

# **Texas A&M University-Commerce**

## **Concluding Assessment of the Strategic Plan, 2011-2015**

### **University Values**

Ceaseless industry, fearless investigation, unfettered thought, and unselfish service to others through Integrity, Innovation, and Imagination.

### **University Vision**

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

### **University Mission**

Texas A&M University-Commerce provides a personal educational experience for a diverse community of life-long learners. Our purpose is to discover and disseminate knowledge for leadership and service in an interconnected and dynamic world. Our challenge is to nurture partnerships for the intellectual, cultural, social, and economic vitality of Texas and beyond.

## **SUMMARY OF IMPERATIVES – OUR *GUIDING PRINCIPLES***

### **I. DIVERSITY**

### **II. SERVICE**

### **III. STUDENT SUCCESS**

### **IV. STEWARDSHIP**

### **V. GLOBALIZATION**

### **VI. RESEARCH**

### **VII. COMMUNICATION**

## **IMPERATIVE I – DIVERSITY**

*Goal 1. We will foster a culture of inclusion which attracts to our university highly qualified students, faculty, and staff who represent the diversity of the region we serve, and who will engage with us in the pursuit of our university's vision and mission.*

Strategy 1.1: Our student body, both undergraduate and graduate, will reflect the ethnic diversity of the region served by A&M-Commerce. **A (Accomplished)**

The data clearly indicates that our student body is representative of the ethnic diversity of our service area. **P (Progressing)**

Actions Taken:

Analysis of population percentage for counties in the region indicates that the university needs to prepare for a larger number of Hispanic and Latino students in the coming years.

Strategy 1.2: A&M-Commerce will be designated a Hispanic-Serving Institution by 2015. **P (Progressing)**

Although overall enrollment for Hispanics has improved in both undergraduate and graduate populations, increasing from 803 undergraduates in Fall 2011 to 1846 (19.2%) in 2015, the university continues to work towards the 25% undergraduate population needed to be designated as a Hispanic-Serving Institution by 2015.

Diversity has become a major focus of the 2015-2020 Strategic Plan. The 2015-2020 Strategic Plan includes a number of goals and strategies to address the diversity of the university. See excerpts below.

***I. Goal:*** The university will foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at Texas A&M University-Commerce feel welcome and valued by the time frames noted below.

- Strategy: Establish a Diversity and Inclusion Committee representative of each college, school, department, and/or division from across the university by 2016.
- Strategy: Establish a Resource Center to undertake initiatives that promote diversity and inclusion among students, faculty, and staff within two years of the completion of the 2016 Climate Assessment.
- Strategy: Develop three new programs (e.g. events, activities, learning communities, tutoring sessions, workshops, etc.) per academic year to aid in the retention and graduation of underrepresented students.

***II. Goal:*** The university will establish and meet diversity and inclusion annual goals as identified by the university-wide Diversity and Inclusion Committee.

- Strategy: Develop a university-wide Diversity and Inclusion Strategic Plan within one year after completion of the 2016 Climate Assessment.
- Strategy: Develop Strategic Diversity and Inclusion Plans within each college, school, department, and/or division within one year after the completion, approval, and publication of the university-wide Diversity and Inclusion Strategic Plan.

***III. Goal:*** The university will increase underrepresented faculty and staff from the levels in FY2014 by 25% by the year 2020.

- Strategy: Develop a recruitment plan within each college, school, department, and/or division that complements and supports the larger, university-wide Diversity and Inclusion Strategic Plan one year after its development.
- Strategy: Develop a retention plan within each college, school, department, and/or division that complements and supports the larger, university-wide Diversity and Inclusion Strategic Plan one year after its development.
- Strategy: Implement specific strategies for talent acquisition of faculty and staff from underrepresented groups within each college, school, department, and or division annually.

**IV. Goal:** Texas A&M University-Commerce will be designated as a Hispanic Serving Institution (25% of undergraduate enrollment of full-time equivalent students) by 2020.

- Strategy: Increase and use scholarships strategically for Hispanic students.
- Strategy: Dedicate \$20,000 per year to develop programming for Hispanic student retention, increased by 25% annually.
- Strategy: Establish the U.S. Latino and Latin American Studies program for undergraduates in the Political Science Department by Fall 2016

Actions to be taken: An Assessment Committee has been appointed by President Jones in order to provide an annual, appropriate assessment of the 2015-2020 Strategic Plan.

## **IMPERATIVE II – SERVICE**

*Goal 1. We will promote excellence in service to members of all internal and external communities.*

Strategy 1.1: Improve customer service to internal and external stakeholders as evidenced by customer service satisfaction surveys that will be conducted by each unit annually and the results used for continuous improvement. **E (Emerging)**

Actions Taken:

The 2014 Spring Graduation Exit Survey Results remained fairly steady regarding the question below (Scale 0-7=highest):

“Overall, I am satisfied with my experience at A&M-Commerce.”

1. Summer 2013 & Fall 2013 scores were at 5.66 agreement and strong agreement.
2. Fall 2012 & Spring 2013 scores were at 5.89 agreement and strong agreement.
3. Spring 2014 scores were at 3.80 with agreement and strong agreement.

The issue of customer service has also been addressed in the 2015-2020 Strategic Plan as noted in the goal and strategies below:

**Goal 1.** *We will promote excellence in service to members of all internal and external communities.*

- Strategy 1.1: Improve customer service to internal and external stakeholders as evidenced by customer service satisfaction surveys that will be conducted by each unit annually and the results used for continuous improvement.
  - Strategy 1.2: Make information easy to access and provide the right answer or advice the first time by improving web, telephone, and personal contact with all stakeholders.
  - Strategy 1.3: Limit response time to inquiries and requests for assistance to within 24 hours of the request.
  - Strategy 1.4: Provide service to the community, region, state, and the nation as evidenced by an annual assessment of the number of employees engaged in activities and the potential impact on the economy and society.

**II. Goal:** The university will recruit, admit, and assist academically qualified undergraduate and graduate students who are capable of graduating on time by 2020.

- Strategy: Undertake reviews and possible revisions of the standards for university admissions in both graduate and undergraduate programs to be oriented toward student characteristics which coincide with student success at A&M-Commerce by 2016.
- Strategy: Reduce average time to graduation by two percent by 2020, through increasing average student credit hour enrollments each semester and establishing time-to-graduation targets by college, department, and program.

**III. Goal:** The university will develop a culture of excellence in service in its internal and external communities among faculty by 2017.

- Strategy: Identify the office on campus to collect the data on service in their internal and external communities, rendered by various faculty members in all the departments, colleges, and schools by mid-year 2016.
- Strategy: Establish the criteria and method for calculations regarding service in their internal and external communities among faculty members (departments, colleges, and schools) by the conclusion of 2016.
- Strategy: Engage faculty members in service in their internal and external communities, to increase their participation by 2% annually beginning in 2017.
- Strategy: Develop ongoing and cyclical training by the conclusion of 2016 for new and existing faculty members to support a culture of service.

**Actions to be taken:** An Assessment Committee has been appointed by President Jones in order to provide an annual, appropriate assessment of the 2015-2020 Strategic Plan.

**IMPERATIVE III – STUDENT SUCCESS**

**Goal 1.** *We will* pursue and implement effective, research-based strategies that provide all students the resources, support, and high-quality instruction they need to achieve their goals of earning a college degree.

Strategy 1.1: Freshman fall-to-fall retention measures will improve five percentage points from 2011 to 2015.

**Actions Taken:** As reported to THECB in the Accountability Report, persistence rates overall have improved by 1% over a thirteen-year period.

Persistence Rates of first-time, degree-seeking undergraduates Two-Year

	Fall 2000	Fall 2012	Fall 2013
Total Enrollment	519	809	922
Total Percentage of Persistence	73.8%	70.5%	72.1%

**Goal 1.** *We will* pursue and implement effective, research-based strategies that provide all students the resources, support, and high-quality instruction they need to achieve their goals of earning a college degree. **P (Progressing)**

Actions Taken:

The issue of recruiting Student Success has also been addressed in the 2015-2020 Strategic Plan as noted in the goal and strategies below:

**II. Goal:**The university will recruit, admit, and assist academically qualified undergraduate and graduate students who are capable of graduating on time by 2020.

a. Strategy: Undertake reviews and possible revisions of the standards for university admissions in both graduate and undergraduate programs to be oriented toward student characteristics that coincide with student success at A&M-Commerce by 2016.

b. Strategy: Reduce average time to graduation by two percent by 2020, through increasing average student credit hour enrollments each semester and establishing time-to-graduation targets by college, department, and program.

**Actions to be taken:** An Assessment Committee has been appointed by President Jones in order to provide an annual, appropriate assessment of the 2015-2020 Strategic Plan.

#### **IMPERATIVE IV – STEWARDSHIP**

**Goal 1.** *We will* advance the university by demonstrating the quality of our programs and services to an ever-expanding community of supporters. We will leverage the value of public, private, and human resources through business practices that are founded in accountability and transparency and academic practices that are continuously improved through research, assessment, and innovation.

Strategy 1.1: Create a campus culture that advances shared governance and sustains and supports operational and service excellence as evidenced by annual stakeholder surveys. **E (Emerging)**

**Actions Taken:**

The issue of recruiting Stewardship has also been addressed in the 2015-2020 Strategic Plan as noted in the goal and strategies below:

**I. Goal:** The university will obtain new and utilize existing financial resources for innovation annually.

- Strategy: Review and recommend, on an annual basis, the feasibility of a reallocation of a minimum of a one percent of the annual budget to fund innovative, new initiatives.
- Strategy: Allocate a minimum of \$100,000 annually for one-time seed money for innovative initiatives that would generate future revenues.
- Strategy: Increase external funding by 2% annually, including federal, state, private and corporate grants, for innovative university priorities. (e.g., external grants, contracts, agreements excluding financial aid).

**II. Goal:** The university will maintain status as one of the most affordable and financially accessible institutions of higher education in Texas both annually and by 2020.

- Strategy: Increase percentage of donated funds used for student scholarships by 2% annually.
- Strategy: Maintain administrative costs as a percent of operating budget at 10%, as tracked and reported to the Legislative Budget Board and to Texas Higher Education Coordinating Board in the Affordability Survey annually.
- Strategy: Decrease operating expenses per Full Time Student Equivalent (FTSE) by 2% by 2020 to support the University's Five-Year Stretch Goals as submitted to Texas Higher Education Coordinating Board.

**III. Goal:** The university will provide regular updates to campus stakeholders to demonstrate institutional transparency and promote accountability annually.

- Strategy: Host biennial town hall meetings open to the Commerce community and all university stakeholders.
- Strategy: Provide, at minimum, an annual published report of the state of the university.
- Strategy: As it becomes available, publish current university information including, but not limited to, President's Community Updates and minutes from Budget Review and Development Council.



Actions to be taken: An Assessment Committee has been appointed by President Jones in order to provide an annual, appropriate assessment of the 2015-2020 Strategic Plan.

**IMPERATIVE V – GLOBALIZATION**

*Goal 1. We will cultivate an academic environment enlivened by global interconnections that traverse the boundaries of culture, politics, and place. P (Progressing)*

*GOAL* The issue of Globalization has also been addressed in the 2015-2020 Strategic Plan as noted in the goal and strategies below:

*I. Goal:* The university will increase students’ learning and preparation, specifically in relation to global competence by 2020.

- Strategy: Generate 100 Global Scholar distinctions annually.
- Strategy: Generate 50 Global Fellow distinctions annually.
- Strategy: Increase exiting senior and study/travel abroad students’ Global Competency Aptitude assessment (GCAA) scores to levels indicative of developing and developed global competence by 2020 (Internal = above 80%, External = above 70%).

In addition, the Fall 2012 and Spring 2013 Graduation Exit Survey exhibited the following results on a scale of 1(strongly disagree)-7(strongly agree) for questions #41-56:

41. Most people who are important to me think that being a global citizen is desirable.	5.31
42. If I called myself a global citizen most people who are important to me would approve.	5.13
43. My friends think that being a global citizen is desirable.	5.16
44. My family thinks that being a global citizen is desirable.	5.18
45. A&M-Commerce encourages me to be a global citizen.	4.99
46. I am aware that my actions in my local environment may affect people in other countries.	5.10
47. I believe that I am connected to people in other countries, and my actions can affect them.	4.91
48. I try to stay informed of current issues that impact	5.25

international relations.	
49.I understand how various cultures of this world interact socially.	5.26
50.I would describe myself as a global citizen.	5.13
51.I strongly identify with global citizens (i.e., I feel a connection with global citizens).	5.13
52.I am able to empathize with people from other countries (i.e., I understand how they feel).	5.34
53.It is easy for me to put myself in someone else’s shoes regardless of what country they are from.	5.25
54.I would like to join groups that emphasize getting to know people from different countries.	5.24
55.I am interested in learning about the many cultures that have existed in this world.	5.46
56.Those countries that are well off should help people in countries who are less fortunate.	5.29

Actions to be taken: An Assessment Committee has been appointed by President Jones in order to provide an annual, appropriate assessment of the 2015-2020 Strategic Plan.

**IMPERATIVE VI – RESEARCH E (Emerging)**

*GOAL* The issue of Research (Scholarship) has also been addressed in the 2015-2020 Strategic Plan as noted in the goal and strategies below:

*I. Goal:* The university will foster a dynamic and collaborative culture for research, scholarly, and creative activities by 2020.

- Strategy: Establish two Endowed Chair/Professorships by 2020 while working toward establishing one per college or school.
- Strategy: Increase the number of scholarly products which exhibit collaborations across A&M Commerce departments and research, scholarly, and creative arts with other external entities by 20% by 2020.
- Strategy: Increase the number of student presentations or participation at regional, national or international research, scholarly or creative events by 20% by 2020.

- d. Strategy: Increase undergraduate student research, scholarly and creative opportunities and participation by 20% by 2020.

**II. Goal:**The university will promote and reward excellence in research, scholarly, and creative activities by 2020.

- Strategy: Increase faculty rewards for research, scholarly, and creative activities by 25% by 2020.
- Strategy: Align faculty salaries in all disciplines to meet or exceed the 75th percentile of national, discipline, and rank-specific salary averages as compared to universities of the same Carnegie designation by 2020, so as to retain and attract highly qualified tenured or tenure track faculty.

**III. Goal:**The university will strengthen its infrastructure to maximize research, scholarly, and creative activities by the timeframes indicated below.

- Strategy: Increase workload credit or reassigned time for faculty who mentor undergraduate and graduate students in research, scholarly, and creative activity by 20% by 2020.
- Students in research, scholarly, and creative activity by 20% by 2020.

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#### IMPERATIVE VII – COMMUNICATION

*Goal 1.* We will develop a consistent, authentic, and reliable message that effectively conveys our commitment to extending opportunity, transforming lives, and shaping futures through education.

Actions Taken:

The Summer 2013 and Fall 2013 Graduation Exit Survey indicated the following results for questions #24 & 25 on a scale of 1(strongly disagree)-7(strongly agree).

#'s	Questions	All Campus	
		Sum 13	Fall 13
24	A&M-Commerce does a good job communicating with alumni.	4.64	4.74
25	I am aware of the A&M-Commerce Alumni Association.	4.39	4.47

Communication has been addressed in the 2015-2020 Strategic Plan. See excerpt below.

II.	Goal: The university will engage internal and external stakeholders through effective communication strategies that serve the institutional mission by 2017.
a.	Strategy: Create and maintain internal communication that promotes high levels of faculty, staff, and student engagement by 2017.
b.	Strategy: Implement a system for internal communication that replaces mass emails to faculty, staff, and students by 2016.
c.	Strategy: Implement a digital master calendar by 2016.

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