

Texas A&M International University

**Compact with The Texas A&M University System
FY 2008 – 2009**

MISSION

Texas A&M International University (TAMIU), a Member of The Texas A&M University System, prepares students for leadership roles in their chosen professions in an increasingly complex, culturally diverse state, national, and global society. TAMIU provides students with a learning environment anchored by the highest quality programs built on a solid academic foundation in the arts and sciences. To fulfill its mission, the University offers a range of baccalaureate and master's programs and the Doctor of Philosophy degree in International Business Administration. In addition to offering excellent undergraduate and graduate programs, the University pursues a progressive agenda for global study and understanding across all disciplines.

Through instruction, faculty and student research, and public service, TAMIU embodies a strategic point of delivery for well-defined programs and services that improve the quality of life for citizens of the border region, the State of Texas, and national and international communities.

VISION

An old city with a proud colonial past and deep Hispanic roots, Laredo and these borderlands lived many years outside the mainstream of higher education. Texas A&M International University's vision is to be, now and forever, the agent of change.

Our reach is two fold: (1) we train and mentor students preparing for meaningful professional lives; (2) we remain the source of learning and growth, a forum to stimulate reflection and action, an archive for the past and a platform for the future. Texas A&M International University fosters new and renewed life—physical, intellectual, personal, communal—for our students, our region and the State.

CEO STATEMENT

For our first priority, we are this year beginning a comprehensive first-Year Experience program for all freshmen. Our efforts are guided by findings and recommendations that emerged from a year-long self-study undertaken during the 2006-2007 academic year, guided by the Foundations of Excellence project of the National Resource Center for the First Year Experience. All freshmen this year are part of a learning community, and all are enrolled in UNIV 1101 and UNIV 1102, a two-semester freshman seminar experience especially planned to guide their first steps in higher education. Many Texas A&M International University faculty, including senior, tenure-track faculty, have collaborated in creating this program. I myself am teaching one of the freshman seminars. To additionally strengthen the first-year experience and increase the persistence and academic success of our first year freshmen, we are focusing on multiple strategies to infuse instruction with technology, and improve student outcomes in first-year classes. The establishment of a Center for Advancement of Teaching and Learning, and a Mathematics laboratory to support

mathematics instruction are critical elements of our plan to provide a strong and enhanced experience for all freshmen that will result in improved enrollment, retention and success.

Our second priority centers upon sponsored research, the only performance measure which continues to offer significant challenges to us as a university. Our plan is two-fold. First, we will develop a culture of grant-seeking scholars and the infrastructure to support it. Second, we will increase the flow of dollars, from external sources, to encourage and sustain the increasing research productivity of our faculty.

Our third priority is our plan to bring into closer alignment this University's name and its programs. The priority describes in detail how we will expand our international partnerships, on the one hand, while at the same time enriching our own campus culture with a stronger emphasis on international study, awareness, and experience.

Freshman recruitment, retention, and success. Enhanced faculty research and external support of research activities. Expansion of our identity as an international university. Each priority is deeply embedded in everything we do and say. And successful implementation of each is essential to the present health and future growth of Texas A&M International University.

Priority #1: Increase the persistence and academic success of First-Year students through implementation of goals determined through the University's year-long Foundations of Excellence Institutional self-study process (2006-2007).

Link to Strategic Plan: Goal 1: Develop, maintain, assess, and improve academic programs, administrative/educational support services and student services, to admit, retain, and graduate students who achieve established learning outcomes designed to prepare them for success in their chosen careers.

1st Objective of Priority #1: Organize the first-year experience into learning communities where faculty teaching first-year academic courses collaborate with faculty teaching first-year seminars to improve learning outcomes for first-year students.

Strategies:

- Recruit senior faculty to teach in learning communities for first-year students (Fall 2007; Spring 2008; Fall 2008; Spring 2009).
- Schedule first-year students into learning communities that include a continuing freshman seminar, and one or two linked academic courses (Fall 2007; Spring 2008; Fall 2008; Spring 2009).
- Provide on-going faculty and staff development in meeting the needs of first-year students (Fall 2007; Spring 2008; Fall 2008; Spring 2009).
- Establish a program of public recognition for teaching in the First Year Experience program.
- Assess the writing, analytical reasoning and critical thinking skills of first-year students with the Collegiate Learning Assessment (CLA) (Fall 2007).
- Assess learning and study strategies of our first-year students at the beginning and end of the first-year experience with the Learning and Study Strategies Inventory (LASSI) (Fall 2007; Spring 2008).
- Use assessment data to rearticulate general education learning outcomes for the first-year experience (Spring 2008; Summer 2008)
- Develop and implement a plan to assess the newly-articulated general education learning outcomes for the first-year experience (Assessment plan to be fully operational by Fall 2009)

Performance Measures:

- One-year persistence rates of first-time freshmen will increase from 70.8% (FY 2007) to 72% by Fall 2008, and 73% by Fall 2009.
- Percentage of first-time freshmen who earn a Spring GPA of 2.0 or above will increase from 73.6% (Spring 2007), to 75% by Spring 2008, and 76% by Spring 2009.
- Student learning outcomes for the first-year experience will be rearticulated and an assessment plan will be put in place by Fall 2008.

Budget Impact and/or Resources Required:

- \$150,000 from FY 2008 - FY 2009 Budget to support learning communities;
- \$15,500 for two additional tutors for the writing lab to support first-time freshmen;
- \$20,000 allocation for assessment instruments;
- \$15,000 reallocation from advising account to fund faculty/staff development.

Challenges to Success:

- Difficulty in recruiting senior faculty to teach first-year courses to be overcome by providing stipends.

Collaboration/Support Needed (Internal and External to A&M System)

- Utilize faculty development opportunities provided by the A&M System (for example, we are sending four faculty to the Use of Technology in Teaching Seminar in College Station in February).
- Use of Coordinating Board Guidelines to inform the re-articulation of general education learning outcomes for the first year experience.

2nd Objective of Priority #1: Improve student learning outcomes and pass rates in first-year academic courses through improvements in curriculum and pedagogy, and the use of technology to improve student engagement.

Strategies:

- Establish a Center for the Advancement of Teaching and Learning at the University staffed by a director and associate director, and advised by a committee of master faculty. (Concept, Outcomes, and Job Descriptions developed Fall 2007; Search conducted Spring 2008; Center under full operation Fall 2008).
- Beginning Fall 2008, require all first-year freshmen to initiate electronic portfolios and maintain them throughout their tenure as undergraduate students at Texas A&M International University. E-portfolios will archive student artifacts for assessment purposes and provide a record of student achievement of general education and program student learning outcomes.
- Center for the Advancement of Teaching and Learning to coordinate continuous improvement in student pass rates of first-year courses, through definition, alignment and assessment of appropriate learning outcomes and continuous faculty development (Beginning Fall 2008).

Performance Measures:

- The pass rate (C or above) in History 1301 will increase from 69% to 72% by Spring 2009.
- The pass rate (C or above) in English 1301 will increase from 72.5% to 75% by Spring 2009.
- Percentage of first-time freshmen who earn a Spring GPA of 2.0 or above will increase from 73.6% (Spring 2007), to 75% by Spring 2008, and 76% by Spring 2009.

Budget Impact and/or Resources Required:

- \$86,000 per annum allocated (FY 2008-2009) for director's position and modest operating budget.
- \$3.5 million five-year Title V grant received to fund associate director's position, purchase equipment, and increase operating budget.
- \$25,000 HEAF to be used to purchase ePortfolio software.

Challenges to Success:

- Faculty resistance to Center for the Advancement of Teaching and Learning to be overcome by putting faculty in charge of the Center concept and outcomes, and for writing the position description and leading the search for a director. The faculty committee will continue to serve as the advisory committee to the Center.
- Limited resources to be augmented by recently-acquired Title V grant.

Collaboration/Support Needed (Internal and External to A&M System)

- Consultation with Centers for Teaching Excellence throughout the A&M System to determine best practices;
- Use of System opportunities for faculty development.
- Collaboration with Laredo Community College to achieve cooperative Title V grant objectives

3rd Objective of Priority #1: Increase the percentage of First-Year students who complete MATH 1314 (College Algebra) with a grade of “C” or higher.

Strategies:

- Convene a College Algebra task force consisting of Math faculty and administrators to develop an action plan to improve student success in College Algebra (Fall 2007).
- Calibrate the TAMIU Math Placement test to entry skills needed for success in College Algebra (Spring 2008)
- Review learning outcomes for MATH 1314 and develop common assessment tools (by Fall 2008)
- Establish a Math tutorial lab to provide supplemental instruction conducive to academic achievement in Mathematics and related disciplines (Spring 2008).
- Provide faculty development to Math faculty in the areas of curriculum design, assessment, and instructional strategies through the use of technology (to be provided through the Faculty Center for Teaching, Learning and Assessment beginning Fall 2008).
- Work with Laredo Community College Developmental Math and College Algebra faculty to develop common criteria for entry into MATH 1314 and common learning outcomes for MATH 1314 courses taught at LCC and TAMIU (Spring 2008).
- Work with area high schools to vertically align instruction in the high schools with entry criteria for Math 1314 (by Spring 2009).

Performance Measures:

- By September, 2008, the Tutorial Lab to Support the instruction of mathematics and related disciplines will be ready to provide services to targeted students.
- Pass rates in College Algebra for first-time freshmen will increase from 51.2% to 55% by Spring 2009.
- TAMIU Math department faculty will host a collaborative workshop for area high school Math teachers to acquaint them with entrance criteria to MATH 1314 (Spring 2009).

Budget Impact and/or Resources Required:

- \$356,500 per year (for five years) will resource Texas A&M International University’s part of the recently acquired Title V Cooperative Arrangement Development Grant with Laredo Community College (focused on strengthening the institutions and enhancing the educational attainment of low-income Hispanic students). Resources from this grant will fund various activities, including a Math tutoring lab and a Faculty Center for Teaching, Learning and Assessment.

Challenges to Success:

- Poor preparation in Math of TAMIU first-year students will be addressed through collaborative efforts between TAMIU and LCC, and between TAMIU and area high school Math teachers.
- Very large College Algebra classes, will be addressed by the Math Tutoring Lab and by improvements in pedagogy and the use of technology.

Collaboration/Support Needed (Internal and External to A&M System)

- Collaboration between TAMIU, LCC and area high schools to define a common body of prior Math skills and knowledge prerequisite to successful participation in Math 1314.
- Collaboration with Math experts

Priority #2: Build the research capacity of the university, and the ability of TAMIU faculty to attract external support for research

Link to Strategic Plan: Goal 2: Strengthen and expand faculty and student research and scholarship; Goal 4: Obtain the appropriate resources to assure continued growth and enhancement of all areas of the university.

1st Objective of Priority #2: Replace university-sponsored faculty research with research funded by the federal government and other entities external to the university.

Strategies:

- Implement a new system of research support which requires the submission of a grant proposal to an external entity for faculty to receive course release(s) or support for research (Fall 2007).
- Implement a tracking system for faculty research and scholarly activity by Spring 2008.
- Include sponsored research productivity as part of the annual merit review for faculty (by Spring 2009)
- Include sponsored research productivity as part of program review, and reward programs for sponsored research productivity (by Fall 2009).

Performance Measures:

- Increase dollars requested for sponsored research from \$15,301,222 (FY 2007) to \$20,000,000 by FY 2008, and to \$25,000,000 by FY 2009.
- Increase dollars awarded from \$851,974 (FY 2007) to \$1,000,000 by FY 2008, and to \$1,300,000 by FY 2009.

Budget Impact and/or Resources Required:

- \$225,000 per annum allocation FY 2008 and 2009 for new research initiative (incentive monies for submitting external funding proposals and \$75,000 per annum to fund research-related travel, equipment and supplies).
- 59 course releases granted FY 2008.
- \$7,500 for purchase of tracking system to track faculty non-teaching activities.
- Reallocation of indirect costs to support and expand sponsored research activities.

Challenges to Success:

- Change in procedure for allocating release time to faculty. Can be overcome by consistency and fairness of new policy.

Collaboration/Support Needed (Internal and External to A&M System)

- Use of System resources for faculty development related to research activities.
- Networking opportunities for grant development.

2nd Objective of Priority #2: Increase faculty awareness of externally-sponsored research opportunities, and increase level of faculty grant-writing skills.

Strategies:

- Develop, advertise and implement Research Week activities and training sessions (Fall 2007).
- Develop, advertise and implement a guest speaker series by end of Fall 2008.
- Develop and implement a series of training modules/sessions (by Spring 2009).
- Purchase or share an automated computer system that matches faculty with potential external funding sources (by Spring 2008).
- Strengthen Office of Grant Resources to provide tracking of grant opportunities to faculty (by Spring 2008).
- Purchase or share—and implement—a computer training model for IRB (by Spring 2008).

Performance Measures:

- Increase the number of faculty submitting research proposals from 24 in FY 2007, to 40 in FY 2008, and to 50 in FY 2008.
- Increase the number of faculty receiving awards from 16 in FY 2007 to 20 in FY 2008, and 25 in FY 2009.

Budget Impact and/or Resources Required:

- HEAF money to be used to purchase licenses for two automated computer systems (\$20,000).
- FY 2008 and 2009 allocation for Research Week and guest Speaker Series (\$10,000).

Challenges to Success:

- High demand on faculty time to be overcome by incentives.

Collaboration/Support Needed (Internal and External to A&M System)

- Use of System resources to encourage research, provide networking and train faculty in research-related skills.

3rd Objective of Priority #2: Increase the number of Graduate Assistants that support faculty research activities.

Strategies:

- Add three new Graduate Assistants to university staff by Fall of 2009; two of these positions will directly support faculty research.
- Increase the number of faculty grant applications that request additional funding for graduate assistants by 25% by Spring 2009.

Performance Measures:

- At least 5 faculty proposals in both FY 2008 and FY 2009 will request funding for graduate assistants to support faculty research projects.

Budget Impact and/or Resources Required:

- \$27,000 per year to fund three new Graduate Assistant positions.

Challenges to Success:

- Difficulty in recruiting Graduate Assistants to be overcome by increasing funding opportunities through the Texas A&M System Pathways to the Doctorate Program.

Collaboration/Support Needed (Internal and External to A&M System)

- Collaboration with the System for funding opportunities for Graduate Assistants.

Priority #3: Strengthen the University's position as the international university in the Texas A&M University System and the State of Texas.

Link to Strategic Plan: Goal 7: Strengthen and enhance TAMIU's position as the international university in the Texas A&M University System and the State of Texas. Goal 1: Develop, maintain, assess, and improve academic programs, administrative/educational support services and student services, to admit, retain, and graduate students who achieve established learning outcomes designed to prepare them for success in their chosen careers.

1st Objective of Priority #3: Advance campus internationalization by building student learning outcomes which present a holistic perspective of global social, legal, economic, political, and technological (SLEPT) conditions into the academic and co-curricular curriculum.

Strategies:

- Convene a Core Curriculum Committee to draft General Educational principles or graduation outcomes that provide an international perspective and are aligned with the Coordinating Board Statement on the Core Curriculum in "Core Curriculum: Assumptions and Defining Characteristics" (Fall 2007).
- Promote the Certificates in International Studies (CIS) and Latin American Studies (LAS).
- Division of International Programs Advisory Committee will work with faculty to develop student learning outcomes and an assessment plan for a First Year Experience seminar on Global Issues structured around SLEPT conditions. (Fall 2007 through Spring 2008).
- Each undergraduate degree program will identify an upper-level course in the discipline that includes student learning outcomes related to SLEPT by Spring, 2009.
- Faculty will be trained in ways to promote the SLEPT conditions through curriculum and pedagogy.
- Opportunity to learn and assessment of General Education principles or graduation outcomes, including those that address SLEPT conditions, will be included in the University's program review model by Spring, 2009.

Performance Measures:

- General Education principles or graduation outcomes, including those addressing SLEPT conditions, will be drafted and approved by Spring, 2008.
- A First-Year Experience seminar on Global Issues structured around SLEPT conditions will be offered to First-Year students beginning Fall, 2008.
- By Spring 2009, 25% of degree programs will have identified how they provide their students the "opportunity to learn" about the SLEPT conditions, and how they assess student achievement of learning outcomes related to them.
- Awardees of the Certificates in International Studies (CIS) and Latin American Studies (LAS) will increase by 5% by Spring 2009.

Budget Impact and/or Resources Required:

- Reallocation of existing faculty and administrator human resources.

Challenges to Success:

- Departmental “ownership” of pieces of the existing core curriculum to be overcome by fostering a interdisciplinary attitude among faculty and administrators serving on the Core Curriculum Committee.

Collaboration/Support Needed (Internal and External to A&M System)

- Identification of “best practices” in global education within and beyond the Texas A&M System.
- Use of faculty development opportunities offered by the Texas A&M System in global education and outcomes assessment.

2nd Objective of Priority #3: Build key strategic international partnerships with universities, non-governmental organizations and governments around the world to increase international student and scholar recruitment, and expand international education opportunities.

Strategies:

- Pursue opportunities provided by foreign universities and educational organizations to develop cooperative educational agreements (Fall 2007 through Spring 2009).
- Accept invitations to visit overseas institutions to establish letters of intent, memoranda of understanding, agreements, or contracts (Fall 2007 through Spring 2009).
- Streamline and enhance the international recruitment and admissions process for international students and scholars (by Spring 2008).
- Enhance and increase International Scholar Services (by Spring 2009).
- Director of International Programs to liaise with University colleges to encourage faculty to engage in international research and education endeavors (Spring 2008 through Spring 2009).

Performance Measures:

- Four agreements to be signed with foreign universities or educational organizations by Spring 2009.
- Foreign students and scholars will total 5% of the total student body by Spring, 2009.
- 10 new faculty intellectual contributions (publications, presentations and/or grants) that are international in perspective or subject matter by Spring 2009.

Budget Impact and/or Resources Required:

- Travel funds to be provided by foreign universities and agencies (no university funding needed).
- Faculty and administrator time needed for negotiating agreements, and producing intellectual work related to this objective (reallocation of existing staff resources).
- Internal reallocation to improve international recruitment and admissions and to provide more services to international students and scholars (Director of International Admissions (\$10,000), M&O and Travel \$15,000).

Challenges to Success:

- Competing requirements for faculty and administrator time to be overcome by prioritization.
- Institutional inertia in reorganizing international student recruitment and admissions to be overcome through institutional prioritization and divisional collaboration.

Collaboration/Support Needed (Internal and External to A&M System)

- Collaboration with the Texas A&M System on recruitment of international students and scholars.

3rd Objective of Priority #3: Increase participation of undergraduate and graduate students in study abroad experiences.

Strategies:

- Develop Study Abroad Marketing Plan (by Spring 2008).
- Raise study abroad awareness campus-wide as well as in the local community (Spring 2008 through Spring 2009).
- Find and apply for grant/scholarship opportunities to support student study abroad (Fall 2007 through Spring 2009).
- Develop a wider assortment of study abroad opportunities, with a greater focus on expanding the offering of faculty-led programs (Fall 2007 through Spring 2009).
- Intertwine study abroad with campus wide student success and student affairs activities.
- Integrate select study abroad opportunities with colleges, ultimately leading to a study abroad requirement for certain majors (Spring 2008 through Spring 2009).

Performance Measures:

- Study abroad participation will increase to 2% of University's enrollment by Spring 2009.
- The College of Arts and Sciences will offer two faculty-led study-abroad program offerings, the College of Education will offer one faculty-led study-abroad program, and the College of Business Administration will offer one faculty-led study-abroad program by Spring of 2009.

Budget Impact and/or Resources Required:

- Staff time of Director of International Programs and other administrators and faculty (no additional funding needed).

Challenges to Success:

- Income limitations of our first-generation Hispanic students to be overcome by use of financial aid funds, and development of scholarships to fund study abroad.

Collaboration/Support Needed (Internal and External to A&M System)

- Collaboration with Texas A&M System and members to develop and fund study abroad opportunities.

Compact Review and Approval

Date: November 19, 2007

TAMUS Member: Texas A&M International University

Signature: [ORIGINAL SIGNED BY]

TAMUS Member CEO: Ray M. Keck, III
President, Texas A&M International University

Signature: [ORIGINAL SIGNED BY]

TAMUS Chancellor: Michael D. McKinney
Chancellor, The Texas A&M University System