





Texas A&M University at Galveston Strategic Plan 2016-2020

## **VISION AND CORE VALUES**

The Galveston Campus of Texas A&M University (TAMUG) is a premier institution for maritime leadership and ocean and coastal studies on the Gulf Coast and a 21<sup>st</sup> century academic institution where research and scholarship are one with student learning and success. We seek to meet both the high standards of an Association of American Universities (AAU) institution and the founding principles of a Land Grant University. As Aggies by the Sea, TAMUG supports the Sea Grant mission of Texas A&M University and offers seamless boundaries in research, scholarship, and learning between the two campuses. In order to be truly representative of the demographics of our state and the nation and to promote diversity of perspective, background, discipline, and heritage in everything that we do, our campus incorporates diversity and inclusiveness as central tenets of our mission. These commitments are driven and focused through the dedication of TAMUG to the six core values of Texas A&M University.



#### EXCELLENCE AND INTEGRITY

It is imperative that TAMUG sustains excellence in teaching, research, and scholarship. We promote excellence and integrity in every facet of University life. Our Undergraduate Research Scholars and Honors programs push students to think critically and excel in their fields. Our research follows the most stringent qualitative and quantitative protocols to maintain the integrity of knowledge and results. We continually measure and assess teaching through standardized assessment tools. We integrate new teaching and learning methods and technologies into our classrooms and labs. We meet and exceed standards and assessments set by accrediting bodies such as the Southern Association of Schools and Colleges and the Accreditation Board for Engineering and Technology. Excellence and integrity informs everything we do at TAMUG.

### LEADERSHIP

The core value of leadership is integral to the campus culture and can be evidenced in the classrooms, residence halls, organizations, research laboratories, and external community organizations. This Aggie Spirit creates leadership opportunities on campus through numerous student led programs including the SALT (Sea Aggies Learning Traditions) Camp, Big Event, Honors program, Undergraduate Research Scholars, and a host of student organizations. Our small campus is an optimal environment for every student to find a means to participate and gain leadership experience. We aspire to continue training graduates who become leaders in the private and public sectors and contribute to the advancement of society.



### SELFLESS SERVICE

TAMUG is educating the next generation of leaders by challenging students to tackle local, state, and national issues through service to those constituencies. Students, faculty, and staff demonstrate social responsibility and engage in participatory citizenship through countless volunteer activities including the Big Event, Engineers Without Borders, Propeller Club, the Student Veterans Association, and the State Employee Charitable Campaign.



### LOYALTY AND RESPECT

TAMUG maintains a deep respect for the traditions and values of Texas A&M University. Aggie traditions are remembered, encouraged, and practiced in Galveston with Muster, Big Event, Yell Practice, Silver Taps, and Elephant Walk. It is with great pride that TAMUG students wear the Aggie Ring and upon graduation join the ranks of those inducted into the Texas A&M University Association of Former Students. Loyalty and respect for our traditions and each other are the cornerstones of the campus community. From the diversity of people drawn to TAMUG and the interdisciplinary nature of the marine and maritime disciplines studied, our students, faculty, and staff deeply respect and appreciate what makes each person unique and what ties us together.





## MISSION

TAMUG and Texas A&M University are predicated on the idea of serving the people of Texas, the nation, and the world. The proximity to the Gulf of Mexico as a window to the sea has enabled TAMUG to focus academic, research, and student opportunities into a unique marine and maritime experience that TAMUG alone can offer. As a branch campus of Texas A&M University, TAMUG shares the tradition of affordability and accessibility of this Land Grant AAU institution.

We pledge to protect and uphold the standard of the Texas A&M degree and contribute to maintaining a high quality and dynamic student learning community. We seek to expand enrichment experiences for students including high-impact learning, advising, mentoring, hybrid courses, honors, and first-year experience programs to facilitate transition from high school to college and success to graduation and beyond.

With a distinct identity in marine themes, TAMUG is intimately connected to the land grant mission of Texas A&M University and, as such, its academic programs and research initiatives are linked to finding basic and applied solutions in maritime affairs, technology, and ocean studies. In the upcoming five years, TAMUG will seek to make significant and national impacts on ocean and coastal studies through catalyzing scholarship and innovation in maritime transportation and administration, engineering solutions in coastal zones (storm surge protection), urban planning and coastal community development (megacity sustainable development, coastal tourism, and health industry), environmental sustainability, global communication, maritime public policy, marine and subsea engineering, maritime cultural studies and community development, and in marine safety and security.

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## PINNACLES OF EXCELLENCE

Texas A&M University is committed to enhancing its faculty and students' ability to contribute to solutions for their discipline's grand challenges, committed to deepening the systemic understanding of the interactions of these challenges, and committed to catalyzing innovations for solutions that do not simultaneously solve problems in one area and create new problems in another. In the next five years TAMUG will seek to contribute to the development of broad based pinnacles of excellence that are central to the University's development of scholarship and innovation in the following Systemic Grand Challenges.



## **Marine-Focused One Health Research**

he "One Health" concept, based on the inextricable links among human health, animal health, and ecosystem health, has been recognized and promoted as a unifying theme of global wellness. Texas A&M University has identified the investment in "One Health" initiatives as a central effort of its future development of research expertise. This is easily explained by the strong tradition of research in veterinary medicine, biomedical sciences, agriculture, and life science fields with a potential link to strong Schools of Government, Business, Architecture, Science, and Geosciences.

TAMUG contributes significantly to research and solutions on the inextricable links among human health, animal health, and ecosystem health by supplementing the "terrestrially-focused" effort already in place at TAMU with a "marine" expertise. There is an urgent need to produce a next generation of health professionals trained in understanding these linkages. We are developing undergraduate and graduate degree programs that integrate marine health sciences and policy to validate the importance and necessity

of Adaptive Management in government, industry, and education by building on the existing strengths of the participants. Graduates from the programs will enter the health and/or management workforce with strong technical education cognizant of the breadth of concerns from a broad community of stakeholders in coastal and marine environments.

Multidisciplinary investigations in One Health



are now engaging nontraditional approaches using animal and plant populations as ecological sentinels. TAMUG scientists are engaged in a number of multiinstitutional projects that focus on the health of the Gulf of Mexico and the recognition of a healthy environment for a healthy economy, and healthy citizenry of Texas. This marine focus is timely given the recent oil spill in the Gulf, the associated damages to local fisheries and the communities in and around the Gulf. and the long-term restoration efforts. TAMUG is an active member of the Texas OneHealth Center of Excellence funded by the **RESTORE** program and the Governors' office to connect issues, across academia and the public and private sectors, of marine health with human health. This includes. from fishermen to first responders, those working in the Gulf to the marine life resources in the region.

Since most urban population growth is expected to occur in low elevation regions of the world, the Houston coastal system may also serve as a relevant model for much of the anticipated development in coastal zones. Population size is predicted to double along coastal Texas by 2050. The merging of the City of Houston/Harris County with the cities of Galveston and Beaumont/Port Arthur into a coastal urban corridor offers an enormous opportunity for not only studying the human and ecosystem health impacts of rapid urbanization in coastal zones, but also for shaping and guiding this inevitable growth through Adaptive Management practices.

## **Energy and Maritime Complex**

s Rose George has written in her book Ninety Percent of Everything, "In the United States, the maritime industry ships ninety percent of what we wear, we eat, we consume" including clothing, food, and fuel vital to the economy. TAMUG prepares leaders responsible to the maritime industry and for service to the country and its society. The unique island location of TAMUG with the working Port of Galveston to the south, the Gulf Intracoastal Waterway to the west and the mouth of the Port of Houston to the east provide an incubator for knowledge creation and experiential teaching of seamanship, port and logistic operations. engineering technology for marine operations, and coastal engineering.

The impact of the maritime activities surrounding the campus includes at least 60,000 maritime jobs in the immediate area; 1,500,000 related jobs in the state and at least a half a trillion dollar impact on the US economy. Students interact with surrounding industry activities contributing to the economy while learning in the highest guality instruction and curricula. This unique collaborative and inclusive study environment provides for an exchange of ideas and practices not

available elsewhere.

Furthermore, students prepare for assisting the United States security needs through the merchant marine and various non-governmental bodies protecting our ports and waterways. Faculty research on maritime security ensures that vital supply chains for defense and homeland needs are safe and secure as well as ensuring safety to the homeland. This confidence that the industry places in the students and



faculty helps protect the "third coast" of the United States as well as advising national and international regulatory bodies on training, regulations, and policies.

The research and efforts of the TAMUG faculty to sustain the maritime industry is worldrenowned and addresses the severe shortage of maritime labor projected in the near future. Further, the TAMUG global collaborations of research and teaching with institutions in Europe, Asia, Australia and South America are unique in maritime research in the United States.

The financial aspects of the campus research contribution also include understanding and improving port and offshore infrastructure supporting not only the maritime industry but also the energy sectors. This marriage of these sectors of the economy is unique at the location of TAMUG. Technology and engineering research and instruction enhance oil, gas, wind and wave energy uses and trains the students in the next generation of energy technology. The application of these technologies through interaction with surrounding global industries ensures a solid economic future for the nation.

Our engineering programs contribute to the advancement and support of the energy sector. Our degrees prepare students to enter the engineering field as either hands-on operating engineers in the marine sector and/or maritime related shore-based industries or as trained ocean and coastal engineers who work in design and operation of offshore structures. We will add new degrees in marine engineering and mechanical engineering in support of the energy sector.

# **Coastal Resiliency and Viability**

ith more than 40 percent of the U.S. population residing in coastal shoreline counties, it is increasingly difficult to protect critical natural resources, promote economic growth, and facilitate the development of hazard-resilient communities. Nowhere is this problem more apparent than on the Texas coast, where rapid residential and industrial development has resulted in loss of critical habitats and their key species, while at the same time placed human populations in areas vulnerable to natural hazards. Population growth, sprawling development patterns, the alteration of hydrological systems, and a thriving oil and gas industry have created some of the most vulnerable communities in the nation. The need to provide research-driven solutions in a precise, geographically-visual, and easily-interpreted format has never been a higher priority.

The Coastal Resiliency and Viability focus area at TAMUG directly addresses the challenges described above through an integrated research and education program that explores the interactions between the built and natural environment. Faculty conduct translational research on the topic of resilient and viable coastal communities, investigate the development and operation of alternative and conventional sources of energy in the Gulf of Mexico and its coastal bays and assess the impacts of land use change and the built environment on coastal ecological systems.

These innovative initiatives benefit the state by generating important tools, technologies, and information for policy makers on developing coastal areas without degrading critical natural resources and/or putting residents more at risk to severe storms and other hazard events. With better knowledge, education, and outreach local



decision makers can reduce loss of both property and human lives, maintain the functionality of critical natural resources, and better protect the economic security of the state and nation. Potential projects include conservation of wetlands and dune systems, and suppression of storm surge associated with hurricanes, reduction of the economic costs associated with coastal hazards, design of resilient coastal communities. prevention and remediation of human-induced environmental events, such as oil and chemical spills and biological outbreaks, and a better

understanding the impacts of potential climate change and sea level rise.

This initiative leverages existing programs and resources, such as the Center for Texas Beaches and Shores. the Institute for Sustainable Coastal Communities, and a number of research groups funded by the GoMRI program to better understand the impact of oil spills on the marine and coastal environment. The Coastal Resiliency and Viability initiative also has a strong educational component, where topical issues are emphasized in coursework and by offering research opportunities for undergraduate and graduate students.

We recognize that now, more than ever, scientific innovation is needed to better understand how to facilitate the development of resilient, prosperous, and environmentally-sensitive coastal communities. Through integrating multiple disciplines and areas of expertise on planning, management, engineering, marine science, and ecology, this initiative will generate new knowledge on the synergistic effects of physical, socioeconomic, and built environment characteristics - all leading to an improved understanding of how to foster more resilient and viable coastal communities in the future.

# GOAL 1

## Student Learning & Success



## STRATEGIES

1. High Impact Learning Opportunities

2. A Stellar First Year Experience

3. Efficient Curriculum

4. Developing a Portfolio of Unique Undergraduate and Graduate Programs With a goal of helping our students graduate faster and with lower debt, TAMUG is committed to providing a modern and efficient student learning experience founded on academic excellence. We pledge to uphold the Aggie tradition and standards and contribute to a dynamic student learning community. An alumni survey by Hanover Research reinforces TAMUG's effectiveness at preparing graduates for successful careers. Almost all Galveston Campus alumni surveyed were either employed (87%) or attending graduate school (8%), with 78% of working alumni employed in a related field. A large majority of them (83%) agree that their education helped them prepare effectively for continued personal and professional growth. Seventy-five percent of alumni agree that they gained insight into real-world experiences through projects and simulations.

#### "Projects and simulations provided insight into real-world experiences"



Survey of TAMUG alumni graduating between 2010 and 2014, conducted in 2015 by Hanover Research (n=297-303 representing 25% of total 2010-2014 cohort)

#### Strategy 1. High Impact Learning Opportunities

TAMUG's curriculum emphasizes high-impact practices and provides an opportunity for enhancing undergraduate learning in courses, curricula, and co-curricular activities, which will result in lifelong learning skills. Those skills will include curiosity, independence, transfer, initiative, and reflection. Through student leadership development experiences, we are poised over the coming decade to develop the future national and international leadership in marine sciences and maritime affairs.

*Measure:* TAMUG graduates will obtain employment or pursue further education at a rate of 95% or better, with 80% or more of working alumni finding employment in a field related to their program.

*Measure:* Increase the overall number of high impact practices and achieve at least two high impact practices per undergraduate student. High impact practices will be defined as freshman seminars, learning community participation, study abroad, capstone experiences, undergraduate research, and "service learning." The measure will be directly tied to tracking of the current Quality Enhancement plan.

#### Strategy 2. A Stellar First Year Experience

With the understanding of the criticality of student transitions in student persistence theory, every effort will be made to increase the likelihood of retention and success in the first year. We will foster campus collaborations with teaching faculty, student affairs, resident life, enrollment services, counseling & career planning, and other academic support programs, such as a learning center focused on integrating writing and quantitative skills, to promote a positive campus culture. The recent survey of alumni who graduated from 2010-2014 found that over one-third did not find their academic advising satisfactory, pointing to a clear area of improvement for TAMUG. We will strengthen the advising, coaching and mentoring relationship between professional, centralized advisors and faculty advisors in academic departments to keep pace with the growing and diverse student population. We will enhance the first-year experience to better prepare students for success in their careers at TAMUG and beyond.



#### "Academic advising by my major advisor was satisfactory"

Survey of TAMUG alumni graduating between 2010 and 2014, conducted in 2015 by Hanover Research (n=297-303 representing 25% of total 2010-2014 cohort)

*Measure:* First year retention will be measured as one-year persistence for first-time entering freshman within program, within campus, and within university. Every effort will be made to improve all three component areas. For example, targets for first year retention will be 70% within campus and 90% or better when programs on the entire university are included.

*Measure:* Academic advising will be assessed by student satisfaction each semester during the first four semesters and then at graduation and five years post-graduation. We will achieve a student satisfaction rating of 75% or more for academic advising.

*Measure:* First year program improvements should also result in improved 4-year and 6-year graduation rates within program, within campus, and within university. Graduation will be measured based on first time entering students. Targets for 4-year rates will increase to at least 40% and 70% for within campus and within university, respectively. Targets for 6-year rates will improve to a similar value for within campus and within university to at least 80% (comparable to STEM College on main campus).

#### Strategy 3. Efficient Curriculum

Departments will revise curricula to ensure efficiencies in scheduling and prevent scheduling roadblocks to a timely graduation. Undergraduate students will be required to update an online degree planning tool each year as well as mandatory advising for all students with less than 30 semester credit hours, undeclared majors, or determined to be academically deficient.

> *Measure:* Time to degree at TAMUG will be measured based on incoming first year students and measured by enrolled fall and spring semesters. Time to degree will decrease from an overall average of 4.5±0.2 years down to 4.0-4.2 years for all undergraduate programs (120 credits) and 4.5 years for engineering technology and license option programs (>130 credits) to support students to graduate faster and with lower debt.



#### Strategy 4. Developing a Portfolio of Unique Undergraduate and Graduate Programs

A strategic priority will be to develop a portfolio of undergraduate and graduate programs leading to an increased number of students and a larger proportion of graduate students. This portfolio will be developed through collaborative work between the Curriculum Committee, the Strategic Enrollment Management Team, and the Academic Department Heads, and will seek to develop new partnerships across Texas A&M University to leverage the unique strengths of programs and colleges and create new synergies. The Texas A&M University Maritime Academy including the seagoing faculty, fleet of vessels, and strategic location on the Gulf Coast can be leveraged to support new programs.

*Measure:* The total student population educated on the Galveston Campus (those enrolled in Galveston programs and those in main campus programs "in residence" on the Galveston Campus) will reach a total enrollment growth of 15-20% within the next five years with a focus on adjusting for each academic program, and targeted recruitment efforts from geographic regions and demographic populations.

*Measure:* Within the next five years, the proportion of graduate students educated on the Galveston Campus will reach 10% of the total student population.

# GOAL 2 Research & Scholarship



## STRATEGIES

5. Invest in Strategic Areas of Excellence

 Invest in Human Resources in Programs of High Demand

7. World-class Research and Learning Infrastructure TAMUG research will deepen the understanding of and develop applied solutions to the systemic grand challenges in ocean sciences, maritime affairs, technology, and the marine studies related liberal arts. Our faculty and students will significantly impact ocean and coastal studies through catalyzing scholarship and innovation in maritime transportation and administration, engineering solutions in coastal zones (storm surge protection), urban planning and coastal community development (megacity sustainable development, coastal tourism, and health industry), environmental sustainability, global communication, environmental sustainability, maritime public policy, marine and subsea engineering, maritime cultural studies and community development, and in marine safety and security.



#### Marine and Ocean-Focused Research Expenditure per TT/TF

For comparison, data from institutional peers represent the relevant marine and oceanfocused units only, whereas TAMUG data are institution-wide and include tenure-track Faculty in liberal arts and fields that receive little funding. Data compiled by Hanover Research. Data for TAMUG are for 2014-15; data for NCSU and UNC are 2012-13; data for Delaware and Louisiana State are 2011-12; Michigan figures use 2012-13 faculty count and 2011-12 research expenditures; Oregon State figures use 2014-15 faculty count and 2010-11 research expenditures. To put ourselves on a more even footing with comparable institutions, we will invest in world-class faculty and infrastructure to strengthen the quality of scholarship and graduate instruction and to support research and teaching activities with suitable and modern physical resources to match the impact and influence of institutional peers with recognized Colleges of Marine/Ocean studies.

#### **Benchmarking Peers**

Oregon State University Rutgers - New Brunswick University of Delaware University of Georgia University of Rhode Island

#### **Aspirational Peers**

Stony Brook University, SUNY University of California, San Diego University of North Carolina at Chapel Hill University of Washington

#### Strategy 5. Invest in Strategic Areas of Excellence

TAMUG is committed to building and growing modern research initiatives that support critical and cutting-edge inquiry and discovery in targeted areas of excellence. Over the last 5 years, TAMUG has almost quadrupled its internal investments in support of research initiatives as well as Faculty and graduate student recruitment (e.g. start ups, graduate and undergraduate fellowships, etc) from ~\$600K to \$2.2M per year. In the same period, the proportion of the total academic budget that was directed to support research/scholarship initiatives increased from 2% to 6%. TAMUG currently lags behind other marine and ocean-focused institutional peers in both total research expenditures and in research expenditure per tenured or tenure-track faculty (TT/TF) member, which at many institutions exceed \$10 million and \$200,000 per year respectively. We will develop research teams of national prominence in the following areas:

- •Coastal hazard mitigation and protection and urban planning in coastal zones.
- •Economic/business development in the maritime sector (MOU with the Copenhagen Business School).
- •Oil spill remediation
- •Marine science and sustainability

*Measure:* In the next five years, TAMUG will continue to invest financial resources and leverage external fundraising efforts to reach 10% of the academic budget to competitively recruit graduate students (fellowships) and Faculty (start ups and research support).

*Measure:* In the next five years, TAMUG will increase total research expenditures to at least \$10 million per year (from \$7.2 million in FY2015) and \$150,000 per tenured or tenure-track faculty member and the institutional level (from \$125,000 in FY2015), and greater than \$200,000 per tenure-track faculty in STEM fields (from \$175,000 in FY2015).

#### Strategy 6. Invest in Human Resources in Programs of High Demand

TAMUG employs a lower proportion of tenured or tenure-track faculty than other marine and ocean-focused units and offers faculty salaries that fall at the low end among these institutions, particularly for junior faculty. In the coming years, TAMUG will continue the reinvestment program directed at faculty rejuvenation with strategic investments in areas of focus that offer the greatest promise, including Marine Sciences, Engineering Technology, Maritime Administration, and Maritime Transportation. We will target preeminent faculty in our recruiting efforts.

*Measure:* We will balance our hires of faculty on the tenure track vs. academic professional tracks seeking a ratio of 50:50 or higher to strategically advance our scholarship and academic outcomes. We will target faculty salary ranges to meet averages for similar ranks, positions, and performance at peer institutions.

*Measure:* In the next five years, TAMUG will recruit three to five thought leaders and raise external funds in support of endowed chairs or professorships in these areas of excellence.

*Measure:* The average teaching loads for tenured/tenure track faculty in areas of research development will mirror peers within TAMU and external comparison group.

#### Strategy 7. World-class Research and Learning Infrastructure

With breaking ground on the construction of Phase I of the new Academic Complex (as of November, 2015) TAMUG is moving toward an infrastructure that supports modern research and learning. We will continue to provide buildings, technology, and laboratories that are at the forefront of higher education in the nation. In addition, in the next five years we will finalize the planning, purchase, and delivery of a medium endurance research vessel.

*Measure:* In synchronization with our goal of raising the level of research and scholarship, TAMUG will increase total institutional funding for start-up laboratories and centers by 50%.



## GOAL 3 Stewardship of the Public Trust





- 8. Affordability
- 9. Accountability
- 10. Inclusiveness

11. Work Life Excellence

TAMUG must meet the needs of the citizens of Texas by maintaining the trust placed in us to educate future leaders, while making that education affordable and accessible. TAMUG is committed to keeping education affordable, to giving students a high return on their investment, to producing highly qualified graduates whose talents are recognized and rewarded in the marketplace, and to maintaining high academic standards.



Undergraduate In-State Tuition, 2014-15

Source of data for in-state tuition rates presented in References.

#### Strategy 8. Affordability

As a Land Grant institution, Texas A&M University is mandated to serve all of the citizens of Texas. Through a combination of private, local, state and federal funding, TAMUG is committed to providing an inclusive and affordable education to all citizens of Texas. Our affordability is demonstrated by an in-state undergraduate tuition rate that remains below average among our peers (as of 2014-2015).

*Measure:* TAMUG will maintain tuition charges for Texas residents below the average in-state tuition rate among our national peer group.

#### **Strategy 9. Accountability**

The citizens of Texas demand that TAMUG use their resources wisely. We will strengthen our administrative procedures and operations to optimize our teaching, research, and service mission.

*Measure:* Administrative costs as a percentage of operating budget are currently over 13%. We will lower costs to 10% or less in the next five years.

*Measure:* Operating expenses per FTE student are in line with Texas A&M University. We will refine operations and keep expenses in line with those of Texas A&M University.

#### **Strategy 10. Inclusiveness**

TAMUG leads peer institutions in our proportion of under-represented minorities in ocean and maritime affairs programs, including 21% of our undergraduates. However, we have improvements to make in the perception of our students that TAMUG fosters an appropriate and suitable environment for multiculturalism. The most recent Diverse Learning Environments Survey bolstered the perception that TAMUG can make improvements in our commitment to diversity. Therefore, we will enhance the campus climate through university-level civic and social responsibility initiatives that facilitate the success of all students, faculty, and staff regardless of their identity. We maintain three climate surveys (faculty, staff, and students) and will use these as well as placement surveys of alumni to inform our progress.

*Measure:* We will maintain enrollment of under-represented minorities at a level above the average for our national peers in ocean and maritime affairs programs.

*Measure:* We will increase student satisfaction with the campus climate for multiculturalism to 75% or better including subpopulations of gender, ethnicity and race, veterans, and non-traditional age students.

*Measure:* Galveston based faculty, staff, and students will rate the campus climate as acceptable or favorable across all dimensions as comparable with all TAMU colleges.



#### "TAMUG fostered an appropriate and suitable environment regarding multiculturalism"

Survey of TAMUG alumni graduating between 2010 and 2014, conducted in 2015 by Hanover Research (n=297-303 representing 25% of total 2010-2014 cohort)

#### Strategy 11. Work Life Excellence

We work toward ensuring that all faculty, staff, and student workers regardless of their identity can thrive at TAMUG by providing an array of opportunities for professional development and personal wellness aligned with those offered by our peers. By reinforcing and supporting these initiatives, we will improve the recruitment and retention of faculty, staff, and students at all levels and from all backgrounds. Our continued support and promotion of the health and well-being of the university workforce fosters individual and organizational effectiveness, efficiency and excellence.

*Measure:* Galveston faculty and staff will rate the perceived organizational support and the quality of work-life as acceptable or favorable across all dimensions as comparable with all TAMU colleagues.

*Measure:* Using exit interviews and climate surveys we will work to improve the positive comments in exit interviews from 58% positive to 65% positive and to improve the climate survey participation rate, one measurement of overall engagement, to 75% over the course of 5 years.

*Measure:* Conduct annual health culture audits (HCA), health risk assessment (HRA) surveys, and employee interest surveys with an overall participation rate of 50% or better.



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[2] "Tuition and Fees – Academic Year 2014-2015." University of North Carolina. http://www.unc.edu/ finance/fd/c/sa/docs/14 15 tuitionfees.pdf





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