



## *MOMENTUM 2015*

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August 15, 2005

# ***MOMENTUM 2015***

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# *Momentum 2015*

## **PREAMBLE**

*Momentum 2015* is a ten-year plan, launched by President Flavius C. Killebrew and crafted by the faculty, staff, students, and community, which provides strategic direction to Texas A&M University-Corpus Christi from 2005-2015. *Momentum 2015* builds upon a 58-year institutional history characterized by dedicated faculty, students, staff, and community members who have come together at critical points in the institution's history to chart a new course for the university.

In 1947, Ward Island became the home of the University of Corpus Christi (UCC), an institution affiliated with the Baptist General Convention of Texas. In 1970, Hurricane Celia severely damaged the college campus. The following year, UCC and the Baptist General Convention took steps to end their affiliation. Concerned about higher education in Corpus Christi, a coalition of civic leaders sought local support as well as state legislation to convert the campus of UCC to a state-supported institution with an expanded curriculum.

In 1971, the 62<sup>nd</sup> session of the Texas Legislature authorized the creation of a state-supported institution of higher education in Corpus Christi. The Board of Directors of the Texas A&I University System was authorized to establish an upper-level university and to prescribe courses for the new institution at the junior, senior, and graduate levels leading to both bachelor's and master's degrees. Funding was approved by the legislature to initiate planning for the university. The citizens of Corpus Christi approved a bond issue to purchase the campus of the University of Corpus Christi on Ward Island. Subsequently, the campus was given to the State of Texas as a site for the new state-supported university. Civic leaders in Corpus Christi also launched a successful public fund raising campaign to provide local financial support for the fledgling university. On September 4, 1973, several months after UCC completed its final classes, Texas A&I University at Corpus Christi opened its doors with an initial enrollment of 969 students. In 1977, the legislature changed the name of the institution to Corpus Christi State University.

In 1989, Corpus Christi State University joined The Texas A&M University System. In the same year, the legislature approved the expansion of Corpus Christi State University to a four-year comprehensive university, with enrollment of freshmen and sophomores to begin in fall 1994 following the efforts of a dedicated group of community leaders entitled 4UCC (4UCorpus Christi Foundation, an organization which promoted the establishment of and support for a four-year graduate level university in Corpus Christi). In 1993, The Texas A&M University System Board of Regents renamed the institution Texas A&M University-Corpus Christi. The arrival of freshman and sophomore students in 1994 marked the transformation of the institution to a four-year university.

The University continues to expand in terms of student enrollment and program offerings. Since 1991, the University has added eleven bachelor's degrees, eleven master's degrees (including an MFA), and three doctoral programs with a fourth under consideration by the Southern Association of Colleges and Schools (SACS). In 2004, student enrollment grew to approximately 8,200.

In the early part of the 21<sup>st</sup> century, the Texas A&M University-Corpus Christi community agreed on the following institutional principles:

*Texas A&M University-Corpus Christi is committed to the realization of its vision, the accomplishment of its mission, and the attainment of its goals by*

- *Recruiting, retaining, and supporting a diverse highly qualified student body, faculty and staff.*
- *Establishing a culture of professionalism and responsibility.*
- *Fostering free and open intellectual inquiry, accomplishment, and expression.*
- *Ensuring respectful, fair, and equitable treatment of all individuals.*
- *Fostering an open, shared, and participatory decision making process.*
- *Promoting efficient and effective use of time, resources and technology.*
- *Providing an active campus life that extends teaching and learning beyond the classroom.*
- *Providing a safe and secure campus environment for students, faculty, and staff.*
- *Involving the university community, alumni, civic and government leaders, and other friends of the university in the Texas A&M University-Corpus Christi vision and mission.*

*Momentum 2015* is informed by these institutional principles. The Texas A&M University-Corpus Christi community intends to create a culture of excellence and engagement while simultaneously experiencing dynamic growth in its student population, which will reflect the face of *The New Texas*. The twelve *Momentum 2015* imperatives articulate Texas A&M University-Corpus Christi's plan to become the flagship university in South Texas as it builds and sustains competitive programs, achieves doctoral-comprehensive status, expands its research mission, and significantly increases its student population. The imperatives build on the national reputation the university has attained through its first-year learning communities program and its burgeoning commitment to civic engagement. The imperatives reflect the importance of identifying targeted areas of national recognition and prominence while understanding that attaining an excellent, engaged academic community requires a talented faculty and staff, an enthusiastic, motivated student body, and a supportive community. The centerpieces of the *Momentum 2015* strategic planning process are the unifying themes of *Excellence*, *Engagement*, and *Expansion*.

## ***Excellence***

Human excellence is often described in superlatives—*distinction*, *merit*, *respect*, *importance*, *eminence*, or *status*. Another perspective is to describe excellence as achieving a balanced, integrative state. At Texas A&M University-Corpus Christi, both

concepts of excellence will be sought during the next decade. Through a dynamic, challenging undergraduate education, the University will instill the balanced perspective that a well-educated person needs to attain in 21<sup>st</sup> century America. By 2015, the University will achieve national prominence in specific programmatic areas, after devoting a decade of focused commitment of resources and talent. A commitment to maintain excellence in learning, discovery, and engagement in its undergraduate and graduate programs as the university expands its offerings and its student population will be the foundation of *Momentum 2015*.

- \* *IMPERATIVE I: Build and Sustain Academic Excellence and Competitive Programs*
- \* *IMPERATIVE II: Enhance a Culture of Discovery and Innovation*
- \* *IMPERATIVE III: Instill Global Perspectives into the Academic Life of the University*
- \* *IMPERATIVE IV: Establish Targeted Areas of State, Regional and National Recognition and Distinction*
- \* *IMPERATIVE V: Achieve Doctoral Comprehensive Status and Aspire to Emerging Research Designation*

## ***Engagement***

Texas A&M University-Corpus Christi will promote a campus community endorsing citizenship and service. The University will continue to support and develop programs that include collaborations within the University and with the community. The University will educate and prepare students to become engaged in problem solving in the classroom and the community. Students will be provided opportunities for exploring diverse relationships, achieving leadership skills, developing higher order thinking, and investigating ways in which they can contribute to their communities.

- \* *IMPERATIVE VI: Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body*
- \* *IMPERATIVE VII: Recruit, Mentor and Retain a Diverse, Highly Qualified Faculty and Staff*
- \* *IMPERATIVE VIII: Design and Cultivate Initiatives to Increase Lifelong Alumni Involvement*
- \* *IMPERATIVE IX: Live, Learn and Work Together to Promote a Vibrant Coastal Bend Community*

## ***Expansion***

Texas A&M University-Corpus Christi is committed to meeting the demands of the *Closing the Gaps by 2015* initiative for the State of Texas, which focuses on increasing participation, success, excellence, and research in higher education. To this end, the student population at A&M-Corpus Christi will grow by at least 50% over the next decade; enrollment in 2015 will be over 12,000 students. Implicit in such enrollment expansion is first, a need to build a solid foundation by supporting existing programs with

adequate faculty and staff, physical facilities and capital resources, and to correspondingly expand university programs, services, faculty and staff, physical facilities, and capital resources to make the anticipated enrollment expansion possible. Second, there is a need to rethink how, when and where the university conducts its general operations and makes programs and services available in order to maximize university resources. Third, synergistic changes are needed: selective diversification of university programs and services to better serve a changing population demographic; emergence of the university as a recognized cultural and intellectual leader in South Texas, the state, nation and world; broader student engagement in research and scholarly activity; and development of richer international experiences and perspectives to better prepare students for participation in a global community.

- \* *IMPERATIVE X: Extend the Reach of the Island University*
- \* *IMPERATIVE XI: Preserve and Foster an Inviting Island Environment*
- \* *IMPERATIVE XII: Establish a Culture of Assessment, Investment and Stewardship*

<b>UNIVERSITY IMPERATIVES FOR 2005-2015</b>
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### *The Excellence Imperatives*

#### **IMPERATIVE I: Build and Sustain Academic Excellence and Competitive Programs**

Texas A&M University-Corpus Christi will strive toward academic competitiveness in all programs. To achieve this imperative, the University will increase support of existing academic programs and initiate visionary new endeavors. By 2015, Texas A&M University-Corpus Christi will achieve a national reputation for well prepared and internationally competitive graduates by providing a rich learning and research environment with strong, comprehensive undergraduate programs and recognized graduate programs in areas important to the region and to the needs of students competing in an international marketplace. Texas A&M University-Corpus Christi will have developed the infrastructure to support both existing programs and promising new programs, and to foster competitiveness in those programs. This infrastructure will augment quality instruction, maintain the standards as established by various accrediting bodies and aspiration institutions, and serve increasing enrollments that reflect the diversity of the community.

#### ***Steps Needed to Achieve Imperative:***

- \* Texas A&M University-Corpus Christi will support current academic programs with the needed infrastructure, faculty, support staff;
  - Faculty and Staff: By 2015, the University will need to increase its faculty by approximately 130 full time equivalents and its staff by approximately 200.

Particular attention will be paid to attracting faculty whose scholarly and research agendas are robust and are related to the university targeted areas of distinction.

- \* The University will increase academic equipment, resources, and specialized space, adding appropriate specialized areas to support student and faculty research, creative activity, and teaching. Particular attention will be paid to:
  - Library: By 2015, the University will provide adequate space for collections, research, quiet study, group study, and library operations to accommodate University program additions and the projected increase in the student body. The current space deficit exceeds 30,000 square feet;
  - Art Facility: By 2015, the University will provide freestanding specialized space on campus to support student and faculty creative activity;
  - Music and Theatre spaces: By 2015, the University will redesign / rework existing spaces and add specialized spaces to support teaching, learning, and creative activity;
  - Lab spaces, science and psychology labs: By 2015, the University will add new spaces to support new and expanded undergraduate, masters, and doctoral level programs. According to Texas Higher Education Coordinating Board models, the current deficit in research space is 65,515 square feet;
  - Early Childhood Development Center Expansion: The University will expand to accommodate growing programs associated with the College of Education;
  - Established professional programs: The University will plan for infrastructure support in established programs, including but not limited to business, education, nursing, health sciences, public administration, science and visual and performing arts.
  
- \* By 2015, the University will expand its services/operations dedicated to student recruitment, retention and welfare to meet increased student demands and enhance and support the educational experience. Related services will be housed in close proximity to ensure ease of access. Particular attention should focus on the following operations:
  - Testing Center;
  - Disability Support Services;
  - Tutoring and Learning Center;
  - Curricular support space, including space for faculty class preparation and student writing;
  - Health/counseling services;
  - Recreation/wellness facilities;
  - University Center expansion – additional meeting rooms, casual meeting space, storage space, auxiliary space, etc.;
  - Multicultural Center;
  - Welcome Center/Alumni Center;
  - Volunteer Center/Philanthropy Center

- \* Texas A&M University-Corpus Christi will develop additional graduate and undergraduate programs that reflect the strengths of the University's resources, serve the needs of South Texas constituencies, and contribute to a national reputation for well prepared, competitive graduates. Particular attention will be paid to:
  - Establishing a collaborative academic task force to identify and recommend programs that reflect and anticipate future needs of the Coastal Bend and South Texas;
  - Establishing a Presidential Task Force to explore the current university administrative structure, to recommend potential administrative reorganization options, and to consider the feasibility of adding new schools/colleges;
  - Adding at least nine undergraduate programs and fourteen graduate programs by 2015;
  - Selecting potential new degree programs on the basis of the following criteria:
    - Potential enrollment
    - Regional need/national need
    - Identified in Texas Higher Education Coordinating Board Regional Plan or subsequent reports
    - Lack of factors severely limiting class size
    - Cost effectiveness of average faculty salaries
    - Potential external funding (other than formula funding)
    - Ability to attract highly qualified faculty
    - Ability to provide stipends for top graduate students
    - Potential for generating formula funding
    - Employment potential for graduates
    - Lack of availability of similar programs in the region
    - Ability to complement existing programs

(See Appendix A for a description of university planning authority.)

## **IMPERATIVE II: Enhance a Culture of Discovery and Innovation**

Texas A&M University-Corpus Christi will promote and foster research and scholarly activities, which create new knowledge and understanding. The university will endorse undergraduate research and creativity as a pathway to lifelong learning and discovery. Faculty scholars will reach beyond the classroom to contribute new knowledge and creative products to improve the global community.

### ***Steps Needed to Achieve Imperative:***

- \* Support faculty participation and leadership in national and international research and creative activity;
- \* Emphasize faculty contributions to leading disciplinary conferences and meetings particularly those with networking connections;

- \* Provide international leadership in scientific and policy research programs focused on the Gulf Coast region;
- \* Establish a center for undergraduate research which will build a research/creative/scholarly activities culture across all disciplines;
- \* Develop new centers that capture unique research and development expertise of the university's faculty and staff;
- \* Promote scholarly activity relating to the region's Mexican-American heritage;
- \* Maximize incentives including course load reassignment that stimulate research and creative works;
- \* Implement competitive stipends for all graduate assistants;
- \* Establish a scholarship support target of 50% of all graduate students.

### **IMPERATIVE III: Instill Global Perspectives into the Academic Life of the University**

Through a commitment to excellence in learning, discovery, and engagement, Texas A&M University-Corpus Christi will prepare its students for responsible participation in the global community. Technological advances continue to increase at an exponential rate, creating a global village. These advances, coupled with critical world events, require educational institutions in the 21<sup>st</sup> century to adopt global perspectives. They must prepare students to seek to understand physiogeographic, bio-geographic, historical, cultural, political, economic, and social differences, to perceive global trends, and to capably manage global change.

#### ***Steps Needed to Achieve Imperative:***

- \* Encourage, in all disciplines, incorporation of global perspectives and case studies into undergraduate and graduate curricula, including an increased emphasis on language study; encourage multidisciplinary exploration of global issues and responsible, appropriate and effective ways to manage global change;
- \* Host nationally and internationally known artists, performers, and speakers; provide the site for regional and national conferences, symposia, and festivals;
- \* Establish an International Studies Task Force to design and secure funding for a multi-faceted program to increase international student recruitment (including the English as a Second Language Institute program), enhance international research collaborations, develop faculty and student exchange programs, create a vibrant and effective Study Abroad Program, and recreate the International Studies Office;

- \* Explore potential partnerships with international universities for full degree programs at international sites;
- \* Support efforts by research centers and institutes to expand and enhance international research collaborations, and to include an international focus in their missions where appropriate, such as the tri-national collaboration between the United States, Mexico, and Cuba initiated by the Harte Research Institute for Gulf of Mexico Studies to enhance understanding and management of the Gulf of Mexico;
- \* Establish a center focusing on Mexican-American heritage/culture and other regional issues specific to South Texas to increase understanding of the physiogeographic, biogeographic, historical, cultural, and societal issues related to this unique region and to explore responsible management strategies. The center will be supported by the Special Collections and Archives department in the Mary and Jeff Bell Library, a department that is a recognized as an area of excellence by scholars across the country.

**IMPERATIVE IV: Establish Targeted Areas of State, Regional, and National Recognition and Distinction**

Texas A&M University-Corpus Christi will create an environment conducive to the achievement of distinction in targeted areas. University planners will place particular emphasis on niche areas which have already attracted external commendation and financial support. The targeted areas will incorporate one or more of the following elements: the university's commitment to exemplary undergraduate education, the scholarship of learning and engagement, its role as a Hispanic-Serving Institution, its location on the Gulf of Mexico, and its commitment to improving the South Texas region.

***Steps Needed to Achieve Imperative:***

- \* Texas A&M University-Corpus Christi will promote and support national recognition and distinction to ensure the quality of programs and the awareness of the relevant regional, state, and national constituencies of the programs. This will be accomplished with:
  - Pursuit of national accreditation, when appropriate, for academic programs that have disciplinary accreditation standards.
  - A comprehensive and efficient assessment process based on student learning outcomes, satisfaction and post-graduate achievement;
  - A strategic marketing effort to assure national recognition of Texas A&M University-Corpus Christi students, faculty, staff, alumni and programs.
- \* Texas A&M University-Corpus Christi will identify targeted academic programs which will be supported to achieve and sustain national prominence.

## **IMPERATIVE V: Achieve Doctoral Comprehensive Status and Aspire to Emerging Research Designation**

Texas A&M University-Corpus Christi will initiate new doctoral programs needed in the South Texas region. Its increasing emphasis on research will propel the institution to an emerging research university status.

### ***Steps Needed to Achieve Imperative:***

- \* Identify and implement new doctoral programs (such as health psychology, English, nursing and computer science);
- \* Graduate the requisite number of doctoral students to meet the doctoral comprehensive threshold;
- \* Monitor areas of research with state and federal funding potential, match Texas A&M University-Corpus Christi principal investigators with these resource pools, and develop proposals to generate significantly more restricted research;
- \* Achieve a level of \$25 million in sponsored project expenditures by 2015 to support the doctoral comprehensive status.

### ***The Engagement Imperatives***

## **IMPERATIVE VI: Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body**

Texas A&M University-Corpus Christi will recruit, retain, and graduate a diverse and highly qualified student body as it attains its *Closing the Gaps* goals of Participation and Success. The University will embrace its Hispanic-Serving Institution designation and will identify and develop key programs and initiatives of distinction that sustain and enhance student engagement and development. It will integrate curricular and co-curricular involvement and promote a student-centered environment that enhances the intellectual community and overall student experience. It will value, promote, and connect learning in and out of the classroom for all students; and prepare and graduate students with excellent critical thinking, problem solving and leadership skills who are capable of excelling and advancing in an ever-changing work setting. Particular attention needs to be paid to efforts to build traditions, enhance the emotional investment of students in the university and promote a spirited campus community.

### ***Steps Needed to Achieve Imperative:***

- \* Connect with Prospective Students
  - Expand the university's marketing efforts and strategies for high achieving students;
  - Increase the number and award of scholarships for talented students;

- Expand the academic programs' efforts in recruiting highly qualified students;
  - Establish an outreach office in Houston to recruit more students from that area;
  - Extend existing youth education, outreach, and recruitment initiatives to mentor, recruit and facilitate students' graduation from high school and transition into higher education;
  - Expand the Creating Opportunities to Achieve Success Tomorrow (COAST) Program to other area high schools;
  - Increase the university's collaborative efforts with community-based organizations (CBO's), the private sector, and state and federal programs;
  - Consider implementing additional grant programs such as the College Assistance Migrant Program (CAMP) and Talent Search programs to attract high achieving students from low socioeconomic backgrounds;
  - Partner with other institutions to implement programs such as the Colleges Connecting with Students Program and the South Texas Initiative;
  - Establish an effective partnership with the Alumni Association to recruit highly qualified students;
  - Implement a Spanish language presence on the University website;
- \* Provide a Supportive Campus Environment
- Sustain and enrich student support services for all students and especially for first-generation, non-traditional and distance learning students and international students;
  - Maintain a student friendly environment and ensure that timely, efficient business transactions are easily accessible to current and prospective students;
  - Achieve state, regional and national recognition for exceptional campus support services;
  - Increase financial aid options and renewable scholarships for undergraduate and graduate students;
  - Enhance support for on-line and distance learning;
  - Promote initiatives to plan and prepare for expected increased enrollment of veterans returning from active duty, and enhance the transition for veterans from military life to University academic life;
  - Increase support staff to identify and assist students who are in academic jeopardy;
  - Promote initiatives to increase the African-American student presence on campus.
- \* Challenge Students Academically
- Enhance the level of academic and professional challenges by strengthening higher order thinking through curriculum related activities such as academic advising, research, experiential learning, writing, presentations, and participation in professional organizations and national competitions;
  - Implement the use of portfolios to demonstrate enhanced oral and written communication skills;
  - Maximize the knowledge and usage of discipline-specific technology.

- \* Involve Students in Active and Collaborative Learning
  - Optimize collaboration between Academic and Student Affairs to increase retention and expand programs such as the American Democracy Project (ADP), and the First Year Experience (FYE);
  - Increase and enhance on-campus work experiences for students to develop lifelong work experience skills such as conflict resolution, customer service and interpersonal skills;
  - Increase the opportunities for undergraduate and graduate student participation in research, scholarly and creative activities, including active collaborative models related to field of study;
  - Establish a center for undergraduate research to engage students in scholarly achievement.
  
- \* Enhance Student-Faculty/Staff Interaction
  - Promote student and faculty/staff interactions through academic and non-academic collaborations;
  - Recognize and reward faculty and staff who participate in academic and student affairs collaborations;
  - Develop exemplary services and programs that mentor and support students, faculty and staff and that develop their leadership skills.
  
- \* Engage Students Through Enriching Educational Experiences
  - Emphasize multiple educational and cultural experiences that engage students both within and beyond the classroom to help them explore their value and role in society such as Building Engagement and Attainment of Minority Students (BEAMS), internships, field based experience, and civic engagement;
  - Provide programming that maximizes opportunities, leadership skills and the multidimensional concept of wellness;
  - Collaborate with community partners to create opportunities for internships, scholarships and community events;
  - Enhance student marketability through professional development and career advancement activities;
  - Develop advisory councils, as appropriate, to assist the institution in identifying future employers and career opportunities, validating the curriculum, and assessing the effectiveness of the programming;
  - Support and sustain the undergraduate Honors Program.

**IMPERATIVE VII: Recruit, Mentor and Retain a Diverse, Highly Qualified Faculty and Staff**

Texas A&M University-Corpus Christi will successfully recruit, mentor and retain a diverse workforce and focus on identifying and developing leaders in a learner-centered environment. These diverse leaders will address the intellectual, cultural, social, environmental and economic needs of regional, national and international communities. Workforce excellence will be supported by implementing an efficient infrastructure that provides mechanisms for networking.

Texas A&M University-Corpus Christi will develop excellence in the academy through a focus on leadership, engagement, and academic excellence. Developing and sustaining a highly qualified faculty is a core element of any truly great university. While the University strives to achieve doctoral comprehensive status and an enhanced research mission, the foundation of its national prominence will be its commitment to teaching, an enriched learning experience, and its emphasis on the scholarship of teaching and learning. Intentional strategies to foster an attractive and intellectually stimulating environment to retain academic leaders will be created and sustained.

The University will creatively empower people to develop their potential and recognize employee contributions as essential to the success of Texas A&M University-Corpus Christi. The University will become an employer of choice.

***Steps Needed to Achieve Imperative:***

- \* Recruit highly qualified faculty and staff to meet the needs of the University;
- \* Support and develop faculty instructional and research activities and opportunities;
- \* Utilize creative recruiting strategies to enhance diversity and ensure a fit between personnel and positions; special efforts will be made to attract and retain faculty and staff from historically underrepresented groups in Texas higher education;
- \* Identify, develop, empower and retain employees with leadership potential;
- \* Seek and retain leaders to reflect the diversity of the community we serve;
- \* Develop succession planning and opportunities for advancement;
- \* Deliver training programs that facilitate internal promotion;
- \* Provide competitive benefits and compensation;
- \* Redesign faculty and staff evaluation, reward and performance management practices so that merit, tenure and promotion decisions value excellence, engagement, and leadership as well as learning and discovery;
- \* Formalize a system for mentoring and professional development of faculty and staff so that employees are immersed in the campus culture of engagement, leadership, collegiality, and university involvement from the first day of employment and throughout their career;
- \* Implement leadership development and reward programs;
- \* Examine existing University organizational structures, relationships, councils and committees to ensure coordinated services and activities;

- \* Identify and address financial and human resource needs essential for promoting and facilitating workforce excellence and engagement;
- \* Enhance professional and personal development opportunities to increase management and professional skills and develop accountability measures.
- \* Promote opportunities for faculty and staff to interact with each other;
- \* Create in all departments and all levels an appreciation of service to the university and the community.

**IMPERATIVE VIII: Design and Cultivate Initiatives to Increase Lifelong Alumni Involvement**

Texas A&M University-Corpus Christi will design and cultivate initiatives to increase lifelong alumni involvement with their alma mater and develop a student culture of involvement that fosters a commitment to service and giving back to the University community. The University’s constituent groups include alumni, prospective students, current students, families, and the community at large including government and business leaders.

***Steps Needed to Achieve Imperative:***

- \* Develop programs to foster meaningful engagement between the University and each of its constituent groups (such as alumni-student mentoring programs, a class agent program, regional alumni chapter activities, and orientation activities for new students and parents);
- \* Develop organization specific alumni groups and opportunities for professional networking and recognition of students, faculty and alumni such as on-site alumni clubs, alumni-student mentoring programs, and the annual alumni and faculty awards ceremony;
- \* Create and sustain traditions for students, faculty, staff and alumni;
- \* Utilize emerging technology to more effectively integrate and manage data, enhance communication and interaction among constituents such as the alumni e-newsletter and an online alumni community.

**IMPERATIVE IX: Live, Learn and Work Together to Promote a Vibrant Coastal Bend Community**

Texas A&M University-Corpus Christi will cultivate an ongoing, interdependent relationship with the community. This relationship will foster a shared commitment to create mutually beneficial outcomes, enhance the quality of life for citizens in our region, and prepare our students for a life of civic engagement. Texas A&M University-Corpus Christi students will be committed to improving the university or Coastal Bend

community before their graduation. The University and the community will strive to make the Coastal Bend recognized as one of the top 100 places in the country to live, to learn, and to work. The Islander intercollegiate athletics program, the *Bravo!* Visual and Performing Arts Series, and university initiatives involving research on environment, health, and the economy will be seen as examples of major elements contributing to the vibrancy of the region.

***Steps Needed to Achieve Imperative:***

- \* Appoint a Presidential task force to develop a highly functional and coherent community engagement system;
- \* Create a University culture that recognizes, supports and rewards community engagement and channels the economic, social, and intellectual capital necessary to develop and sustain community engagement initiatives;
- \* Integrate academic and community initiatives across colleges and programs;
- \* Communicate, demonstrate, and celebrate the value and benefits of diverse partnerships between the University and the community;
- \* Stimulate processes that create a sense of ownership in joint ventures between university and community stakeholders;
- \* Deliver community engagement programming that includes, but is not limited to, the visual and performing arts, health, the environment, education, business and economic development, technical and professional writing, nonprofits, youth, and seniors;
- \* Engage the community with the University through events and programming, inclusion in planning processes, and opportunities to provide students with internships, scholarships, and employment;
- \* Implement a “Lunch and Learn” project where community members come to campus to learn about various academic subjects;
- \* Review budget and academic/community area needs to determine which programs can and should be developed;
- \* Develop an athletic conference implementation plan that includes achieving athletics conference membership, analyzing the feasibility of adding teams to the current program mix, promoting inter-conference rivalries, and increasing external financial support for the intercollegiate athletics program;
- \* Inaugurate an Arts Council to assist in charting the long term programming directions of the arts and income stream potential of the university performance venues.

## *The Expansion Imperatives*

### **IMPERATIVE X: Extend the Reach of the Island University**

Given the finite amount of space on campus, Texas A&M University-Corpus Christi needs to maximize its use of university space to facilitate the continued expansion. Relocating some university activities off campus by creating satellite sites could alleviate some support issues. This mandates a commitment to examine innovative ways to acquire land and collaborate with community leaders to establish opportunities for expansion within the Coastal Bend, with major emphasis on identifying the locations that best serve the community. Such changes must not be detrimental to the unity and community of our university educational program. Identity is critical for the growth of the university. The distinguishing aspect of the university's island setting must be nurtured throughout the decision-making process regarding future campus development.

#### ***Steps Needed to Achieve Imperative:***

- \* Increase current classroom utilization through enhanced scheduling methodologies and a disciplined, centralized scheduling approach;
- \* Utilize distance learning / distributed education where practical;
- \* Investigate restructuring of current classroom space by combining smaller classrooms to create larger ones with partitioning options;
- \* Expand summer offerings to maximize university capacity throughout the 12-month year as opposed to the 9-month academic year;
- \* Offer additional short-courses throughout the year;
- \* Consider more restrictive admission standards for programs with limited or specialized facilities;
- \* Use "off island" facilities as available and appropriate, for university activities which meet the following criteria:
  - components that can be moved with minimal cultural/interactive impact to campus community members;
  - units that can benefit from a move off campus—and in which the community can also benefit;
  - units that could use technology to transparently connect to the campus community;
  - components that need not be physically located on campus to effect smooth and seamless day-to-day university operations;
  - personnel who can participate in telecommuting;
  - initiatives with an external funding stream with a limited duration that are not integrally related to the academic program;

- non-university entities that may be moved off campus without significantly impairing the university in pursuit of its mission.

### **IMPERATIVE XI: Preserve and Foster an Inviting Island Environment**

Texas A&M University-Corpus Christi will enhance excellence, engagement and a sense of community by highlighting our tropical location and by designing spaces conducive to small group meetings, informal conversations and interaction of students, faculty and staff. University planners will demonstrate sensitivity to the natural environment and the health and well-being of the university community.

Texas A&M University-Corpus Christi will leverage its unique location, providing outdoor gathering spaces that are safe, inviting, and protected from the elements, and that incorporate appropriate artwork and memorials. Particular attention will focus on developing the following:

- small gathering areas with casual seating and shaded seating areas along major sidewalks,
- oasis spots throughout campus for creation of picnic/eating areas,
- venues that enhance student life such as large outdoor gathering areas for special functions that allow activities to occur without disrupting classes,
- a focal point and gathering place for the university community,
- outdoor artwork appropriate to the island university setting, and
- a landscaping and garden maintenance plan that enhances, encourages, and protects wildlife on the island.

All spaces will be designed according to campus master planning standards that ensure coordination of architectural design with existing facilities, protection of green spaces, and inclusion of art and landscaping.

Texas A&M University-Corpus Christi is dedicated to expanding its residential living and learning environment for students as a means to enhance their college experience. As the university grows, housing and parking accommodations must keep pace. To accomplish this, Texas A&M University-Corpus Christi will determine the feasibility of various methods of expanding and funding available housing, including building University-owned residence halls on or near the island, purchasing existing campus housing, expanding on-campus parking capacity and creating off-campus parking capacity, and comprehensively improving island access.

Texas A&M University-Corpus Christi will provide appropriate dining and foodservice venues to meet the food service needs of the university community. Existing venues will be enhanced to better meet community needs. New venues will be strategically located across campus—with both indoor and outdoor locations, will be aesthetically pleasing and coordinated with university design elements, will provide regular hours of operation that meet university scheduling demands, and will provide both variety of selection and competitive pricing.

Texas A&M University-Corpus Christi will enhance and expand the existing pedestrian infrastructure, including the hike and bike trail, to reinforce and encourage safe pedestrian use of the campus and the surrounding island environment. Signage will be incorporated across campus that prominently displays university logo and colors, and that provides clear information regarding building and event location, and future plans for expansion/improvement.

Texas A&M University-Corpus Christi will develop and follow a new campus master plan that supports and maintains a focused island academic community, establishes standards for building design (including consistency in furnishings, facing, and color options), green spaces, memorials and outdoor art. The master plan will include specific criteria for prioritizing expansion needs based on existing and projected space deficits, projected program expansion, associated library and research/creative activity needs, and projected student enrollment growth. The plan will include guidelines for overall campus layout, including locating units with similar function/focus in close proximity to one another. The master plan will focus on the following elements:

- Maximize available footprint space by including multistory designs;
  - Include appropriate curricular support areas for faculty class preparation and student waiting/lobby space;
  - Enhance existing indoor and outdoor gathering spaces to improve their use and comfort;
  - Incorporate additional indoor gathering spaces and student support functions into new construction;
  - Develop additional outdoor gathering spaces that are designed for local weather and that serve multiple small and large-group functions;
  - Enhance existing pedestrian thoroughfares and hike/bike trails to meet university standards for safety and aesthetics;
  - Design additional pedestrian thoroughfares with a focus on safety, usefulness, and aesthetics;
  - Incorporate additional food venues, which follow university-established standards for aesthetics and design, to serve new and existing facilities;
- (See Appendix B for more details.)

***Steps Needed to Achieve Imperative:***

- \* Conduct a feasibility study of land use, including housing and parking;
- \* Craft a new master facilities plan;
- \* Investigate purchasing existing housing from Camden Property Trust and establishing relationships with developers and existing apartment communities to expand off-campus-housing options (See elements of feasibility study in Appendix B);
- \* Establish geographical locations for each college, with college critical centers housing deans, faculty, and college-level administrative support and student support

services. Departmental offices, faculty and classrooms/labs will be in close proximity;

- \* Expand residential and student life facilities and programs, including food service and recreation venues that create and support an engaged residential community.

### **IMPERATIVE XII: Establish a Culture of Assessment, Investment and Stewardship**

The excellence, engagement, and expansion thrusts of *Momentum 2015* will require creating business plans that maximize revenue opportunities, incorporating new programs of revenue enhancement, enlarging the base of university support, and increasing the emphasis on stewardship.

#### ***Steps Needed to Achieve Imperative:***

- \* Develop an extensive performance management and improvement system to ensure that the university is effectively using its resources and making measurable progress toward university goals;
- \* Create a campus-wide Auxiliary Advisory Board to develop business plans which maximize auxiliary revenue while containing costs, explore potential outsourcing and insourcing opportunities, and create and support profit generators such as Community Outreach and the Performing Arts Center;
- \* Create a campus and community leadership team to orchestrate and launch a comprehensive capital campaign which follows the steps and time lines outlined in Appendix C;

## ACKNOWLEDGEMENTS

Any successful strategic planning document represents the collective wisdom of a vast number of individuals. While it is impossible to acknowledge all who contributed to this planning effort, the following individuals played a key role in its development:

Abdelsamad, Moustafa	DeGaish, Ann	Hawley, Judy
Adams, Kurt	Deis, Donald	Hernandez, Carmen
Anderson, Mark	DeLaTorre, Renee	Herrera, Sharon
Bazan, Leticia	Doan, Joseph	Hill, Denise
Benavides, Adolfo	Dube, Leon	Hill, Patricia
Benavides-Franke, JoAnna	Durham, Kerri	Hill, Sam
Benibo, Bilaya	Durrill, Dusty	Hill, Trent
Berkich, Carla	Ellis, Robin	Hopkins, Dee
Bickley, Sally	English, Evon	Hormozi, Amir
Billeaux, David	Fairchild, Heather	Howe, Terri
Billiott, Eugene	Farrell, Adam	Huerta, J. Carlos
Black, Greg	Forgione, F. "Bunny"	Hulings, Mark
Blanke, David	Fullerton, Deborah	Hurley, Cathy
Blomquist, Bea	Funk-Baxter, Kathy	Hurlow, Michael
Blount, Grady Price	Garcia, Greg	Hutchings, Nadina Duran
Blount, Kit Price	Garcia, Mario	Irby, Charles
Bolick, Margaret	Garcia, O.B.	Ivy, Diana
Bonnette, Randy	Garcia, Robert	Jennings, David
Buckley, John	Garcia, Sandra	Joffray, Julie
Byus, Kent	Garza, Susan	Johnson, Lindsey
Canales, JoAnn	Gigliotti, Richard	Johnson, Philip
Cantú, Norma J.	Goad, Dan	Johnston, Claudia
Cantu, Rene	Gonzalez, Richard	Jordan, Margaret
Cardenas, Diana	Gorecki, Ed	Jorgensen, Dan
Cassidy, Jack	Grace, Marsha	Kar, Dulal
Causgrove, Tim	Guerrero, Heather	Katz, Louis
Cavada, Alamar	Gutierrez, Alan	Kendrick, Celeste
Chambers, Valrie	Haaker, Randy	Ketchum, Jennifer
Cheek, Diana	Haas, Arthur	Killebrew, Flavius
Chenaux, Eliot	Haas, Mary	King, Scott
Chesser, Amanda	Hain, Paul	Kinnison, Frances
Chopin, Suzzette	Hamilton, Jacqueline	Kinnison, Kendra
Cook, Linda	Hamilton, Mary Jane	Kirkland, Lib
Coons, Roy	Hansen, Alan	Kirklighter, Cristina
Corpus, Adrianna	Hanson, Cindy	Knoll, Harvey
Cortinas, Debra	Hardin, Bridgette	Kownslar, Ed
Cox, Rachel	Harper, Sandra	Larkin, Patrick
Crane, Kathleen	Hartlaub, Mark	Lashua, Julie
Cunningham, Gary	Haswell, Janis	Layman, Eve
Dechant, Margaret	Hatfield, Mike	Ledbetter, Carol

Leo, David  
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Lucero, Margaret  
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Lujan, Manuel  
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Marroquin, Christine  
Martinez, Adam  
Martinez, Elva  
Mazzacco, Deanna  
McClellan, Dorothy  
McNair, Alex  
Mermann-Jozwiak, Elisabeth  
Merritt, Paul  
Meyer, Pamela  
Middleton, Karen  
Miller, Maureen  
Moreno, Gerry  
Naehr, Thomas  
Naehr, Todd  
Nañes-James, Suraida  
Needham, James  
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Young, Lari  
Yowell, Chloe  
Zebda, Awni  
Zeriali, Dolly

## **Appendix A: Existing Planning Authority for Academic Programs**

Before implementing a new academic degree program, Texas A&M University-Corpus Christi must have *planning authority* for such a program. Planning authority must be approved by The Texas A&M University System Board of Regents and the Texas Higher Education Coordinating Board. Also, the University must submit a *formal degree program request* to The Texas A&M University System and the Texas Higher Education Coordinating Board for the specific program. Approval of the proposal is required before the new program is offered.

Listed below are the *broad categories of academic disciplines* for which the University currently has planning authority. Also listed are categories for which the University may have additional planning authority. Note: The titles of actual degree programs may differ from the names of the broad categories in which they belong.

### **Bachelor's Degrees**

Texas A&M University-Corpus Christi currently offers some bachelor's degree programs and has planning authority to submit requests for additional programs within the following broad categories:

- Natural Resources and Conservation
- Communication
- Computer and Information Sciences and Support Services
- English Language and Literature/Letters
- Biological and Biomedical Sciences
- Mathematics and Statistics
- Parks, Recreation, Leisure and Fitness Studies
- Physical Sciences and Science Technologies/Technicians
- Psychology
- Security and Protective Services
- Social Sciences
- Business, Management, Marketing, and Related Support Services
- History

Texas A&M University-Corpus Christi does not offer any bachelor's degree programs in the following categories, but does have planning authority. Planning authority is limited for some of the categories, as indicated below.

- Architecture and Related Services
  - Architecture only
- Area, Ethnic, Cultural, and Gender Studies
  - American/United States Studies/Civilization, Inter-American Studies, and Latin American Studies only
- Family and Consumer Sciences/Human Sciences
  - Adult Development and Aging only

Liberal Arts and Sciences, General Studies, and Humanities  
Philosophy and Religious Studies

Texas A&M University-Corpus Christi currently offers some bachelor's degree programs in the following categories and may have additional planning authority. Planning authority is limited as shown below.

Engineering Technologies/Technicians

Engineering Technology, General; Electrical, Electronic and  
Communications Engineering Technology/Technician; Instrumentation  
Technology/Technician; Mechanical Engineering/Mechanical  
Technology/Technician; and Survey Technology/Surveying only

Foreign Languages, Literatures, and Linguistics

Spanish Language and Literature only

Multi/Interdisciplinary Studies

Interdisciplinary Studies, General; Applied Arts and Sciences; and  
combinations of previously approved programs only

Visual and Performing Arts

Drama and Dramatics/Theatre Arts, General; Art/Art Studies, General;  
and Music, General only

Health Professions and Related Clinical Sciences

Health Services/Allied Health/Health Sciences, General; Athletic  
Training/Trainer; Clinical Laboratory Science/Medical Technology/  
Technologist; and Nursing – Registered Nurse Education

### **Master's Degrees**

Texas A&M University-Corpus Christi currently offers some master's degree programs and has planning authority to submit requests for additional programs within the following categories:

Natural Resources and Conservation

Computer and Information Sciences and Support Services

Education

Biological and Biomedical Sciences

Mathematics and Statistics

Psychology

Business, Management, Marketing, and Related Support Services

History

Texas A&M University-Corpus Christi does not offer any master's degree programs in the following categories, but does have planning authority. Planning authority is limited for some of the categories, as indicated below.

Area, Ethnic, Cultural, and Gender Studies

Hispanic-American, Puerto Rican and Mexican-American/Chicano

Studies only  
Family and Consumer Sciences/Human Sciences  
    Adult Development and Aging only  
Library Science  
    Library Science/Librarianship only  
Parks, Recreation, Leisure and Fitness Studies  
    Fitness and Sports only  
Philosophy and Religious Studies  
Physical Sciences and Science Technologies/Technicians

Texas A&M University-Corpus Christi currently offers some master's degree programs in the following categories and may have additional planning authority. Planning authority is limited as shown below.

Agriculture, Agriculture Operations, and Related Services  
    Aquaculture only  
English Languages and Literature/Letters  
    English Language and Literature, General only  
Multi/Interdisciplinary Studies  
    Interdisciplinary Studies, General and combinations of previously approved programs only  
Public Administration and Social Service Professions  
    Public Administration only  
Visual and Performing Arts  
    Fine and Studio Art only  
Health Professions and Related Clinical Sciences  
    Health/Health Care Administration/Management, Nursing, Environmental Health, Occupational Therapy/Therapist, and Physical Therapy/Therapist only

### **Doctoral Programs**

As of November 2004, Texas A&M University-Corpus Christi offered some doctoral programs in the following category and may have planning authority to submit requests for additional program within the category. Planning authority is limited as shown below.

Education  
    Curriculum and Instruction; Educational Leadership and Administration, General; and Counselor Education/School Counseling and Guidance Services only\*

As of November 2004, Texas A&M University-Corpus Christi did not offer any doctoral programs in the following categories, but it did have planning authority. Planning authority is limited for some of the categories, as indicated below.

Natural Resources and Conservation  
Environmental Science\*\*  
Computer and Information Sciences and Support Services  
Computer Science only  
Psychology  
Clinical Psychology only  
Business, Management, Marketing, and Related Support Services  
Business/Commerce, General only

\*Included in this category are the following existing doctoral programs:

Ed.D. in Curriculum and Instruction

Ed.D. in Educational Leadership

Ph.D. in Counselor Education

\*\*The Ph.D. program in Coastal and Marine System Science, to be implemented in fall 2005, is in this category.

## **Appendix B: Feasibility Study Elements and Projects Recommended for Consideration**

**Elements to Consider in a Feasibility Study** – The following elements should be considered in a feasibility study on land use, housing and residence life and parking and transportation:

### ***Land Use***

- Campus aesthetics and green spaces
- Pedestrian flow
- Gathering areas
- Food service venues for faculty, staff and students
- Ecosystem protection
- Building density, clustering of similar functions/services
- Utilization of off-campus sites for athletic fields
- Utilization of off-campus sites for storage and warehouse facilities
- Utilization of off-campus sites for conferencing
- Feasibility of purchasing land on Ward Island (religious centers)
- Utilization of space currently used by state and federal agencies
- Utilization of off-campus venues for conferences and meetings
- Child-care availability either on campus or near campus

### ***Academic, Co-Curricular and Other Specialized Academic Spaces***

- Method of course delivery and associated space requirements
- Space/resource requirements for existing and planned programs
- Utilization of off campus spaces for specialized academic/co-curricular functions
- Safety requirements for specialized spaces such as art studios, science labs, etc.
- Amphitheater for student events.

### ***Housing and Residence Life***

- The student profile in 2015 (MSA, Socio/economic level, etc)
- Course delivery (scheduling, distance education, weekend courses, etc)
- A residency requirement
- Units required to support campus growth and residency requirement
- Specialized housing for campus sub-groups (Greeks, Honors Students, organizations, etc)
- Need for married and family housing programs
- Availability of property near campus
- Safety and security of off-campus facilities
- Purchase of existing housing and/or construction of new housing with University resources
- Construction life of current housing units
- Apartment vs. residence hall floor plans
- Delivery of food services programs (cafeteria, extended hours, cost and venues).
- Creation of residence life venues within housing
- Possibility of partnering with existing off-campus housing communities

- Financial plan to purchase/build new housing
- Financial plan to purchase existing property
- Financial plan to create and operate a full-scale housing program by the University

### ***Parking and Transportation***

- Course delivery (scheduling, distance education, weekend courses, etc)
- Off-campus site availability and cost to build and maintain
- Cost to provide park and ride options
- Cost of parking garage
- Required parking off-campus
- Suitable “drop off” stations to the campus
- Safety and security for cars and people
- Costs of maintaining lots and thoroughfares from parking to campus
- Protection of pedestrian flow vs. traffic flow
- Access from one side of campus to the other
- Campus aesthetics and green spaces
- Other transportation options (car pooling, telecommuting, cycling)
- Parking types (gated, general, resident)
- Parking needs: regular vs. special events (Performing Arts, University Center, Athletics)

**Specific Projects to Consider in a Feasibility Study** – The following specific projects should be considered in a feasibility study on land use, housing and residence life and parking and transportation.

### ***Specialized Curricular Space***

- Library – The current library was designed to serve a student population of 5000 and to house a collection of 300,000 volumes. As of 2005, the space deficit exceeds 30,000 square feet.
- Art Facility – The need for freestanding specialized space on campus to support student and faculty creative activity
- Music and Theatre spaces – The need for redesigning/reworking, and adding specialized existing spaces to support teaching, learning, and creative activity.
- Lab spaces, science and psychology labs – According to Coordinating Board models, the current (2005) deficit in research space is 65,515 square feet. As undergraduate programs in psychology and the sciences expand and new programs are added at the master’s and doctoral level, research space requirements and space deficits will continue to grow.
- ECDC Expansion – Add third floor or additional wing to accommodate growing programs associated with the College of Education.
- Kinesiology
- College of Business building
- College of Nursing and Health Sciences building

### ***Co-Curricular Space***

- Testing Center – Disability Services
- Title V Student Support
- Tutoring and Learning Center
- Curricular support space, including space for faculty class preparation and student writing

### ***Student Support Space***

- Health/Mental health services/Disabled student services offices
- Recreation/Wellness facilities
- University Center expansion – additional meeting rooms, casual space, storage, auxiliary space, etc.
- Multicultural Center
- Welcome Center/Alumni Center

### ***Outdoor Gathering Spaces and Outdoor Art***

- Develop additional small gathering areas with casual seating
- Develop shaded seating areas along major sidewalks
- Select oasis spots throughout campus for creation of picnic/eating areas like the one opposite Java City. Use covered and colorful tables and umbrellas. Expand these to Garcia Plaza area as well and to area near Lee Fountain. Also consider expanding to large area between Faculty Center and Center for Instruction
- Develop venues that enhance student life, large outdoor gathering areas for special functions (i.e. an outdoor amphitheatre)
- Develop festival area that allows activities to occur without disrupting classes.
- Structural Focal Point: Create a structure (clock tower, etc.) to serve as a focal point and gathering place for the university community.
- Outdoor Art: Incorporate outdoor art appropriate to the island university setting.
- Use landscaping and landscaping maintenance practices that enhance, encourage, and protect wildlife on the island

### ***Food Venues***

- Add food service venues to serve CCH side of campus, Sandpiper/Driftwood area
- Faculty/Staff Club: Add faculty cafe for morning coffee/rolls and light lunch – soup /sandwich/salad and afternoon tea/coffee. This could be expanded outward with awning toward new Bay Hall.
- Have new Island Cantina open to plaza with outside seating – umbrella coverage – palm tree and plants. Create appealing entrance with awning and signage.
- Create a new entrance appearance for Java City with awning and signage.
- Provide food service hours of operation that better serve faculty, staff, and students who participate in weekend and evening classes.

### ***Pedestrian movement***

- Hike & Bike Trail enhancements – observation decks (for birding enthusiasts)
- Complete the trail around campus so that it is a continuous loop. Extend off the island as well. Create marked bike lanes coming on and off the island and provide

- bike racks on campus. Encourage City to extend marked bike lanes down Ocean Drive to town and out Ennis Joslin to the nature preserve or, if the new parking lot is at end of Ennis Joslin, to the lot
- Build pedestrian wooden bridge from campus across bay to the Ennis Joslin/Ocean Drive intersection. It could include view areas half-way for waterfowl observation, etc
- University Heights Beach enhancements: Build stairway and boardwalk to and along the beach. This could include an over the street walkway or a pedestrian crossing. Put covered tables and benches in one section along with covered group structure for events on the beach. Add restroom facilities if possible
- Create pathways across campus (across the spine) that are protected with palms, plants and covered benches along the way. These will still be needed even if parking lots decrease. Create a sidewalk plan that traffic will follow.

### ***Signage/Directional Assistance***

- Electronic message boards for event information
- Use flags to identify parking lots, blue and green flags to decorate campus entrances
- Prominently display large and colorful replica of campus master plan in several high-visibility sites like Faculty Center, Library, University Commons to remind everyone of where we are going (growing).
- Ensure University logo, colors, and motto are visible on campus, incorporated into signage, buildings, etc.
- Signage and campus maps should be easy to read and informative. They should enhance communication between the University and its guests.

### ***Edge of the Island Opportunities***

- Purchase Tarpon Inn and the Oso Bay Bait House. Build new facility – multi-storied. Possible uses include an information/visitors' center; Alumni Center, offices for all of Institutional Development and Public Relations. Consider including a small restaurant with waiter service for guests, candidates, etc. luncheons.

## **Appendix C: Capital Campaign Timeline and Steps**

### **Step 1 Case Statement**

The case statement will emerge from the *Momentum 2015* strategic planning initiative.

#### ***Campaign Case Statement:***

The case statement is an internal document outlining the history of the institution, its mission, and its long- and short-range plans. The case statement presents a basic rationale for the campaign and details the reasons why an institution should move forward with the effort. The case statement is primarily an internal document, not necessarily used for a wide audience beyond major volunteers. It is not necessary to describe every element of the campaign, as that is the purpose of the needs statement. Elements of a Case Statement:

1. A statement of the goals and mission of the institution
2. A statement linking the goals and mission with the need to provide resources that will enable goals and mission to be achieved.
3. A statement describing the major areas that have been identified as critically important priorities for funding.

***Anticipated completion: August 2005***

### **Step 2 Needs Assessment**

#### ***The Needs Statement:***

The needs in a capital campaign should be determined, after careful strategic planning by the leadership. The needs statement must reflect the most important and critical priorities of the institution and must be designed to bring the institution to new heights of achievement.

***Anticipated completion: September 2005***

### **Step 3 Feasibility Study**

#### ***The Feasibility Study:***

The feasibility study is a systematic process undertaken to determine the readiness of an institution to launch a capital campaign. It uses face-to-face interviews with the institution's most important benefactors. It also includes a questionnaire that attempts to determine if an individual prospect is ready and willing to be solicited for a major commitment to the institution.

Anticipated results from this study will determine:

1. Is a campaign feasible
2. The total amount that could be raised
3. The areas of need most likely to receive funding

4. The duration of the campaign. Some are three years while others are five. Our last campaign “The Wave of the Future” was a three year campaign with a five year payout.

*Beginning: September 2005*

*Anticipated Completion: Spring 2006*

#### **Step 4 Leadership and Silent Phase**

This phase is characterized by major gift activity with the most important and generous benefactors. It is also the establishment of the campaign leadership. Campaigns are broken into stakeholders (alumni, faculty/staff, students, community, etc...). There will be leadership for each area.

*Anticipated Completion: Fall 2007*

#### **Step 5 Public, Plateau and Final Phase**

1. Public Phase – Public announcement of the campaign. It is best to have 45-60% of goal achieved before this phase is announced. This phase involves the smaller gifts and assists with expansion of the donor base. Usually takes one and a half years.
2. Plateau Phase – When volunteers and benefactors tire of the campaign and are ready for its completion. An institution must find ways to reinvigorate the effort. This will happen and must be planned for probably around fall 2009.
3. Final Phase – Is built around the achievement of the goal and pushing toward successful completion.

*Anticipated Completion: Fall 2009*

#### **Step 6 Celebration**

Celebration is the time to celebrate success and heighten awareness of the university.

*Anticipated Completion: Spring 2010*