



Academic Affairs  
Texas A&M University-Texarkana

# STRATEGIC PLAN

2022-2027



OFFICE OF

**Academic  
Affairs**

# STRATEGIC PLAN FOR ACADEMIC AFFAIRS

## 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 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:

- 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.**

SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
1	<p><i>Enhance long-lasting collaboration, outreach, service, and engagement with our broader geographic communities.</i></p>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> 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.</li> <li>• <b>Strategy/Action 2:</b> 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.</li> <li>• <b>Strategy/Action 3:</b> Encourage and support faculty/student exchange programs with domestic and international universities.</li> <li>• <b>Strategy/Action 4:</b> Communicate and partner with local, domestic, and international community for university's activities, success resources and services.</li> <li>• <b>Strategy/Action 5:</b> Strengthen collaboration with community college and College Prep programs within schools' districts.</li> <li>• <b>Strategy/Action 6:</b> Developing a series of community-facing monthly activities aligned in broad themes organized by faculty and staff.</li> <li>• <b>Strategy/Action 7:</b> Developing a robust catalog of non-credit-bearing community engagement courses taught by faculty and staff.</li> </ul>	<ol style="list-style-type: none"> <li>1. The number of non-traditional extended education programs and events.</li> <li>2. The number of faculty participating with community, professional and industry boards.</li> <li>3. The number of faculty involved in service-learning courses, community related research, and collaborative research.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Semester - November 15th and March 30th</li> <li>3. Semester - November 15th and March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Academic Affairs</li> <li>2. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> <li>3. International Studies Institutional Effectiveness and Research College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> </ol>

**GOAL 1:  
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SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
2	<i>Enhance our reach and engagement with our academic and professional communities.</i>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Develop and enhance cooperative arrangements with business, industry, and other community partners.</li> <li>• <b>Strategy/Action 2:</b> 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.</li> <li>• <b>Strategy/Action 3:</b> Support and encourage academic collaborations with peer and research universities to provide faculty and students with learning and scholarship opportunities.</li> <li>• <b>Strategy/Action 4:</b> Support and expand active membership in disciplinary and professional organizations related to our academic mission.</li> </ul>	<ol style="list-style-type: none"> <li>1. The number of non-traditional extended education programs and events.</li> <li>2. The number of faculty participating with community, professional and industry boards.</li> <li>3. The number of faculty involved in service-learning courses, community related research, and collaborative research.</li> <li>4. The number of grants, publications, and other works from collaborations with other universities, industry, and government organizations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Semester - November 15th and March 30th</li> <li>2. Annual - March 30th</li> <li>3. Annual - March 30th</li> <li>4. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Extended Education and Community Development</li> <li>2. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> <li>3. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> <li>4. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology Research and Sponsored Projects</li> </ol>

**GOAL 2:  
FOSTER A STUDENT-CENTRIC LEARNING ENVIRONMENT  
TO ENHANCE EFFECTIVE STUDENT ENGAGEMENT AND  
ACADEMIC EXCELLENCE FOR SUCCESS AND GROWTH.**

SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
1	<i>Offer innovative and high-quality distinctive curriculum.</i>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Review existing programs and offer the distinctive, state-of-art high-quality curricula and instruction using flexible delivery methods based on the demands and needs of the region.</li> <li>• <b>Strategy/Action 2:</b> Integrate various academic centers such as Academic and career Center (ACE), Financial Literacy Center (FLC) and Center for Teaching and Learning (CTL) and enhance career preparation programming and professional development training/ workshops and services to offer more opportunities for student success for better employability.</li> <li>• <b>Strategy/Action 3:</b> Create a comprehensive plan for students' success, retention, and enrollment growth.</li> <li>• <b>Strategy/Action 4:</b> Create and implement a comprehensive first-year experience for all to develop a greater sense of community and connectedness.</li> <li>• <b>Strategy/Action 5:</b> 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.</li> <li>• <b>Strategy/Action 6:</b> 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.</li> </ul>	<ol style="list-style-type: none"> <li>1. Number of courses with experiential learning opportunities.</li> <li>2. Number of courses having research-based learning opportunities.</li> <li>3. Number of career/jobs/ internships events.</li> <li>4. Number of professional development and training events.</li> <li>5. The number of student performances, published papers, and scholarly presentations.</li> <li>6. The number of programs that provide support for student scholarship/internships/ community-based projects and the number of students who participate.</li> <li>7. Scholarship amount for Honors program students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Annual - March 30th</li> <li>3. Annual - March 30th</li> <li>4. Annual - March 30th</li> <li>5. Annual - March 30th</li> <li>6. Annual - March 30th</li> <li>7. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. College of Arts, Sciences, and Education</li> <li>College of Business, Engineering, &amp; Technology</li> <li>Institutional Effectiveness and Research</li> <li>2. College of Arts, Sciences, and Education</li> <li>College of Business, Engineering, &amp; Technology</li> <li>3. Career Development</li> <li>4. College of Arts, Sciences, and Education</li> <li>College of Business, Engineering, &amp; Technology</li> <li>Extended Education and Community Development</li> <li>Research and Sponsored Projects</li> <li>Graduate Studies</li> <li>5. College of Arts, Sciences, and Education</li> <li>College of Business, Engineering, &amp; Technology</li> <li>6. College of Arts, Sciences, and Education</li> <li>College of Business, Engineering, &amp; Technology</li> <li>Institutional Effectiveness and Research</li> <li>7. Institutional Effectiveness and Research</li> <li>Honors</li> </ol>

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FOSTER A STUDENT-CENTRIC LEARNING ENVIRONMENT  
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SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
2	<b><i>A culture of continuous assessment and improvement to ensure academic excellence and accreditations.</i></b>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Develop a regular schedule for assessment of programs and curriculum with measurable student learning outcomes.</li> <li>• <b>Strategy /Action 2:</b> Review programs on continuous basis and incorporate the findings to improve and change the programs for continuous improvement.</li> <li>• <b>Strategy/Action 3:</b> Review the timing, flexibility, and interdependency of curricular offerings to improve student retention and degree completion.</li> </ul>	<ol style="list-style-type: none"> <li>1. Academic program reviews, assessment data, and results assessment.</li> <li>2. Maintenance of accreditation of academic programs by appropriate national and regional accrediting agencies.</li> <li>3. Students' retention and graduation rates.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Annual - March 30th; Required every 5-10 years depending on accreditation</li> <li>3. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutional Effectiveness and Research</li> <li>2. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> <li>Institutional Effectiveness and Research</li> <li>3. Institutional Effectiveness and Research Student Success Advising</li> </ol>
3	<b><i>Enhance and improve student success.</i></b>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Facilitate students' progress toward degree by improving class availability, advising, and mentoring, and registration services.</li> <li>• <b>Strategy/Action 2:</b> Provide appropriate classroom spaces and the technology infrastructure to support multiple ways of student learning throughout the disciplines.</li> <li>• <b>Strategy/Action 3:</b> Enhance programs and services that contribute to student success.</li> </ul>	<ol style="list-style-type: none"> <li>1. Graduation rates and time to degree for undergraduate and graduate students.</li> <li>2. Program reviews and program assessment reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutional Effectiveness and Research Advising Student Success</li> <li>2. Institutional Effectiveness and Research</li> </ol>

**GOAL 3:  
CREATE A CLASSROOM AND LEARNING INFRASTRUCTURE  
FOR 21ST CENTURY LEARNING SPACES.**

SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
1	<p><b>Create state-of-the-art classroom and learning infrastructure along with modern learning and teaching approaches.</b></p>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Encourage and enhance use of modern pedagogical approaches and tool in academic courses.</li> <li>• <b>Strategy/Action 2:</b> Provide international learning opportunities through collaborations, exchanges, and study abroad programs designed to enhance understanding of the global workplace.</li> <li>• <b>Strategy/Action 3:</b> Strengthen faculty pedagogic skills with modern tools and approaches.</li> <li>• <b>Strategy/Action 4:</b> Support pedagogical innovation for effective learning.</li> </ul>	<ol style="list-style-type: none"> <li>1. A survey of campus and other learning spaces including utilization.</li> <li>2. The number of students who acquire international experience through study abroad and other programs including internships.</li> <li>3. Number of resource support programming as well as funds to research, refine, and develop pedagogical techniques.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Semester - November 15th and March 30th</li> <li>3. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Technology, Innovation, and Distance Education Risk Management</li> <li>2. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology International Studies</li> <li>3. Technology, Innovation, and Distance Education</li> </ol>

**GOAL 4:  
CREATE PROCEDURES AND PROCESSES FOR A DATA-DRIVEN  
TRANSPARENT CULTURE OF ACCOUNTABILITY AND BUDGETS.**

SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
1	<i>Develop procedures and processes for budgets and expenditures within academic affairs to increase transparency and understanding of budgetary decisions.</i>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Hold regular meetings with units/deans/department chairs and directors to explain the budgets and expenditures within academic affairs.</li> <li>• <b>Strategy/Action 2:</b> Document the procedures, processes and guidelines and make it available to all concerned.</li> <li>• <b>Strategy/Action 3:</b> Hold meeting once in a semester to review the budgets and expenditures.</li> <li>• <b>Strategy/Action 4:</b> Develop an internal communication plan that effectively creates transparency and accountability.</li> </ul>	<ol style="list-style-type: none"> <li>1. Number of meetings and events for sharing information about Academic Affairs and budgets.</li> <li>2. Development a distribution of procedures/policies and guidelines for budgetary procedures and processes.</li> <li>3. Existence of a communication plan and feedback mechanism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Semester - November 15th and March 30th</li> <li>2. Annual - March 30th; As needed</li> <li>3. As needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Academic Affairs</li> <li>2. Budget Academic Affairs</li> <li>3. Academic Affairs</li> </ol>
2	<i>Enhance and encourage cross-unit coordination of resources for better and optimum operational efficiencies.</i>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Encourage, incentivize, and promote cross-unit partnerships and opportunities for collaboration to increase optimum use of resources.</li> <li>• <b>Strategy/Action 2:</b> 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.</li> </ul>	<ol style="list-style-type: none"> <li>1. Number of departments/units participating in cross-unit collaborations.</li> <li>2. Percentage of reduction in budget and resources with cross-unit collaboration.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. Academic Affairs</li> <li>2. Academic Affairs</li> </ol>



**GOAL 5:  
ADVANCE AND ENHANCE ACADEMIC EXCELLENCE  
IN TEACHING, LEARNING, AND SCHOLARSHIP**

SER #	OBJECTIVES	STRATEGIES/ ACTIONS	PERFORMANCE INDICATORS/MEASURES	TIMELINE	RESPONSIBLE PERSON/ DEPARTMENT
1	<i>Create and facilitate culture and environment to advance excellence in teaching, learning, and scholarship.</i>	<ul style="list-style-type: none"> <li>• <b>Strategy/Action 1:</b> Enhance opportunities and incentives for faculty and student engagements in scholarship, particularly interdisciplinary collaborations</li> <li>• <b>Strategy/Action 2:</b> Increase support for the development of undergraduate and graduate student scholars and researchers, including using Honors Program mentored projects.</li> <li>• <b>Strategy/Action 3:</b> Improve the infrastructure for scholarship and graduate studies (e.g. space, facilities, technology and equipment)</li> <li>• <b>Strategy/Action 4:</b> Increase incentives and support for faculty seeking external funding for their scholarship.</li> <li>• <b>Strategy/Action 5:</b> Create and refine reward structures to recognize, reward and incentivize academic excellence in the university.</li> <li>• <b>Strategy/Action 6:</b> Establish a mentoring program for junior faculty for their research and teaching in each academic unit.</li> </ul>	<ol style="list-style-type: none"> <li>1. The number of peer-reviewed reports/ presentations/ performances of faculty scholarship and creative activity as appropriate to the discipline.</li> <li>2. Annual awards from Office of Academic Affairs to faculty, staff, and administrator recognizing excellence, including support for the Teaching Excellence Awards sponsored by the Academic Honors Program.</li> <li>3. External recognitions and rewards for faculty and students for their teaching and learning achievements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual - March 30th</li> <li>2. Annual - March 30th</li> <li>3. Annual - March 30th</li> </ol>	<ol style="list-style-type: none"> <li>1. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology</li> <li>2. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology Teaching and Faculty Advancement Faculty Engagement</li> <li>3. College of Arts, Sciences, and Education College of Business, Engineering, &amp; Technology Teaching and Faculty Advancement Faculty Engagement</li> </ol>