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# THE PIONEERING SPIRIT

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PURSUIT OF  
WT 125

UNIVERSITY STRATEGIC PLAN  
2020-2021—2025-2026

# MISSION

## THE PRIMARY MISSION OF WEST TEXAS A&M UNIVERSITY IS TO SERVE THE PEOPLE OF TEXAS.

The mission of West Texas A&M University is to provide intellectually challenging, reflective, regionally responsive, and comprehensive academic programs that discover, interpret, apply, and disseminate knowledge for preparing the next generation of citizens in Texas, the nation, and the world.

“Serving locally first is a commitment WT stands by when it comes to the top 26 counties of Texas. The University is regionally responsive to the needs of the Texas Panhandle through academic purpose and service. The authenticity of WT’s commitment will serve as a magnet for people from other regions in the State of Texas and other states across the nation.”

Walter V. Wendler  
President, WTAMU



# VISION

## THE CITIZENS OF THE PANHANDLE ARE PIONEERS.

Guided by its pioneering spirit, West Texas A&M University is recognized for its excellence in teaching and learning, and a strong focus on engaging students in experiences that aid in the development of skills, capabilities, and insights. Our vision is to become a Regional Research University responsive to the forces that shape who we are. Our distinctive focus on the people and places of the Panhandle region will be acknowledged throughout Texas, across the country, and around the world.



# CORE VALUES

## WEST TEXAS A&M UNIVERSITY'S CORE VALUES ARE GROUNDED IN THE BEDROCK OF THE TEXAS PANHANDLE.

The Core Values of West Texas A&M University are reflective of, inspired by, responsive to the people we serve, regardless of background, family history, personal beliefs, or aspirations. The people of the Plains — in towns and communities, on ranches and farms — spend every day living out their commitment to family, faith, hard work, and service to neighbors—locally, regionally, and globally. From these same Panhandle values grow WT's Core Values:

Academic Freedom – We champion the free exchange of ideas.

Service – We put the needs of others first.

Pragmatism – We seek to apply what we learn for the betterment of our community.

Innovation – We embrace better ways to shape the future.

Respect – We treat others with dignity which flows from the humanity of each individual.

Engagement – We promote citizenship and being part of something larger than oneself.





WEST TEXAS A&M UNIVERSITY

# GOAL 1 ENHANCE THE ACADEMIC EXPERIENCE OF ALL STUDENTS.

STRATEGY 1.1	STRATEGY 1.2	STRATEGY 1.3	STRATEGY 1.4	STRATEGY 1.5
<p><b>Deepen current and develop new opportunities to support innovation and success in teaching excellence.</b></p>	<p><b>Maintain and create high-quality academic resources and services.</b></p>	<p><b>Increase high impact academic experiences such as experiential learning, internships, student research, study abroad, and leadership programs.</b></p>	<p><b>Reduce student expenses by accelerating campus efforts toward low cost, no cost, and open educational resources.</b></p>	<p><b>Attain the Carnegie Classification Doctoral/Professional University designation (conferring 20 or more doctoral degrees annually) by expanding the number of doctoral programs.</b></p>
<p><b>1.1 Objective</b> <i>Enhance Online Educational Delivery</i></p> <p>The University will enhance the online delivery of all academic courses and programs to support innovation and success in teaching excellence with quality as a cornerstone.</p>	<p><b>2.1 Objective</b> <i>Improve Student Retention and Graduates Rates</i></p> <p>The University will improve student outcomes via higher retention and graduation rates by deploying resources and services to improve student outcomes in a way that is reflective and responsive.</p>	<p><b>3.1 Objective</b> <i>Expand Experiential Learning Opportunities</i></p> <p>The University will facilitate academic enrichment through experiential learning.</p>	<p><b>4.1 Objective</b> <i>Support Use of Open Educational Resources (OER)</i></p> <p>The University will enhance faculty and student access to open educational resources (OER) and be positioned as a cost-effective provider of higher education.</p>	<p><b>5.1 Objective</b> <i>Attain Carnegie Classification Doctoral/Professional University Designation</i></p> <p>The University will attain the Carnegie Classification Doctoral/Professional University designation by increasing doctorate enrollment and philanthropic support to confer 20 or more doctoral degrees annually with distinctive competencies consistent with regional or rural communities.</p>



# GOAL 2

BECOME A REGIONAL RESEARCH UNIVERSITY.

## STRATEGY 2.1

## STRATEGY 2.2

## STRATEGY 2.3

Assess and enhance research resources, including faculty time (teaching loads), facilities, faculty lines, and scholarly research dissemination activities (including travel, access to repositories, and open access journals).

Deepen current and develop new regional research initiatives.

Increase external funding (sponsored research grants and endowments), which will increase measurable research expenditures.

### 1.1 Objective

#### *Increase Intellectual Contribution Output*

The University will increase the output of intellectual contribution produced by university faculty, augmenting faculty credentials, increasing research productivity, and enhancing research training.

### 2.1 Objective

#### *Leverage Resources to Advance Regional Research Initiatives*

The University will optimize personnel, external funding, education, community outreach, and related resources for new regional research initiatives, leveraging university resources to advance regional research initiatives.

### 3.1 Objective

#### *Increase Research Grant and Endowment Funding*

The University will increase the number and size of externally sponsored research grants and faculty research support endowments.



# GOAL 3 INCREASE UNIVERSITY ENROLLMENT THROUGH STUDENT RECRUITMENT AND DEGREE ATTAINMENT.

## STRATEGY 3.1

## STRATEGY 3.2

## STRATEGY 3.3

<p><b>Develop and manage a meaningful method to project enrollment growth.</b></p>	<p><b>Develop and manage a comprehensive plan to align all university procedures, rules, and practices with increasing degree attainment rates.</b></p>	<p><b>Develop and manage a comprehensive enrollment plan (recruitment and retention) for all student populations.</b></p>
<p><b>1.1 Objective</b>  <i>Create Student-Centered Digitally-Enhanced Campus Facilities</i></p> <p>The University will create student-centered campus facilities and digital infrastructure that engage prospective, new, and continuing students.</p>	<p><b>2.1 Objective</b>  <i>Improve Facilitated Path for Student Degree Attainment</i></p> <p>The University will facilitate an efficient path for student degree attainment.</p>	<p><b>3.1 Objective</b>  <i>Improve Recruitment and Retention Program</i></p> <p>The University will facilitate enrollment growth by managing a successful recruiting and retention program.</p>



# GOAL 4 ENHANCE THE DIGITAL EXPERIENCE.

## STRATEGY 4.1

## STRATEGY 4.2

## STRATEGY 4.3

**Build an integrated digital platform.**

**Create a connected campus to enable next-generation teaching, learning, research, communications, and collaboration.**

**Provide a single point of convergence (phone, email, chat, social media, etc.) to improve responsiveness, quality service, and resolution to student and constituent needs.**

### 1.1 Objective

*Procure and Implement a Customer Relationship Management System*

The University will procure and implement a campus-wide customer relationship management (CRM) system that will underpin the digital platform and provide campus departments tools that facilitate student outreach, engagement, and support efficiency.

### 2.1 Objective

*Implement a Technology-Rich Learning Environment*

The University will ensure a technology-rich learning environment is in place across all campus classrooms and online learning spaces.

### 3.1 Objective

*Enhance the Athletics Digital Platform*

The University will enhance the digital platform by using athletics as a pilot for university initiatives.





# GOAL 5 ENHANCE THE CAMPUS EXPERIENCE.

## STRATEGY 5.1

## STRATEGY 5.2

## STRATEGY 5.3

**Enrich student-centered campus support, services, and endeavors.**

**Adopt and embrace quality service standards for all campus departments.**

**Maintain a welcoming and aesthetically appealing campus.**

**1.1 Objective**

*Improve Student Outcomes by Extending Student Service Resources*

The University will improve student outcomes via higher retention and graduation rates by extending student service resources to improve student outcomes in a way that meets the diverse needs of a robust student population.

**2.1 Objective**

*Implement New Employee Training Program*

The University will enhance employee productivity by using the Division of Business and Finance as a pilot for implementing a comprehensive training program for new employees.

**3.1 Objective**

*Increase Preferred Maintenance Target Spending*

The University will increase deferred maintenance targeted spending for the campus.



# GOAL 6 STRENGTHEN EXISTING AND CREATE NEW STRATEGIC RELATIONSHIPS.

## STRATEGY 6.1

**Create and engage boards that include business, local government leaders, donors, alumni, and other stakeholder groups to advise University leaders on regional needs.**

### 1.1 Objective

*Create the Cultural Foundation of the Texas Panhandle (CFTP) Advisory Board*

The University will create an advisory board for the Cultural Foundation of the Texas Panhandle (CFTP). The CFTP is one university and two entities joining as one organizational board with one executive director. The CFTP Advisory Board would be comprised of appointed members representing the University, Texas Panhandle Heritage Foundation (TPHF) (TEXAS Outdoor Musical), and Panhandle-Plains Historical Society/Museum (PPHS/PPHM). Board members would be representatives of business, industry, civic, and education from various statewide leadership perspectives.

## STRATEGY 6.2

**Bolster partnerships with The Texas A&M University System, universities, community colleges, and schools.**

### 2.1 Objective

*Build Education Community Partnerships*

The University will build partnerships within and among the education community that provides value to students, graduates, and the institution by establishing and expanding formal and informal arrangements.

## STRATEGY 6.3

**Create regionally focused industry-university partnerships and/or centers.**

### 3.1 Objective

*Create Regionally Responsive Partnerships*

The University will create partnerships that advance the mission to be regionally responsive and serve the needs of regional industries.



# GOAL 7

MEET THE EMPLOYMENT NEEDS OF THE TEXAS PANHANDLE AND BEYOND.

## STRATEGY 7.1

**Develop additional programs that address regional job opportunities and trends.**

### **1.1 Objective**

*Provide Academic Programs Consistent with Trending Employment Needs*

The University will be a vehicle for regional economic growth by offering academic programs with distinctive competencies consistent with the trending employment needs of the Texas Panhandle, state of Texas, and beyond.

## STRATEGY 7.2

**Stimulate and promote innovation to provide insight for job growth and sustainability.**

### **2.1 Objective**

*Offer Student Job Market Preparation Services*

The University will be a vehicle for regional economic growth by offering student job market preparation services consistent with the employment needs of the Texas Panhandle, state of Texas, and beyond.



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