



Texas A&M University–Central Texas

A BOLD NEW VISION

Strategic Plan 2028

Pending approval by the Texas A&M
University System Board of Regents.





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Texas A&M University–Central Texas

MESSAGE FROM DR. RHODES

As we launch this Strategic Plan for Texas A&M University–Central Texas, we embark on an ambitious journey to elevate our institution and community to new heights. This plan is not just a roadmap for our future but a testament to our shared commitment to excellence, innovation, and service.

Our mission remains steadfast: to empower our students through innovative education and transformative experiences. This plan reflects our dedication to fostering personal growth, economic mobility, and lifelong success in a supportive environment. It is a promise to our students, faculty, staff, and community that we will continue to prioritize their needs and aspirations.

Through strategic investments in academic excellence, we will enhance our programs to meet the evolving demands of our students and the industries they will lead. By deepening our commitment to student success, we will ensure that every Warrior is equipped to thrive from the moment they join our university to long after they



graduate. Our focus on employee experience will position A&M—Central Texas as an employer of choice, where our dedicated professionals are valued, supported, and empowered to grow.

We also recognize the vital role that community collaboration plays in our success. By strengthening partnerships with regional organizations, businesses, and the military, we will create opportunities that enrich both our university and the communities we serve. Our strategic efforts to raise awareness of our unique value propositions will help us reach new audiences and further solidify our reputation as a leader in higher education.

This Strategic Plan is more than a set of strategies and objectives; it is a declaration of who we are and what we aspire to be. Together, we will build on our legacy and ensure that Texas A&M University—Central Texas continues to be a beacon of opportunity and excellence.

I invite each of you—students, faculty, staff, alumni, and community partners—to join us in bringing this vision to life. Together, we will achieve great things, and together, we will continue to embody the Warrior spirit that defines us.

Richard M. Rhodes, PhD

President

Texas A&M University—Central Texas

“ *This Strategic Plan is more than a set of strategies and objectives; it is a declaration of who we are and what we aspire to be.* ”



MISSION & VISION

MISSION

Texas A&M University–Central Texas empowers students through innovative education and transformative experiences, fostering personal growth, economic mobility, and lifelong success in a supportive environment.

VISION

Texas A&M University–Central Texas will be a national leader in assisting students in earning high-quality credentials that lead to educational, economic, social, and personal fulfillment.



VALUES

INTEGRITY

Evidence-based decisions guided by our mission and values demonstrate integrity and accountability in our commitment to student success.

INNOVATION

Through strengthened connections and collaborative partnerships, our community drives innovation and meets diverse needs.

CREATIVITY

Anticipating and shaping the future of education, our creativity and flexibility embody adaptability and innovation.

EXCELLENCE

Our commitment to excellence in academics and scholarship drives us to uphold high standards for critical thinking and continuous improvement

CARING SUPPORT

We actively cultivate a caring environment where empathy and support guide our interactions, ensuring that the needs and challenges of each individual are met with understanding.

COMMUNITY CONNECTION

Fostering a welcoming environment, we value and connect with each individual in our community.



STRATEGIES & OBJECTIVES

ACADEMIC EXCELLENCE

Develop and promote academic programs that respond to the evolving needs of our students and industries, positioning our graduates for success in their communities.

Objectives

- ◆ Increase university-level support of discipline-specific standards for learner-centered academic programs by increased allocation of resources based on an annual program assessment process.
- ◆ Increase connectedness and collaboration in learning contexts regardless of delivery modality by the end of the academic year 2028.
- ◆ Expand high-impact educational strategies that directly respond to the needs of our students, including early college high school students, military-affiliated, first-generation, working adults, and those with varying levels of academic and professional preparation.



STRATEGIES & OBJECTIVES

STUDENT SUCCESS

Deepen our commitment to the entire student journey—from recruitment through alumni relations—fostering a vibrant community that enhances student belonging, success, and lifelong engagement.

Objectives

- ◆ Ensure a meaningful onboarding and academic support experience for new and incoming students, aiming to increase persistence rates by 10% and improve the university's supportive environment ranking by 5% on the NSSE National Student Engagement Survey by 2028.
- ◆ Enrich the student life experience by increasing student utilization of identified support services by 10% and enhancing student satisfaction with these services on the Student Experience Survey (SES) and the Graduation Exit Survey by 10% by 2028.
- ◆ Strengthen the alumni experience by actively engaging alumni throughout their student journey and future endeavors, targeting a 10% increase in alumni engagement by 2028.



STRATEGIES & OBJECTIVES

EMPLOYEE EXPERIENCE

Position A&M-Central Texas as an employer of choice for dedicated professionals by cultivating competitive compensation, a culture of connectedness and caring, and employee well-being.

Objectives

- ◆ The university will fully adopt a more comprehensive and competitive compensation plan reflective of the region and industry by September 2027.
- ◆ Increase the percentage of employees who feel they are fairly compensated for their work by a significant margin.
- ◆ Achieve a 70% completion rate of a professional development program with a leadership track, designed to provide employees with the skills to potentially advance in their careers at the university by December 2028.
- ◆ Increase the percentage of employees who agree relevant information is effectively disseminated across the university by 5% annually through September 2027.



STRATEGIES & OBJECTIVES

COMMUNITY COLLABORATION

Cultivate meaningful collaborations with regional organizations, business and industry, the military community, and educational institutions to enhance academic opportunities, community service, and economic development.

Objectives

- ◆ Engage with high-growth industry partners, like cybersecurity, healthcare, manufacturing, and technology, in the Central Texas region to offer career-aligned experiential learning opportunities for current students by establishing at least five official agreements by the end of the 2024-2025 academic year.
- ◆ Improve the relationship with military-affiliated individuals transitioning into higher education degree opportunities through increased retention of military affiliated by 2% incrementally through FY28.
- ◆ Enhance existing partnerships to increase visibility, communication, and transparency that facilitate collaboration between A&M—Central Texas and community partners by increasing student, faculty, and staff participation at partner-hosted events by the end of the 2025 calendar year.



STRATEGIES & OBJECTIVES

AWARENESS

Utilize creative and targeted marketing strategies to boost awareness of A&M–Central Texas’ unique value propositions, increasing engagement among prospective students, alumni, the military community, business and industry, and other community members.

Objectives

- ◆ A&M–Central Texas will utilize appropriate marketing and communications tools, resources, and strategies to engage communities and increase brand awareness.
- ◆ Use strategic marketing and communications campaigns to increase enrollment by 3% annually through 2028.





Texas A&M University–Central Texas

THE STUDENT EXPERIENCE

At Texas A&M University–Central Texas the ideal student experience is both transformative and reflective of our community's values and aspirations.

- ◆ Students participate in high-quality programs designed to support excellence, meaningful contributions, and lifelong learning.
- ◆ Students are valued and achieve their goals in a community built on trust, engagement, and personal relationships.
- ◆ Students have ready access to their education with effective processes that prioritize interpersonal interactions.
- ◆ Students immerse themselves in dynamic activities that promote skill development, idea exploration, and transformative experiences.

Texas A&M University–Central Texas, supports the ideal student experience in the following ways:

- ◆ We foster a sense of community and collaboration, encouraging students to connect with their peers, faculty, and the broader community.
- ◆ Our faculty and staff provide comprehensive support services that meet the needs of each student.
- ◆ Our educational experiences in and out of class cultivate a sense of belonging, community involvement, and leadership.
- ◆ We embrace a culture of trust and innovation, where students are encouraged to think critically, engage creatively, and apply their knowledge in real-world contexts.





Texas A&M University–Central Texas

ACKNOWLEDGEMENTS

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Stephanie Legree-Roberts

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Miscellaneous

More than 750 community stakeholders, faculty, staff, and students who participated in more than 25 workshops, focus groups, surveys, and interviews.



“ Together, we will achieve great things,
and together, we will continue to embody the
Warrior spirit that defines us. ”

Dr. Rhodes



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