddedness

Examples of Strategies:

- Provide Arizona with an interactive network of teaching, learning and discovery resources that reflects the scope of ASU's comprehensive knowledge enterprise
- Develop solutions to real-life challenges (Ex. Reducing the Urban Heat Island Index and improving long-term air quality in metropolitan Phoenix)
- Increase the number of qualified K-12 teachers by 25% and develop a tool for teachers and administrators to evaluate educational performance and outcomes

GOAL – Enhance the educational experiences of undergraduate students

Examples of Strategies:

- Strengthen the freshman year as the foundation for success at MIT and beyond.
- Expand experiential learning by providing more opportunities for hands-on, contextual learning.
- Promote global experiences and prepare MIT graduates as global-ready leaders.
- Support educational innovation: pedagogy, technology, and learning spaces.

GOAL – Reduce barriers to help students succeed academically and personally

Examples of Strategies:

- Improve advising and mentoring by fostering a culture that provides opportunities for students to connect with faculty early and often.
- Create a supportive environment that empowers all students to succeed academically and personally.
- Address student stress by identifying strategies that mitigate stress and help students find balance.

