Momentum 2020 Strategic Plan

University Mission Statement

Texas A&M University-Corpus Christi is an expanding, doctoral-granting institution committed to preparing graduates for lifelong learning and responsible citizenship in the global community. We are dedicated to excellence in teaching, research, creative activity and service. Our supportive, multicultural learning community provides undergraduate and graduate students with a challenging educational experience through residential, distance learning and international programs. The university's federal designation as a Hispanic Serving Institution (HSI) provides a foundation for closing educational gaps, while its strategic location on the Gulf of Mexico and on the cultural border with Latin America provides a basis for gaining national and international prominence.

Momentum 2020 Overarching Goal

Become an emerging research university with an unparalleled commitment to every student’s success, closing gaps in achievement and delivering a robust campus experience.

Values

Excellence
Pursue distinction in learning, discovery, creativity, innovation, engagement and cultural enrichment.

Integrity
Adhere steadfastly to the highest ethical standards. Be transparent and accountable.

Leadership
Model a culture of service to the university, our community and the world.

Sustainability
Champion stewardship of the environment and our resources.

Inclusion
Foster an environment of mutual respect that values and engages diverse people, ideas, views and practices.
Enrollment and Student Success

Goal: Attract a diverse and highly qualified student body of 15,000 students consistent with our mission as a Hispanic Serving Institution and one that serves students representing the changing demographics of the State of Texas.

Objective 1: Attain an undergraduate enrollment of 12,000 diverse and highly qualified students by 2020.

Strategy 1: Develop and implement a comprehensive, integrative, data-driven recruitment plan to attract undergraduate students committed to learning.

Strategy 2: Increase the number and amount of academic scholarships and other financial assistance to offset rising costs, remain competitive with peer institutions and attract highly qualified students.

Strategy 3: Redesign and promote the joint admissions and enrollment program with Del Mar College.

Strategy 4: Implement and enhance student recruiting programs designed to increase the number of transfer students from Del Mar College, Coastal Bend College and elsewhere.

Strategy 5: Work with Education to Employment Partners and through other means to improve college readiness and college attendance in the Coastal Bend.

Strategy 6: Enhance our services for active duty military and veterans and continue to be recognized as a military friendly campus.

Strategy 7: Provide targeted undergraduate programs and comprehensive services via distance learning to meet the needs of students unable to be on campus for a traditional program.

Strategy 8: Recruit highly qualified undergraduate students from different areas of the world to enable multicultural experiences for all students.

Objective 2: Increase the proportion of graduate students to 20 percent of the student population.

Strategy 1: Develop and implement a comprehensive, integrative, data-driven recruitment plan to attract graduate students committed to learning.

Strategy 2: Provide targeted graduate programs and comprehensive services via distance learning to meet the needs of students unable to be on campus for a traditional program.

Strategy 3: Recruit highly qualified graduate students from different areas of the world to enable multicultural experiences for all students.
Strategy 4: Increase our competitiveness in the recruitment and funding of outstanding graduate students.

Objective 3: Retain and graduate diverse and highly qualified students consistent with our mission as a Hispanic Serving Institution and one that serves students representing the changing demographics of Texas.

Strategy 1: Expand and enhance effective programs designed to improve student retention and graduation for undergraduate students, especially for those from under-represented and under-served populations.

Strategy 2: Enhance student academic and other support services to assist student success efforts.

Strategy 3: Engage faculty, staff, alumni and community members as partners in student mentoring.

Strategy 4: Institutionalize elements of the ELITE program that proved effective in the retention and success of graduate students and expand availability to all graduate students.

Strategy 5: Seek student success funding open to Hispanic Serving Institutions and, when enrollment reaches the level that qualifies us, for opportunities open to Minority Serving Institutions.

Learning

Goal: Deliver and become known for our challenging, learning-centered environment that promotes 21st Century innovation, creativity, and discovery, and results in student success.

Objective 1: Create a rich, challenging, and supportive educational environment for undergraduate students.

Strategy 1: Incorporate High Impact Educational Practices demonstrated to improve student learning and success across the curriculum and co-curriculum as appropriate, including:

- First-Year Seminars
- Common Intellectual Experiences
- Learning Communities
- Writing-Intensive Courses
- Collaborative Assignments and Projects
- Undergraduate Research
- Diversity/Global Learning
- Community-Based Learning/Academic Service Learning
- Internships and Practicums
Capstone Courses and Projects

Strategy 2: Initiate new undergraduate programs in electrical, civil and industrial engineering to support student demand, workforce needs, and existing research focused on coastal issues and unmanned aircraft systems and remotely operated vehicles.

Strategy 3: Initiate additional academic programs that capitalize on our institutional, regional and resource strengths.

Strategy 4: Enhance support for existing programs that capitalize on our institutional, regional, and resource strengths.

Strategy 5: Build faculty teaching strength by attracting and supporting faculty devoted to student learning and our mission of providing a rich, challenging and supportive undergraduate education, especially in the context of a Hispanic or minority serving institution.

Strategy 6: Enhance advising by increasing the number of advisors, employing technology and serving students with a proactive and “intrusive” philosophy.

Strategy 7: Create integrative learning opportunities that span the undergraduate experience.

Strategy 8: Increase the opportunities for interdisciplinary collaboration among faculty, staff, and students.

Strategy 9: Integrate curricular and co-curricular learning.

Strategy 10: Have vibrant student honor societies and student organizations in every discipline that has one available.

Strategy 11: Continue development of a robust honors program to attract and engage high-achieving students.

Strategy 12: Provide undergraduate students with cutting-edge tools for the development of leadership skills, career and professional development.

Objective 2: Elevate graduate education to support our emerging research goal and workforce needs.

Strategy 1: Develop new master’s and doctoral programs that support our emerging research goal, our local strengths, and workforce needs in the region and beyond.

Strategy 2: Infuse/integrate research opportunities into graduate programs that capitalize on our institutional, regional, and resource strengths.
Strategy 3: Attract and retain faculty committed to our mission of providing outstanding graduate education, especially in the context of a Hispanic or minority serving institution, and supporting our emerging research goal.

Strategy 4: Strategically increase the number of graduate assistants, teaching assistants, and research assistants.

Strategy 5: Support faculty in seeking grants that support graduate students.

Strategy 6: Provide graduate students with cutting edge tools for the development of leadership skills, career and professional development, including workshops and certificates in areas such as on-line teaching, research presentation, pedagogy, classroom management, etc.

Strategy 7: Foster a culture of innovation and interdisciplinary research and learning.

Strategy 8: Expand and enhance graduate student excellence awards and recognitions.

Objective 3: Achieve and sustain national and international prominence in targeted programs where the University’s location and existing strengths provides special advantages.

Strategy 1: Continue to refine and act on programmatic, curricular, and research implications of our strategic location on the Gulf Coast.

Strategy 2: Define and act on programmatic, curricular and research implications of being on the “cultural border” of the United States with Latin America.

Strategy 3: Create a focus on sustainability education and research, with sustainability including but not limited to environmental issues.

Strategy 4: Build faculty strength in targeted areas by attracting and supporting faculty who are: devoted to student learning; accomplished scholars in their fields; committed to their own research and creative activity; and committed to the research and creative activity of their students.

Strategy 5: Encourage interdisciplinary and collaborative research and creative activity among faculty, staff, and students.

Strategy 6: Design and implement internal and external communication efforts to highlight faculty, staff, student, and alumni success.
**Objective 4: Provide faculty and staff with cutting-edge tools for leadership in teaching, learning, research, career development and professional development.**

Strategy 1: Expand the scope and capacity of the Center for Faculty Excellence to equip and educate visionary, innovative leaders who are capable of promoting the university’s mission and capitalizing on emerging opportunities and challenges.

Strategy 2: Support the Office of Distance Education and Learning Technologies in expanding faculty and student use of 21st Century learning tools that increase engagement in learning.

Strategy 3: Use the LEAD (Leadership, Excellence and Development) program to equip faculty and staff who wish to become supervisors, managers or administrators with the knowledge, skills and competencies to become highly effective leaders for the university.

**Objective 5: Design and implement more robust and meaningful assessment programs.**

Strategy 1: Use data at all levels to drive curricular and learning improvements.

Strategy 2: Improve evaluation of student learning outcomes in the core curriculum, disciplinary knowledge, the co-curriculum and use the results to improve learning.

Strategy 3: Use meaningful and data-driven assessment to increase the effectiveness of academic support units.

Strategy 4: Evaluate the QEP and institutionalize those components that are successful in aiding student success.

**Research, Scholarship and Creative Activity**

**Goal:** Become an emerging research institution by creating an environment that articulates and provides resources necessary for commitment to excellence in research, creative activity, and scholarship in all academic departments and units.

**Objective 1: Make significant, measurable progress toward becoming an Emerging Research Institution.**

Strategy 1: Continue to focus and develop research related to our location on the Gulf of Mexico and the cultural border of Latin America.

Strategy 2: Further develop a focus on sustainability research that includes, but is not limited to, environmental sustainability.

Strategy 3: Leverage the designation as a Federal Aviation Administration test site for unmanned aircraft systems to develop related areas of research.
Strategy 4: Each college will identify and begin pursuing one new area of research emphasis and excellence.

Strategy 5: All academic units, centers and institutes will establish strategic plans for increasing productivity in research and scholarship and will engage relevant administrative units in the development of their plans.

Strategy 6: University, deans and department heads will encourage and increase support for:

- basic research;
- research related to our location;
- collaborative scholarly activity;
- interdisciplinary scholarly activity; and
- research that has the potential for commercialization.

Strategy 7: Support initiation of new doctoral programs by developing research emphases as appropriate in existing master’s programs and developing new master’s programs.

Strategy 8: Make significant and continuous progress toward criteria required by the Texas Higher Education Coordinating Board for designation as an Emerging Research Institution, which include:
- offering a comprehensive range of excellent undergraduate and graduate programs;
- awarding at least 30 Ph.D. degrees annually, based on a rolling average of two consecutive years; and
- generating at least 20 percent of the research universities’ criteria for restricted research expenditures (20% of $150 million, adjusted for inflation), as determined by a rolling two-year average.

Strategy 9: Make significant and continuing progress toward National Research University Fund eligibility as outlined in the Texas Higher Education Coordinating Board’s annual National Research University Fund Eligibility Report to the Comptroller and Texas Legislature.

Objective 2: Create a university-wide culture that supports, values, rewards and celebrates creative activity.

Strategy 1: Provide facilities, infrastructure and personnel to enhance support for creative activity in the visual and performing arts.

Strategy 2: Faculty - working with deans, department heads and the appropriate department, college and university committees - will develop, and the university will support new programs in the arts.
Strategy 3: Upper administration, deans and department chairs will encourage and support faculty and staff to become involved in creative synergy with others in their fields who are not affiliated with the university.

Objective 3: Become the premier university in South Texas for applied innovation and technology commercialization.

Strategy 1: Through the Business Innovation Center, encourage and support start-up companies in bringing innovative products and services to the marketplace.

Strategy 2: Engage faculty, staff and students in applied research.

Strategy 3: Support commercialization of intellectual property.

Objective 4: Provide faculty, staff, and students with the cutting-edge tools and for leadership in research

Strategy 1: Provide support and training for submitting major research grants.

Strategy 2: Significantly increase financial support for new faculty to start their research programs.

Objective 7: Assessment

Strategy 1: Further develop the capacity to assess research of all kinds and throughout this 5-year period.

Strategy 2: Use data at all levels to drive research and creative activity improvements.

Community Engagement

Goal: Build and sustain mutually beneficial relationships with stakeholders in our community and beyond through engagement by faculty, staff, students and alumni.

Objective 1: Encourage a campus outlook that every employee has a role in representing and promoting the university in our community and beyond.

Strategy 1: Communicate through employee orientation, campus publications and campus meetings the role that every employee has in representing the university to the community and provide up-to-date information to facilitate this role.

Objective 2: Strengthen relationships with area ISDs to ensure students graduate from ISDs prepared to enter and succeed at Texas A&M-Corpus Christi.

Strategy 1: Achieve vertical curricular integration in key areas.
Strategy 2: Keep high school counselors informed about latest requirements.

Strategy 3: Participate in Education 2 Employment Partners, the regional P-16 council.

Strategy 4: Enhance the Early College High School with Flour Bluff ISD.

Objective 3: Strengthen relationships with Del Mar College to ensure transfer students are well served.

Strategy 1: Redesign and promote the joint admissions and enrollment program with Del Mar College.

Strategy 2: Establish regular meetings of disciplinary faculty to ensure expectations for students and programs are aligned.

Strategy 3: Maintain a presence on the Del Mar College campus to facilitate seamless transfer of students.

Strategy 4: Continue holding regular meetings of the executive teams of both institutions to ensure opportunities for collaboration and cooperation can be explored as well as any issues can be resolved.

Strategy 5: Promote the reverse transfer process that allows students to count credits earned at A&M-Corpus Christi toward an associate’s degree at Del Mar College.

Objective 4: Strengthen relationships with employers to ensure our academic programs are aligned with workforce needs and graduates meet the expectations of employers for disciplinary knowledge, critical thinking and communication skills.

Strategy 1: Improve data collection on graduates and assessment of employer’s perceptions of them and ensure data is shared appropriately.

Strategy 2: Use advisory councils, Career Services and the Alumni Development Officers to stay in tune with workforce needs and help assess employer satisfaction.

Strategy 3: Expand and improve internship programs and processes.

Objective 5: Conduct research that benefits our community.

Strategy 1: Through partnerships with and outreach to employers, entrepreneurs, non-profits, and local governments, develop a research agenda that benefits the region.

Strategy 2: Explore the many dimensions of sustainability as a focus for research that benefits our community.
Objective 6: Help develop the entrepreneurial capacity of the community and assist in the creation of new companies.

Strategy 1: Continue to develop the Coastal Bend Business Innovation Center and refine its ability to serve entrepreneurs at various stages of business development.

Objective 7: Serve the professional development needs of businesses, non-profits and the public and provide lifelong learning opportunities for the public through the Office of Community Outreach.

Strategy 1: Engage the business, professional and non-profit communities to understand their needs for continuing education and other training and provide it.

Strategy 2: Provide lifelong learning opportunities of interest to Coastal Bend citizens.

Objective 8: Increase engagement of alumni.

Strategy 1: Provide communications and programming of value to alumni to increase their engagement with the university.

Strategy 2: Develop a coordinated plan to engage alumni with students, including through, for example, an alumni executive lecture series in each college.

Strategy 3: Provide opportunities for alumni to be engaged with the community through the university.

Strategy 4: Develop a strategy to improve the engagement of our increasing number of global graduates.

Strategy 5: Use the Alumni Development Officers to establish a pattern of early giving by alumni.

Strategy 6: Enhance opportunities for alumni recognition.

Objective 9: Increase intentional and visible engagement in our community by faculty, staff and students.

Strategy 1: Explore use of orgsync or similar software to help manage volunteer opportunities in our community; participation by faculty, staff and students; and to ensure recognition.

Strategy 2: Encourage participation of university teams that are easily identifiable in community events/volunteer opportunities.

Strategy 3: Model civic engagement for our students by expanding the Big Event to include faculty, staff and alumni.
Strategy 4: Develop meaningful ways to recognize faculty and staff service in our community.

Strategy 5: Publicize university speakers available to talk to civic organizations and provide a website where available expertise can be reviewed and requests submitted.

Strategy 6: Encourage and support faculty and staff engagement with the arts community.

Objective 10: Provide a welcoming environment and ensure our community is well-informed about the university to encourage area residents to identify with the university as an integral part of the community.

Strategy 1: Provide multiple methods of effective communication tailored to various community and stakeholder audiences.

Strategy 2: Provide easily navigated and well-publicized opportunities for community members to communicate with the university.

Strategy 3: Invite and encourage community participation in campus events and provide a welcoming environment.

Objective 11: Encourage engagement with the global community.

Strategy 1: Engage international companies located in the area to provide global perspectives for academic and co-curricular programming.

**Campus Climate**

Goal: Maintain a supportive campus that celebrates engaged learning in an inclusive environment.

Objective 1: Enhance an environment of inclusiveness and mutual respect.

Strategy 1: Continue to attract a diverse and highly qualified student body consistent with the mission as a Hispanic Serving Institution.

Strategy 2: Expand and enhance programs designed to improve undergraduate student retention and graduation; especially those from underrepresented and underserved populations.

Strategy 3: Continue to attract and support a more diverse and highly qualified faculty and staff.

Strategy 4: Enhance faculty and staff knowledge of and commitment to the university mission.
Strategy 5: Ensure that academic and co-curricular programs provide learning experiences working in ethnically and culturally diverse groups.

Objective 2: Provide a supportive campus environment for learning, development and completion to degree.
 Strategy 1: Provide resources to enhance student support infrastructure and services.

Strategy 2: Provide opportunities to support personal growth and develop student leadership skills through curricular and co-curricular programs.

Strategy 3: Develop programs to encourage and support personal growth and leadership development for students at a distance.

Strategy 4: Develop and support programs to encourage students, faculty and staff to focus on personal wellness.

Strategy 5: Develop more robust campus-wide communication systems to reach students, faculty and staff that keeps pace with changing technology.

Strategy 6: Increase support for mentoring, professional development and recognition programs that will motivate, empower and retain faculty and staff.

Strategy 7: Support development of faculty and staff to become engaged members of the campus community and campus leaders.

Strategy 8: Provide support and resources outside of normal operating hours.

Objective 3: Encourage a culture of excellence and service.

Strategy 1: Provide friendly, effective and efficient service at all times with all people and take pride in doing so.

Strategy 2: Provide proactive training on customer service and job skills to faculty, staff and student employees.

Strategy 3: Reward great performance.

Objective 4: Celebrate university traditions, achievements and success.

Strategy 1: Encourage a campus outlook that every member (students, faculty, staff and alumni) has a role in representing and promoting the university.

Strategy 2: Develop and support new and meaningful ways to recognize students, faculty, staff and alumni achievements.

Strategy 3: Increase publicity and promotion of campus events and traditions.
Strategy 4: Increase school spirit university-wide (students, faculty, staff and alumni).

Learning and Information Resources

Goal: Provide 21st Century learning resources and information technology infrastructure to support instruction, discovery and administrative operations.

Objective 1: Transform the Bell Library into an Emerging Research, 21st Century, Information-Age learning and research center.

Strategy 1: Enhance learning resources in all formats to meet academic program needs as well as those of an emerging research institution and application for membership in the Association of Research Libraries (ARL).

Strategy 2: Recruit, retain, and develop a library staff to provide services that meet the needs of the learning community and an emerging research institution.

Strategy 3: Design new learning facilities and redesign existing ones to be flexible and meet the needs of tomorrow’s learning community, conceptualizing spaces for group, social, quiet and individual study.

Strategy 4: Meet the needs of tomorrow’s research and creative activity with physical and virtual facilities that are flexible and have spaces and information technology infrastructure for thoughtful independent and collaborative research and creative activity.

Strategy 5: Formalize and support the integration of information literacy instruction in each academic program and at all levels of the curriculum.

Strategy 6: Enhance existing and develop new services and library infrastructures that support research programs, including undergraduate, graduate, and faculty research and creative activity.

Strategy 7: Incorporate emerging technologies to increase student and faculty usage of the library.

Objective 2: Provide an information technology infrastructure to support 21st century learning and research.

Strategy 1: Expand bandwidth and wireless coverage to accommodate the demands of a growing student body in the 21st century.

Strategy 2: Provide the information technology resources needed to meet the needs of research.

Strategy 3: Develop applications to meet the needs of the students, faculty and staff.
Strategy 4: Provide information resource and data security that keeps pace with changing technology and university growth.

Strategy 5: Explore options for student computing needs.

University Resources and Accountability

Goal: Be accountable for developing and managing resources to efficiently and effectively achieve the mission of the university.

Objective 1: Manage human resources to provide optimal staffing to achieve the university’s missions of teaching, research and service.

Strategy 1: Increase the number of faculty and staff to meet the needs of a growing university.

Strategy 2: Provide competitive compensation and start-up packages to recruit and retain faculty and staff.

Strategy 3: Increase funding for the number of endowed chairs in each college.

Strategy 4: Increase funding for the number of distinguished visitors in each college.

Strategy 5: Provide faculty and staff the appropriate resources to accomplish assigned tasks.

Objective 2: Maintain administrative structures that support the university mission effectively and efficiently.

Strategy 1: Monitor academic program enrollment and growth, especially in the School of Engineering and the School of Arts, Media and Communications, and begin working toward establishment of colleges when appropriate.

Strategy 2: Review other academic, research and administrative structures as needed to ensure effectiveness and efficiency.

Objective 3: Maintain a safe and aesthetically pleasing campus environment that supports university growth.

Strategy 1: Expand the university’s physical environment to keep pace with expanding enrollment and program growth.
  - Utilize the master plan to guide building projects to meet university growth.
• Seek funding for life sciences building, arts and media building, library/learning resource center, convocation center, engineering building, student support service facilities, housing and other facilities as required.
• Create a transportation and mobility plan to bridge the Island Campus to the Momentum Campus.
• Enhance pedestrian walkways and campus outdoor spaces.

Strategy 2: Establish a strong infrastructure for sustainability to ensure resources will be available for future generations.

Strategy 3: Provide a safe and secure campus environment.
• Refine continuity and disaster recovery plans.
• Provide police services that keep pace with the growth of the university.
• Refine the emergency communication system.
• Conduct an American with Disabilities Act (ADA) Transition Plan study and complete recommended actions to ensure mobility and access.
• Teach and model safe and responsible behaviors to students.

Objective 4: Broaden the base of financial support to provide scholarships and the edge of excellence in teaching, research and service.

Strategy 1: Increase the overall number and amount of annual gifts to the university, with a focus on gifts from alumni, faculty, staff and other stakeholders.

Strategy 2: Increase the number and amount of major gifts to the university

Strategy 3: Identify and market naming opportunities to help accomplish building goals.

Strategy 4: Increase support from regional, state and national foundations and corporations.

Strategy 5: Develop an online financial support registry system for students.

Objective 5: Manage financial, physical, technological and human resources efficiently, effectively and responsibly.

Strategy 1: Identify and capture cost savings throughout the university to maximize resources.
• Review processes to identify methods of increasing efficiency.
• Conduct on-going reviews of personnel to ensure an adequate yet “lean” workforce.
• Utilize technology to streamline processes.
• Implement additional green initiatives to lower costs and create a sustainable environment.
Strategy 2: Maximize available state funding by correct and consistent reporting of enrollment, classification of instruction (CIP) codes and space usage.

Strategy 3: Maintain a low administrative cost ratio.

Strategy 4: Design and implement robust and meaningful assessment programs and identify avenues for continuous improvement throughout the university.