Academic Affairs
Texas A&M University-Texarkana
STRATEGIC PLAN
2022-2023
PURPOSE OF STRATEGIC PLAN
The purpose of Texas A&M University-Texarkana’s Academic Affairs Strategic Plan is to define the vision, mission, strategic direction, goals, objectives, performance measures, benchmarks and targets for the division. When complete, this plan will become a guiding document to assist in committing new and existing resources for the purposes of setting priorities of the division and promoting growth at the institution. The plan was developed through a collaborative process called ‘Strategic Doing’ with a cross-section of stakeholders from the division. This is a ‘living’ document and will be revised from time to time.

VISION STATEMENT
The Division of Academic Affairs at Texas A&M-Texarkana strives to provide a diverse, inclusive, and equitable learner-centered educational environment for students, faculty, and staff to pursue knowledge, excellence, and their future goals inside and beyond the classroom.

MISSION STATEMENT
The Division of Academic Affairs at Texas A&M-Texarkana, strives to foster a unique and progressive environment for learning, teaching, research, scholarship, and service to acquire knowledge and develop skills and values to succeed in professional and personal endeavors.

CORE VALUES
The Division of Academic Affairs holds the following core values:

- Equity and Inclusivity
- Innovation and Excellence
- Transparency
- Collegiality and Respect
- Wellness and Safety
GOAL 1: 
ENHANCE LONG-LASTING CONNECTIONS, COLLABORATION, OUTREACH, SERVICE AND ENGAGEMENT WITH STAKEHOLDERS AND COMMUNITIES - OUR CITY, REGION, STATE, NATION, AND BEYOND.

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| 1     | Enhance long-lasting collaboration, outreach, service, and engagement with our broader geographic communities. | **Strategy/Action 1:** Expand visibility and partnerships with local and regional, civic, community, non-profit organizations, and businesses to plan collaborative events, enhance internships, service-learning opportunities, and job-placement prospects.  
  **Strategy/Action 2:** Encourage and support faculty and students in applied learning opportunities, engagement experiences, community-based learning and community-based programming and scholarship with our local, region, state, nation, and international communities.  
  **Strategy/Action 3:** Encourage and support faculty/student exchange programs with domestic and international universities.  
  **Strategy/Action 4:** Communicate and partner with local, domestic, and international community for university’s activities, success resources and services.  
  **Strategy/Action 5:** Strengthen collaboration with community college and College Prep programs within schools’ districts. | 1. The number of advisory board memberships and engagement events.  
2. The number of community-based learning projects and engagements.  
3. The number of non-traditional students.  
4. The number of faculty and students participating in academic collaboration with domestic and international programs. |
## GOAL 1:
ENHANCE OUR LONG-LASTING CONNECTIONS, COLLABORATION, OUTREACH, SERVICE AND ENGAGEMENT WITH STAKEHOLDERS AND COMMUNITIES - OUR CITY, REGION, STATE, NATION, AND BEYOND.

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| 2     | Enhance our reach and engagement with our academic and professional communities. | • Strategy/Action 1: Develop and enhance cooperative arrangements with business, industry, and other community partners.  
• Strategy/Action 2: Strengthen and expand access to continuing education through extended education, community development opportunities for non-traditional students and professionals in our local, state, and beyond communities.  
• Strategy/Action 3: Support and encourage academic collaborations with peer and research universities to provide faculty and students with learning and scholarship opportunities.  
• Strategy/Action 4: Support and expand active membership in disciplinary and professional organizations related to our academic mission. | 1. The number of non-traditional extended education programs and events.  
2. The number of faculty participating with community, professional and industry boards.  
3. The number of faculty involved in service-learning courses, community related research, and collaborative research.  
4. The number of grants, publications, and other works from collaborations with other universities, industry, and government organizations. |
### GOAL 2:
**FOSTER A STUDENT-CENTRIC LEARNING ENVIRONMENT TO ENHANCE EFFECTIVE STUDENT ENGAGEMENT AND ACADEMIC EXCELLENCE FOR SUCCESS AND GROWTH.**

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| 1     | Offer innovative and high-quality distinctive curriculum. | • Strategy/Action 1: Review existing programs and offer the distinctive, state-of-the-art high-quality curricula and instruction using flexible delivery methods based on the demands and needs of the region.  
• Strategy/Action 2: Integrate various academic centers such as Academic and Career Center (ACE) and the Center for Financial Literacy and Investment (CLFI) to enhance career preparation programming and professional development training/workshops and services to offer more opportunities for student success for better employability.  
• Strategy/Action 3: Create a comprehensive plan for students’ success, retention, and enrollment growth.  
• Strategy/Action 4: Create and implement a comprehensive first-year experience for all to develop a greater sense of community and connectedness.  
• Strategy/Action 5: Integrate HIPs (High Impact Practices) intentionally within the curriculum and develop a proactive collaborative support network for at-risk students to reduce the number of high DFW rates.  
• Strategy/Action 6: Expand and support the opportunities for students to join and succeed in the Academic Honors Program to enhance student learning and the value of their degrees | 1. Number of courses having experiential learning opportunities.  
2. Number of courses having research-based learning opportunities.  
3. Number of career/jobs/internships events.  
4. Number of professional development and training events.  
5. The number of student performances published papers, and scholarly presentations.  
6. The number of programs that provide support for student scholarship/internships/community-based projects.  
7. Scholarship amount for Honors program students. |
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| 2     | A culture of continuous assessment and improvement to ensure academic excellence and accreditations. |  • Strategy/Action 1: Develop a regular schedule for assessment of programs and curriculum with measurable student learning outcomes.  
  • Strategy/Action 2: Review programs on continuous basis and incorporate the findings to improve and change the programs for continuous improvement.  
  • Strategy/Action 3: Review programs on continuous basis and incorporate the findings to improve and change the programs for continuous improvement. | 1. Academic program reviews and assessment data and results assessment.  
  2. Maintenance of accreditation of academic programs by appropriate national and regional accrediting agencies.  
  3. Students’ retention and graduation rates. |
| 3     | Enhance and improve student success. |  • Strategy/Action 1: Facilitate students’ progress toward degree by improving class availability, advising, and mentoring, and registration services.  
  • Strategy/Action 2: Provide appropriate classroom spaces and the technology infrastructure to support multiple ways of student learning throughout the disciplines.  
  • Strategy/Action 3: Enhance programs and services that contribute to student success. | 1. Graduation rates and time to degree for undergraduate and graduate students.  
  2. Program Reviews and Program Assessment Reports. |
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| 1     | Create state-of-the-art classroom and learning infrastructure along with modern learning and teaching approaches. | • Strategy/Action 1: Encourage and enhance use of modern pedagogical approaches and tool in academic courses.  
• Strategy/Action 2: Provide international learning opportunities through collaborations, exchanges, and study abroad programs designed to enhance understanding of the global workplace.  
• Strategy/Action 3: Strengthen faculty pedagogic skills with modern tools and approaches.  
2. The number of students who acquire international experience through study abroad and other programs including internships.  
3. Number of resource support programming as well as funds to research, refine, and develop pedagogical techniques. |
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| 1     | Develop procedures and processes for budgets and expenditures within academic affairs to increase transparency and understanding of budgetary decisions. | **Strategy/Action 1:** Hold regular meetings with units/deans/department chairs and directors to explain the budgets and expenditures within academic affairs.  
**Strategy/Action 2:** Document the procedures, processes and guidelines and make it available to all concerned.  
**Strategy/Action 3:** Hold meetings once in a semester to review the budgets and expenditures.  
**Strategy/Action 4:** Develop an internal communication plan that effectively creates transparency and accountability. | 1. Number of meetings and events for sharing information about AA and budgets.  
3. Existence of a communication plan and feedback mechanism.  
4. Increase the number of budget submission to earlier than due date. |
| 2     | Enhance and Encourage Cross-unit Coordination of Resources for better and optimum operational efficiencies. | **Strategy/Action 1:** Encourage, incentivize, and promote cross-unit partnerships and opportunities for collaboration to increase optimum use of resources.  
**Strategy/Action 2:** Remove institutional barriers that prevent cross-college and cross-unit collaboration, by addressing the budgeting, governance, and reward structures aligned with curricular/program development and personnel. | 1. Number of departments/units participating in cross-unit collaborations.  
2. Percentage of reduction in budget and resources with cross-unit collaboration. |
## GOAL 5:
ADVANCE AND ENHANCE ACADEMIC EXCELLENCE IN TEACHING, LEARNING, AND SCHOLARSHIP

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| 1     | Create and facilitate culture and environment to advance excellence in teaching, learning, and scholarship. | - Strategy/Action 1: Launch the Office for Teaching and Faculty Advancement (OTAFA).  
- Strategy/Action 2: Enhance opportunities and incentives for faculty and student engagements in scholarship, particularly interdisciplinary collaborations.  
- Strategy/Action 3: Increase support for the development of undergraduate and graduate student scholars and researchers, including using Honors Program mentored projects.  
- Strategy/Action 4: Improve the infrastructure for scholarship and graduate studies (e.g. space, facilities, technology and equipment).  
- Strategy/Action 5: Increase incentives and support for faculty seeking external funding for their scholarship.  
- Strategy/Action 6: Create and refine reward structures to recognize, reward and incentivize academic excellence in the university.  
- Strategy/Action 7: Establish a mentoring program for junior faculty for their research and teaching in each academic unit. | 1. The number of faculty who engage in workshops/learning activities supported by OTAFA.  
2. The number of peer-reviewed reports/presentations/performances of faculty scholarship and creative activity as appropriate to the discipline.  
3. Annual awards from Office of Academic Affairs to faculty, staff, and administrators recognizing excellence, including support for the Teaching Excellence Awards sponsored by the Academic Honors Program.  
4. External recognitions of faculty and students for their teaching and learning.  
5. Number of Highlights and reward faculty and student achievements. |
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| 1     | Create a welcoming and equitable environment. | • Strategy/Action 1: Create a culture of DEIB inclusivity throughout the campus for students, faculty, and staff to reflect.  
• Strategy/Action 2: Identify and sustain more regular, meaningful DEIB events/activities for faculty staff, and students. | 1. Number of DEIB training and development program.  
2. Number of meaningful events/activities for professional development to faculty, and staff for DEIB.  
3. Number of courses which include diversity issues. |
| 2     | Ensure A Diverse Faculty, Staff, And Student Body. | • Strategy/Action 1: Create a year-long onboarding program for new faculty, administrators, and staff to ensure they feel part of the university community.  
• Strategy/Action 2: Develop a university wide DEIB training and development program, that incorporates the Inclusivity Excellence training and/or the DEI Certificate training program to ensure that university community feels a safe and inclusive environment. | 1. Number and ratio of diverse faculty, students, and staff.  
2. Number of faculty, staff trained in DEIB practices.  
3. Percentage of new hires who participate in DEIB program.  
4. Survey results reflecting the level of comfort in different aspects of diversity in university. |