

## **REFRESHED STRATEGIC PLAN**

### **2024-2029 STRATEGIC PLAN**

#### **OUR MISSION: We Transform Lives**

We transform lives by providing an accessible education in an environment where faculty and staff care and are dedicated to the success of all our students throughout their academic career. We empower our students, faculty and staff to become the best version of themselves by supporting their continuous development and growth. Fueled by our resilience, tenacity, and talents, we strengthen the rural and urban communities we serve. Innovation is the heartbeat of Texas A&M University-Commerce, with career preparedness as a cornerstone of our educational mission. We are committed to ensuring our graduates are well-prepared for the challenges and opportunities that lie ahead. Through robust career exploration, internships, industry partnerships, and skill development initiatives, we bridge the gap between academia and the workplace.

#### **OUR VISION**

As a premier institution of higher education in East Texas, we are a student-ready university. We lead in social mobility, achieving academic excellence in a wide range of traditional and interdisciplinary programs and serve as a national leader in the advancement of competency-based education. We further knowledge through impactful research and creative activity that benefits the region we serve and beyond. Recognized nationally for our innovative spirit and unique rural-urban identity, we promote an environment where all are valued, providing access and opportunities to ensure student success, career preparedness, and professional development for all members of the university community.

#### **STRATEGIC GOALS**

##### **1. Ensure Student Preparedness**

- Develop students' critical thinking and analytical skills and information literacy.
- Provide instructional excellence through a variety of innovative academic programs and interdisciplinary degrees driven by workforce needs.
- Offer relevant experiential learning opportunities and internships that prepare students for careers in their selected fields of study or their pursuit of graduate or professional studies.
- Strengthen student advising and mentoring services to ensure career preparedness and social mobility.

### **Metrics:**

- Student responses on end-of-semester evaluations that include the following statement(s) (only in applicable classes within each college and department):
  - “This class helped me to develop my critical thinking skills.”
  - “This class helped me to develop my analytical skills.”
  - “This class helped me to develop information literacy.”
- Student responses to the following course evaluation statement, applicable to all colleges: “Overall, this course enhanced my skills, abilities and knowledge.”
- Student responses from the following statement, included on College of Innovation and Design course evaluations: “This course was relevant to my career aspirations.”
- Student responses on the graduation survey to the statement, “My degree has prepared me for a career.”
- Number of students participating in experiential learning and internship opportunities
- Establish a formal teaching and learning center and measure use after implementation.
- Retention
- Graduation rates (completion)

## **2. Elevate Research**

- Gain distinction as an institution of high research activity (as identified by the Carnegie Foundation) by advancing targeted research activities.
- Cultivate and support research and creative activities of students, faculty and staff that elevate the university's profile.
- Identify and promote emerging areas of research strengths.

### **Metrics:**

- Number of grant applications submitted
- Annual research expenditures
- Number of doctorates awarded

## **3. Create a Welcoming Community**

- Ensure that all members and friends of the university community are engaged and feel included in the Lion family, experiencing a safe, healthy, civil, and welcoming environment.
- Support an institutional climate with shared governance where all students, faculty, and staff are able to achieve their academic, personal, and professional goals.

**Metrics:**

- Student responses to the following statement, included on course evaluations for all colleges: “The instructor treated students fairly and impartially.”
- Student responses to the following statement, included on the graduation survey: “I felt welcome in my academic program.”
- Results of the campus climate survey
- Participation rates in internal professional development and training programs

**4. Align Initiatives with the University’s Rural-Urban Identity**

- Continue to expand academic programming and student support at new and existing sites in rural East Texas and the Dallas metropolitan area.
- Leverage the university's assets to strengthen partnerships and maximize the economic, cultural, health, and social opportunities in the rural and urban communities we serve.

**Metrics:**

- Enrollment (headcount) at each of the university centers in the Dallas metropolitan area
- Number of partnerships and agreements in rural and urban East Texas
- Number of academic programs offered at university centers in the Dallas metropolitan area

**5. Modernize University Operations and Business Practices**

- Incorporate best practices to develop and update collaborative, data-informed, and financially sound operations, platforms, business processes, policies, and procedures.
- Create and maintain living and learning facilities reflective of a 21<sup>st</sup>-century institution of higher education.
- Improve customer service.
- Strengthen brand identification.
- Increase and diversify revenue streams to ensure that necessary resources are in place to carry out the university's mission, vision, and goals.

**Metrics:**

- Percentage of university policies that are compliant and up-to-date
- Amount of non-formula and tuition dollars brought into the university, including:
  - Philanthropic dollars
  - Foundation dollars

- Other state income (e.g., funds from The Texas A&M University System and THECB)
- Development and implementation of a long-range capital master plan

## **2024-2029 STRATEGIC PLAN COMMITTEES**

Strategic Plan Approved August 19, 2024

### **Strategic Plan Updating Committee**

- Amanda Horne, Co-chair
- Mike Tapia, Co-chair
- Adam Bowden
- Josephine Durkin
- Marcus Hawkins
- Sandra Hayes
- Lacey Krueger
- Michael Opara
- Sharon Ross
- Bob Williams

### **Strategic Plan Implementation Committee**

- Greg Lubiani, Co-chair
- Jordan Stevenson, Co-chair
- Jessica Brannon-Wranosky
- Jayson Douglas
- Jennifer Faunce
- Jeremy Gamez
- Stephen Harwell
- Avril Knox
- Robynne Lock
- Sonia Taneja
- Stefan Vaughn

### **Action and Accountability Team**

- Maria Carlson, Co-chair
- Jordan Stevenson, Co-chair
- Nicole Askew
- Stephen Harwell
- Autumn Johnson
- Robert Rodriguez
- Jennifer Faunce
- Dan Su (ex-officio)
- Cynthia Rhodes (ex-officio)

Coordinated by Cece Gassner