

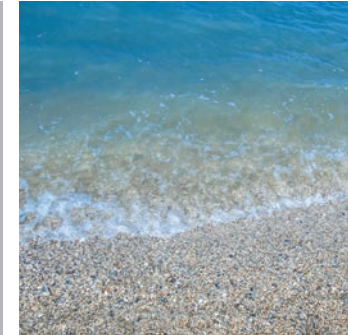


2016 - 2020 Strategic Plan



Pinnacles of Excellence

- Energy & Maritime Complex
- Marine-Focused One Health Research
- Coastal Resiliency & Viability



GOAL 1: STUDENT LEARNING & SUCCESS

Strategy 1 High Impact Learning Opportunities



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



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 to at least 80% (comparable to STEM College on main campus).

Strategy 3 Efficient Curriculum



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 Undergrad & Grad 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

Strategy 5

Invest in Strategic Areas of Excellence



Measure: In the next 5 years, TAMUG will continue to invest financial resources & leverage external fundraising efforts to reach 10% of the academic budget to competitively recruit grad students (fellowships) & Faculty (start ups & research support).

Measure: In the next 5 years, TAMUG will increase total research expenditures to at least \$10 million per yr (from \$7.2 million in FY2015) and \$150,000 per tenured or tenure-track faculty member & the institutional level (from \$125,000 in FY2015), & 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



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 5 years, TAMUG will recruit 3 to 5 thought leaders & 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 & external comparison group.

Strategy 7

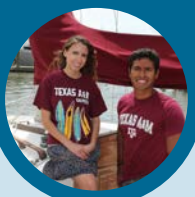
World-class Research & Learning Infrastructure



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

GOAL 3: STEWARDSHIP OF THE PUBLIC TRUST

Strategy 8 Affordability



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

Strategy 9 Accountability



Measure: Admin costs as a percentage of operating budget are currently over 13%. We will lower costs to 10% or less in the next 5 yrs.

Measure: Operating expenses per FTE student in line with TAMU. We will refine operations & keep expenses in line w/ those of TAMU.

Strategy 10 Inclusiveness



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

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

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

Strategy 11 Work Life Excellence



Measure: Galveston faculty & staff will rate perceived organizational support & quality of work-life as acceptable or favorable across all dimensions comparable w/ TAMU colleagues.

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

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