



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

Academic Master Plan “Vision 2020”

2015-2020

November 3, 2014

Overview of Texas A&M University-Central Texas

Texas A&M University-Central traces its roots back to 1973 when the American Technological University was formed. In September of 1973, more than thirty years before it would become known as Texas A&M University-Central Texas, the American Technological University (ATU) opened its doors, marking an historical effort on behalf of citizens in the area to establish upper-division higher education in the Central Texas area. While the early curriculum placed a great deal of emphasis on technological programs, offering baccalaureate degrees in programs such as general technology, computer science, and industrial technology, among others, ATU's courses had continued to progressively take the shape of a liberal arts college, with degrees in counseling, psychology, criminal justice, and social work. Therefore, in September, 1989, ATU officially changed its name to the University of Central Texas (UCT), and concurrently experienced a growth in enrollment from approximately 550 students in 1988 to more than 1,000 in 1997. In October of 1998, the Texas Higher Education Coordinating Board (THECB) supported Tarleton State University's proposal to create a university system center in Central Texas. The organization of the new public university included UCT gifting more than \$7 million in assets to Tarleton.

Texas A&M University – Central Texas was formed on September 1, 1999, as Tarleton State University-Central Texas and became a stand-alone university on May 27, 2009, one of eleven universities within The Texas A&M University System. Texas A&M University-Central Texas (A&M-Central Texas) is an upper-level institution offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate (master's and specialist) degrees. A&M-Central Texas became a separately accredited institution in June 2013 through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), retroactive to January 1, 2013.

The student population at Texas A&M University-Central Texas is diverse and growing, currently serving over 2,300 students, an 8.8% increase in headcount and a 24.6% increase in full time equivalent (FTE) students over Fall 2009. In Fall 2014, 43% of students reported that they were White, 27% reported they were Black or African American, 20% reported they were Hispanic or Latino and 10% reported that they were Asian/Pacific Islander/Native American/Other. More than 3,500 students have graduated with a baccalaureate or graduate degree since 2009.

Texas A&M University-Central Texas is located on 672 beautiful acres of land at the intersection of State Highway 195 and State Highway 201 in Killeen. The land was transferred to The Texas A&M University System from the U.S. Army in the summer of 2009. In addition to classes being offered on the main campus, classes are also offered at several other convenient sites, including Fort Hood and the East Williamson County Higher Education Center in Hutto, TX. The university provides a wide range of flexible course schedules, including online, hybrid, evening, and weekend classes.

Full-time faculty, advisors and support staff are available to assist students with admission, financial aid, degree plans, and career planning during both day and extended evening hours. As an upper-level institution, Texas A&M University-Central Texas has developed agreements with Central Texas College, Temple College, Texas State Technical College-Waco, and Austin Community College to enable a seamless transfer without the loss of credits. In addition, Texas A&M University-Central Texas faculty

and staff actively engage in dialog with representatives from area community colleges to monitor instructional need and to insure appropriate access to educational opportunity at all levels.

A&M-Central Texas offers the Bachelor of Arts (BA), Bachelor of Applied Arts and Sciences (BAAS), Bachelor of Business Administration (BBA), Bachelor of Science (BS), Bachelor of Science in Interdisciplinary Studies (BS Interdisciplinary Studies), Bachelor of Science in Liberal Studies (BS Liberal Studies), Bachelor of Social Work (BSW) and the Bachelor of Nursing (RN to BSN) at the undergraduate level and the Master of Arts (MA), Master of Business Administration (MBA), Master of Criminal Justice (MCJ), Master of Education (MEd), Master of Science (MS), and Specialist in School Psychology (SSP) at the graduate level. Specific undergraduate degree majors are available in Applied Science, Accounting, Aviation Science, Business Administration, Business Occupations, Computer Information Systems, Computer Science, Criminal Justice, Education, English, History, Human Resources Management, Interdisciplinary Studies, Liberal Studies, Management, Marketing, Mathematics, Nursing, Political Science, Psychology, Social Work, and Sociology. Graduate degrees are available in Accounting, Business Administration, Clinical Mental Health Counseling, Counseling, Criminal Justice, Curriculum and Instruction, Educational Administration, Educational Psychology, History, Human Resource Management, Information Systems, Liberal Studies, Management and Leadership, Mathematics, Marriage and Family Therapy, Political Science, Psychology, and School Psychology.

University Vision

To create a culture of excellence for our students, faculty, and staff.

University Mission

Texas A&M University-Central Texas is an upper-level university offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate degrees. The University is committed to high quality, rigorous, and innovative learning experiences, and prepares students for lifelong learning through excellence in teaching, service, and scholarship.

University Core Values

Excellence & Achievement – We strive to continuously improve, innovate, and exceed expectations.

Compassion – We care about the feelings of others. When others are suffering, we empathize and offer help.

Integrity – We conduct ourselves in an ethical and respectful manner.

Knowledge – We provide educational experiences to encourage lifelong learning and intellectual curiosity.

Diversity – We respect and value both differences and similarities in our students, co-workers, and other stakeholders.

Initiative – We encourage the involvement and the contribution of each employee. We create a workplace where every employee can share a sense of ownership.

Collaboration – We develop and maintain partnerships to serve the needs of our students, faculty, staff, and external stakeholders.

Academic Affairs Vision

Texas A&M University-Central Texas strives to be an innovative teaching university. We will develop the next generation of engaged leaders through a dynamic and comprehensive curriculum that is propelled by applied scholarship and service.

Academic Affairs Mission

Texas A&M University-Central Texas provides upper level and graduate life-long educational opportunities to a diverse student population, propelled by exceptional teaching, applied scholarship and service. We foster a supportive environment that is dedicated to student success, is military friendly, and pursues a civil and civically engaged society.

PRIORITY 1 ACADEMIC EXCELLENCE

GOAL

A&M-Central Texas will be known for quality academic programs that are carefully selected to respond to regional needs. (Appendix A)

STRATEGIES

1. Ensure that A&M-Central Texas maintains regional accreditation.
2. Ensure quality academic programs through the utilization of an outcomes-based academic program review process.
3. Implement a comprehensive continuous improvement process that incorporates benchmarking with peer and aspirational programs.
4. Implement a plan for pursuing and maintaining discipline-specific certification and accreditation for programs that have a certification and/or accrediting body.
5. Obtain internal and external stakeholder inputs to ensure that new undergraduate and graduate programs are innovative and meet regional needs.

SUCCESS INDICATORS

- A&M-Central Texas will be reaffirmed by the Southern Association of Colleges and Schools Commission on Colleges accreditation by December 31, 2018.
- All existing undergraduate and graduate programs will complete an outcomes-based academic program review by December 31, 2020.
- All undergraduate and graduate programs will utilize a benchmarking process that includes
 - a. program specific peer and aspirational programs, and
 - b. program specific key performance indicators.
- All undergraduate and graduate programs will develop action plans based on results from their assessment plans and benchmarking reports.
- 100% of all programs that have discipline-specific certification and accreditation will pursue or utilize certification and/or accreditation standards by fall 2020. (Appendix B)
- Learning analytics will be used to improve academic programs by fall 2016.
- Internal and external stakeholder inputs will be used to improve academic programs by fall 2016.

PRIORITY 2 FACULTY EXCELLENCE

GOAL

Promote a culture that celebrates faculty excellence in teaching, scholarship, and service.

STRATEGIES

1. Promote academic freedom through respect for multiple points of view that includes civil and open discussion.
2. Develop a faculty recruitment and retention plan that attracts and retains excellent teachers and innovative scholars.
3. Develop a diversity plan for faculty recruitment and hiring.
4. Develop a Center for Innovative Teaching that provides research-based and cutting-edge resources, including a mentoring program for all types of instructional design.
5. Conduct a continuing faculty salary equity study to compare with The College and University Professional Association for Human Resources (CUPA-HR) salary data to ensure salaries remain competitive.
6. Provide faculty development funds to conduct and disseminate scholarship.
7. Explore the feasibility of moving librarians to a tenure or professional-track faculty position.
8. Facilitate community engagement through national level initiatives.

SUCCESS INDICATORS

- Support an open dialogue about the rights and responsibilities of Academic Freedom by creating a faculty learning community to lead discussions in this area by 2016”
- 100% of faculty will report that they have academic freedom in the classroom and in their research as described in A&M University-Central Texas SAP 12.01.99.D1.02 “Academic Freedom and Responsibility.”
- Increase faculty retention rate by 10% by fall 2020.
- Increase the number of underrepresented faculty by 10% by fall 2020.
- Increase percentage of faculty with terminal degrees from 90% to 95% by fall 2020.
- Maintain faculty salaries at the Master’s CUPA-HR 50th percentile by fall 2020.
- Implement a Center for Innovative Teaching by fall 2016.
- 20% of faculty receive support through a competitive process for conducting their scholarship by 2016.
- 60% of faculty receive support through a competitive process to disseminate their scholarship by 2016.
- Faculty Senate will provide recommendations on faculty status for librarians, including tenure or professional-track status by 2015.

PRIORITY 3 STUDENT SUCCESS

GOAL

Foster an environment for scholastic achievement and student success.

STRATEGIES

1. Develop a comprehensive writing program to meet Liberal Education and America's Promise (LEAP) high-impact educational practice standards.
2. Provide a comprehensive array of student support programs for students that are accessible on campus and online, or at a distance.
3. Provide enhanced information and digital literacy programs to meet the needs of students on campus and online, or at a distance.
4. Enhance undergraduate student advising through the combined efforts of professional advising staff and faculty.
5. Enhance monitoring and predicting of student progress/success, engagement levels, and career success.
6. Ensure all operations are optimized for student success.
7. Provide student development funds and opportunities to conduct and disseminate scholarship.

SUCCESS INDICATORS

- Create a comprehensive writing program task force to design the writing program by 2015 and implement the comprehensive writing program by 2020.
- 100% of the institution's student support services and programs will be available on campus and online.
- Develop information and digital literacy program and implement an assessment plan for information and digital literacy by 2015.
- 100% of students that receive academic advising services are provided with accurate information about academic courses and degree program requirements and available pathways that lead to timely completion of degree requirements.
- Implement a plan to engage students in classroom and co-curricular programs and initiatives by fall 2018.
- Graduation rates, on average, will increase annually between 2015 and 2020.
- Develop processes that ensure that offices are optimized for student success by 2017.
- Develop a designated pool of funds to assist students in conducting and disseminating scholarship by 2018.
- Establish a university research showcase day by 2016.

PRIORITY 4 STUDENT ACCESS

GOAL

Texas A&M University-Central Texas will increase enrollment of academically qualified students to fulfill our mission of contributing to the economic transformation of our region.

STRATEGIES

1. Develop and implement a strategic enrollment management plan.
2. Develop a curriculum plan to guide the development and approval of new degree programs that meet the needs of students and the community in the Central Texas region and in the state (Appendix A).
3. Increase recognition of the quality of the academic programs through a comprehensive academic marketing plan.

SUCCESS INDICATORS

- Approve a strategic enrollment plan by fall 2016.
- Student enrollment will increase, at an average, a minimum of 3% each year.
- A 5-year curriculum plan will be developed and the first new degree program will be approved by the Texas A&M University System Board of Regents and The Higher Education Coordinating Board by fall 2016.
- Approve a comprehensive academic marketing plan by 2015.

PRIORITY 5 COMMUNITY ENGAGEMENT

GOAL

Texas A&M University-Central Texas will be known as a leader in community engagement and community based research.

STRATEGIES

1. Support the establishment and institutionalization of service-learning at A&M-Central Texas.
2. Fully integrate service-learning and community engagement into the teaching, research and service missions of the university and into reward systems.
3. Develop institutional capacity for monitoring and measuring community engagement activities and perceptions of community engagement.
4. Integrate community engagement into student research, study abroad, and internships.
5. Develop a comprehensive professional development program for faculty and staff on community engagement and community based research.
6. Create a University Center for Civic and Community Engagement to strengthen community-based initiatives and to provide a centralized hub for encouraging and coordinating civic and community engagement activities, partnerships, research, and initiatives in the region.
7. Prepare for the 2020 application for the Carnegie Community Engagement Classification.

SUCCESS INDICATORS

- The Service Learning Task Force recommendations on service learning will be reviewed during the 2014/2015 academic year and implemented in the 2015/2016 academic year.
- Identify a faculty-led task-force that will make recommendations on including service learning, community engagement, and community based research into the promotion and tenure process by the 2015/2016 academic year.
- Develop an assessment plan for capturing data on community engagement by 2015.
- Develop an action plan to include community engagement within student research, study abroad, and internship opportunities by Fall 2016.
- Establish a “Community Engagement Day” on campus to showcase community engagement initiatives in the community by 2017.
- Establish a “Day of Service” for the entire university community by 2018.
- Maintain Lead Partnership status with NASPA™ Student Affairs Administrators in Higher Education and become a Lead Consultant by the 2016/2017 academic year.
- Develop an action plan for creating a University Center for Civic and Community Engagement by 2015 and establish a center by 2020.
- Apply for the Carnegie Community Engagement Classification by 2019 for a 2020 classification.
- Become a pilot campus in AASCU for the American Democracy Project Economic Equality Initiative by 2015.

Appendix A

Proposed Curriculum Plan for Degree Programs Over the Next 10 Years

Degree/Level	Name
Bachelor of Applied Arts and Sciences	Interdisciplinary Studies
Bachelor of Applied Arts and Sciences	Information Technology
Bachelor of Arts	Biology
Bachelor of Arts	Communication
Bachelor of Arts	Gerontology
Bachelor of Music	Music Education
Bachelor of Music	Music Performance
Bachelor of Science	Biology
Bachelor of Science	Exercise Science
Bachelor of Science	Human Performance
Bachelor of Science	Life Sciences
Bachelor of Science	Community Health
Bachelor of Science	Health Sciences
Bachelor of Science	Biotechnology
Bachelor of Science	Public Health
Bachelor of Science	Renewable Energy
Bachelor of Science	Kinesiology
Doctor of Education	Higher Education
Doctor of Education	Educational Leadership
Education Specialist (Ed.S)	Marriage and Family Therapy

Master of Arts	English
Master of Education	Higher Education
Master of Public Administration	Public Administration
Master of Science	Biology
Master of Science	Homeland Security
Master of Science	International/Global Studies
Master of Science	Sociology
Master of Social Work	Social Work

Note:

All proposed degree programs are recommended and approved following the A&M-Central Texas university curriculum process. The majority of departmental faculty must support the request for approval to develop the proposed new degree program/major. A Request for Approval to Plan a New Degree Program form is completed and approved by the Office of the Provost before being added to the official plan for Degree Programs.

Appendix B

Current List of Programs Seeking Accreditation or Maintaining Accreditation

Program	Accrediting Body	Seeking or Maintaining Accreditation	Current Status
Bachelor of Business Administration	Accreditation Council for Business Schools and Programs (ACBSP)	Maintaining	
Bachelor of Business Administration	Association to Advance Collegiate Schools of Business (AACSB)	Seeking	
Master of Business Administration	Accreditation Council for Business Schools and Programs (ACBSP)	Maintaining	
Master of Business Administration	Association to Advance Collegiate Schools of Business (AACSB)	Seeking	
Bachelor of Social Work	Counsel on Social Work Education (CSWE)	Seeking	
Bachelor of Science Nursing	Commission on Collegiate Nursing Education (CCNE)	Seeking	
Master of Science Marriage and Family Therapy	Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE)	Seeking	
Master of Science Clinical Mental Health Counseling	Council for Accreditation of Counseling and Related Educational Programs (CACREP)	Seeking	