Revised 02/24/2014

Strategic Plan
Texas A&M University-San Antonio
Academic Years 2011 - 2015

MISSION
Texas A&M University-San Antonio faculty and staff prepare and empower students through innovative and challenging academic and co-curricular programs that contribute to and enrich the economic and social development of the community and region. A solid foundation for success is established through dynamic teaching, scholarship, research, and public service that inspire graduates to lifelong learning and responsible global citizenship.

VISION
Graduates from Texas A&M University-San Antonio are highly sought after by employers for their expertise and they are active in developing and enriching their communities.

CORE VALUES
Integrity | Commitment | Excellence | Service

IMPERATIVE I: Establish University education as a fundamental part of community life to close the achievement gap in South Texas.

Goal 1.1 Accessible and affordable education

Strategies
1.1.1 Develop and implement a comprehensive distance education plan including on-line, hybrid, weekend college, and via distance learning sites.
1.1.2 Implement affordable textbook options.
1.1.3 Develop, test and implement the delivery of alternative academic course length and venue formats.
1.1.4 Maintain a regionally low tuition rate and fee schedule.
1.1.5 Identify and recruit prospective students.

Performance Measures
- Increase the number of low-income matriculated students who persist through an academic year by 2% or more per year, from baseline academic year 2009-2010 through 2014-2015.
- Increase the number of semester credit hours generated by on-line and hybrid courses across all academic schools, with baseline academic year 2011-2012 through academic year 2014-2015.
- Increase usage of affordable textbook options.
- Maintain an undergraduate tuition and fee schedule at 15 SCH that is 20% or more below the average of all surrounding San Antonio and 100-mile radius 4-year public universities.

Goal 1.2 Maximized graduation and improved retention rates

Strategies
1.2.1 Administer a survey or conduct focus groups annually to ascertain the reasons for student
attrition.

1.2.2 Measure graduation rates each fall for the preceding academic year and longitudinally track graduation and attrition rates beginning with academic year 2010-2011.

1.2.3 Summarize and interpret survey results, student feedback and enrollment data and post reports on the University’s Intranet, easily accessible to faculty and staff to promote continuous improvement and higher graduation rates from year to year.

**Performance Measures**

- Establish a first cohort baseline persistence history for future measures of improved retention by measuring retention of fall undergraduate cohorts at 1, 2 and 4 years (year-to-year enrollment).

**Goal 1.3** A culture of community service

**Strategies**

1.3.1 Create a Service Learning Office that promotes a culture of service learning.

1.3.2 Partner with community non-profits and other organizations in developing and participating in community service events and projects.

1.3.3 Recognize students, faculty and staff for community service contributions.

**Performance Measure**

- Establish a baseline during academic year 2013-2014 to record community service contributions by faculty, staff and students. (e.g. hours, service, financial or other in-kind contributions) Measure self-reported community service contributions from year to year.

- Monitor self-reported student interest in community service on the National Survey of Student Engagement (NSSE).

**IMPERATIVE II: Provide outstanding academic and co-curricular services and experiences focused on student success in a comprehensive and distinctive University environment.**

**Goal 2.1** A culture of accountability

**Strategies**

2.1.1 Establish a common understanding of shared governance for the University.

2.1.2 Satisfy requirements of University policies and procedures.

2.1.3 Invest resources to achieve and maintain separate SACS accreditation.

2.1.4 Align University-wide budget process toward improved student performance and greater attainment of student learning outcomes.

2.1.5 Support high quality academic programs that meet regional needs and have a statewide impact.

2.1.6 Align appropriate academic programs with national specialty accreditation organizations such as the Association to Advance Collegiate Schools of Business (AACSB), Accreditation Board for Engineering and Technology (ABET) and Council for Accreditation of Counseling and Related Educational Programs (CACREP).

**Performance Measure**

- Finalize all SACS compliance requirements and resolve discrepancies to result in separate accreditation status with SACS by the end of academic year 2014-2015.
• When new or revised Texas A&M System policies and regulations are implemented, document within six months that University rules and procedures are reviewed and updated.

Goal 2.2 Student centered

Strategies
2.2.1 Develop and strengthen comprehensive student retention/persistence programs and interventions, provide full service academic advising and academic support services.
2.2.2 Offer quality student support programs that benefit students and their scholastic experience and encourage student engagement.

Performance Measures
• Monitor student’s self-reported perceptions about their academic and student life experiences using select items from the National Survey of Student Engagement (NSSE).
• Administer annual student satisfaction survey and use the results to monitor students’ perceptions of University services.

Goal 2.3 Focused student scholars

Strategies
2.3.1 Enhance library resources to support scholarly activity of students and faculty.
2.3.2 Increase the number of academic and co-curricular programs that directly satisfy regional economic market demand.
2.3.3 Design an Honors Program that attracts and serves incoming high-performing students.

Performance Measures
• Increase number of students who plan to or have participated in student research projects as self-reported on the NSSE.
• Increase number of students who plan to or have participated in an annual undergraduate research symposia and conferences.

Goal 2.4 Faculty scholarship and teaching

Strategies
2.4.1 Create a Sponsored Programs office that promotes faculty and student research opportunities.
2.4.2 Encourage and support faculty members’ collaboration with outside agencies on applied research projects.
2.4.3 Incentivize and recognize faculty who make scholarly contributions in their primary field of University-related scholarly expertise.
2.4.4 Recognize teaching excellence.

Performance Measures
• Engage in a minimum of three active and on-going research projects annually.
• Increase the overall number of scholarly publications and professional presentations produced by University faculty every 2 years, starting in baseline year 2012-2013.
Goal 2.5  Work-force ready, professional graduates

Strategies
2.5.1  Develop career preparedness and life skills through academic and co-curricular programs.
2.5.2  Connect students with prospective employers through field experience, internships, networking, and other skills and learning engagements that improve their opportunities for immediate hire upon (or prior to) graduation.
2.5.3  Utilize Advisory Boards for academic programs to cultivate on-going relationships with leaders in the community.
2.5.4  Improve, with input of prospective employers, the alignment of new majors and concentrations with labor market needs.

Performance Measures
- Establish and increase the number of student teachers participating in the “Ready from Day One” model to improve new teacher retention and testing effectiveness as measured by district supervisor’s feedback and evaluations.
- Develop and administer an alumni survey to monitor perception of career readiness by December 2013.
- Obtain employer feedback on effectiveness of graduates through surveys, focus groups, internship requests, and participation in career fairs by December 2013.

IMPERATIVE III: Develop infrastructure that enhances physical, virtual and other educational experiences for students, faculty, and staff.

Goal 3.1  Active communication channels

Strategies
3.1.1  Enhance and maintain a current University website, Intranet, and other social media to exchange information.
3.1.2  Conduct regular assemblies to disseminate University information and provide opportunities for discussion.
3.1.3  Communicate rules and operating procedures on a routine and systematic schedule to University employees to assure broad awareness.
3.1.4  Engage faculty, staff and students early in the decision-making process.
3.1.5  Communicate the value of academic programs to students at community colleges through faculty and staff presentations and via other communication channels.

Performance Measures
- Survey University constituent groups annually to obtain and review satisfaction with University communication channels; aim for improvement every year.
- Survey prospective students about their knowledge and perception of University programs; aim to increase awareness of TAMU-SA programs.

Goal 3.2  Enhanced virtual infrastructure

Strategies
3.2.1  Invest in infrastructure and support resources that enhance student achievement of course learning outcomes.
3.2.2 Allocate resources to maintain and update virtual infrastructure and support information-delivery utilities.

**Performance Measure**
- Monitor satisfaction with ITS services through annual surveys of faculty, staff and students; aim for increased level of satisfaction with services.

**Goal 3.3** Strategic employment practices and personnel development

**Strategies**
3.3.1 Recruit faculty and staff with a variety of background experience.
3.3.2 Provide quality orientation, training, and on-going professional development.
3.3.3 Reward and recognize faculty, staff, and student employees for job performance that promotes exceptional service to students and most improves stewardship of University financial resources.
3.3.4 Train and orient the University workforce to make collaborative and informed decisions that support the University’s mission, goals and strategies.
3.3.5 Strive to increase diversity of applicant pools.

**Performance Measure**
- Achieve a demographically diverse employee population.
- Ensure the hiring and assignment of SACS-qualified faculty, resulting in 100% fully qualified.

**Goal 3.4** Facility planning, design, construction, operations and maintenance

**Strategies**
3.4.1 Convene the University Space Management Committee regularly to recommend space planning requirements and prioritize use of facilities.
3.4.2 Solicit primary user feedback at pre-decisional stages throughout the facility design process.

**Performance Measures**
- Conduct facilities assessment surveys to establish a baseline and improve key facility services, resulting in completion of 50% or more of all essential improvements requested from year-to-year.

**IMPERATIVE IV:** Establish and enhance University-wide practices that promote fiscal responsibility and growth.

**Goal 4.1** Budget management and optimal use of available resources

**Strategies**
4.1.1 Identify and prioritize budget requests that directly enable the University mission and elements of the University’s strategic plan.
4.1.2 Receive recommendations from the Council for Assessment, Planning and Budgeting regarding the allocation of University resources.
4.1.3 Leverage and use the specialized skills of faculty, staff and students.
4.1.4 Evaluate room assignments and program format to optimize space utilization.
Performance Measures
- Align budget allocations to reflect program needs and support institutional effectiveness; retire 25% or more of un-aligned expenses annually through the budget development process.
- Compare actual class and lab space utilization efficiency scores with the Texas Higher Education Coordinating Board standards; aim to maintain an “acceptable” score.
- Track and reduce administrative costs as a percentage of the operating budget beginning FY 2012.

Goal 4.2 Continuous development of financial resources

Strategies
4.2.1 Secure scholarship and other charitable contributions for University priority needs through the Texas A&M San Antonio Foundation.
4.2.2 Develop enduring relationships with alumni, businesses, the community, and employees of the University to cultivate and solicit charitable contributions.
4.2.3 Facilitate grant proposal research, writing, submission and post-award grants management.
4.2.4 Inform and engage local, state and federal officials and other resource decision makers about University programs, priorities and planned growth.

Performance Measures
- Establish a President’s Circle donor base and strengthen its members’ affinity, as measured annually by the frequency of contacts and number of invitations to campus activities.
- Increase number of and total dollars in scholarship endowments.
- Increase the number of donor prospects annually to the University.