

Driving the Blue Economy

STRATEGIC PLAN 2020-2025

Texas A&M University at Galveston has played an important role in the understanding of the oceans, particularly the Gulf of Mexico. In 1966, President Lyndon B. Johnson signed into law the National Sea Grant College Act, which created a network of universities focused on the use and conservation of aquatic resources, including Texas A&M University in College Station. Texas A&M was already managing the Texas Maritime Academy in Galveston, which later became a branch campus, when Texas A&M was named one of the nation’s first four Sea-Grant colleges in 1971. Since then, Texas A&M-Galveston has been a center piece for the research and education in marine and maritime affairs for the State of Texas.

In the 21st century, new challenges are emerging requiring new approaches to the use and protection of the Gulf of Mexico and the oceans. Climate change, the need for electricity and new forms of energy, and sustainable seafood, among others, are prompting the development of the “Blue Economy.” As the leader institution of marine and maritime education, service, and research for the State of Texas, Texas A&M-Galveston is called to lead this new approach.

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Defining the Blue Economy

GUIDING OUR APPROACH

Although widely used in today's world, there is not a formal definition of the blue economy. The World Bank refers to the blue economy as the "use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health."

Texas A&M University at Galveston defines the blue economy as the use of our oceans and their natural resources for the economic development and wealth of the society in a manner that guarantees their ecological functions and its safeguard for future generations.

We are investing in the future: we are training generations of marine and maritime students and engaging in scholarship that works toward protecting coastal communities, conserving marine life and oceans, economic growth that includes smart shipping and safe ports, and creating an inclusive ecosystem with improved livelihoods and future jobs.

OUR MISSION

Texas A&M Galveston is a special-purpose institution of higher education for undergraduate and graduate instruction in marine and maritime studies in science, engineering, and business and for research and public service related to the general field of marine resources. The institution is under the management and control of the Board of Regents of The Texas A&M University System, with degrees offered under the name and authority of Texas A&M University at College Station.

As a special-purpose campus in marine and maritime studies, Texas A&M-Galveston is called to lead the development of the Blue Economy for the State of Texas.

**We are the
future of
innovation,
education,
service, and
communities
of, on and by
the sea.**

Vision

DRIVING THE BLUE ECONOMY

Texas A&M University at Galveston will continue to lead the development of the blue economy for the State of Texas and the nation in the areas of education, research, and service, being recognized for its contribution to the workforce in the region and the sustainable resources for the benefit of the people of the state and the nation.

By 2030 the Galveston Campus will be a well-established leader for the blue economy in the Gulf of Mexico, the state, the nation and beyond.

By 2030, the Galveston Campus will be a well-established leader for the blue economy in the Gulf of Mexico and well recognized at the national and international levels for our contributions to the economy, resilience of our coasts, and sustainable use of natural resources.

HIGHER EDUCATION

Texas A&M Galveston will lead the development of the workforce that the state and the nation requires to advance in the blue economy and continue being a maritime leader nationally. We

will engage students at all levels in research, creative scholarship, and leadership to prepare them as thinkers, scientists, and thought leaders, and cultivate and reward faculty leaders who are bold in undertaking research opportunities whether within traditional disciplines or across them.

Emphasis On:

Maritime Transportation, Maritime Business Administration, Ocean Engineering & Marine Engineering Technologies, Marine Sciences & Biology, Coastal Environments & Health, Humanities

PUBLIC SERVICE

Texas A&M University at Galveston will continue serving the people of the state of Texas through its educational, research, and outreach expertise in areas of importance and connecting the needs of our stakeholders (communities, industry, government, etc.) for the benefit of our society.

RESEARCH

Texas A&M Galveston will foster the development of high-impact research in the areas of the blue economy by increasing the breadth and scope of our research and expanding the importance and impact of research on the blue economy in Texas, the Gulf of Mexico, the nation, and beyond.

Emphasis On:

Coastal Resilience, Ocean Exploration, Marine Transportation/ Power at Sea, Seafood Production, Resilient Coastal Communities, Marine Systems and Technologies

Plan Structure

As a branch campus of Texas A&M University, the Galveston campus aligns with the Vision and five-year Strategic Plan of Texas A&M University. Within that context, the Galveston campus seeks to develop, clarify, and implement the priorities with strategies that build upon the unique mission and strengths of the campus. In addition, the campus plan outlined here seeks to develop, clarify, and implement priorities that are specific to the campus for growth and sustainability.

The Texas A&M University Vision, Decade of Excellence, and the 2020-2025 Strategic plan can be found at: <https://provost.texas.edu/Strategic-Planning>.

The layers of this plan are:

PRIORITIES: Broad goals to guide planning;

DIRECTIVES: Broadly defined initiatives to support the priority;

STRATEGIES: More specific actions to implement the directive; and

TACTICS: More detailed actions to define and implement the strategy.

The priorities, directives, strategies, and tactics are synergistic and often overlapping. The order listed does not indicate any sort of ranking or feasibility.

As defined in the Texas A&M 2020-2025 Strategic Plan, priorities to guide the university and plan for the years ahead are:

Enhance transformational education and student success

Elevate graduate and professional education

Strengthen and harness our research enterprise

Grow and support our world-class faculty

Be a best place to live, work, and learn

Engage Texas and beyond to enhance our impact

Also included here are two priorities as defined by the Galveston Campus necessary for the growth and sustainability of the campus:

Incorporate Inclusion, Diversity, Equity, Accountability (IDEA)

Address the demands of Infrastructure

Enhance Transformational Education and Student Success

Texas A&M-Galveston will continue to build upon our heritage, honor our core values, and continually expand our long-term vision and tradition of service as a sea-grant research institution by fostering inclusive excellence in undergraduate curricular and co-curricular programs. Students from Texas and beyond, and from all walks of life and backgrounds, should think of Texas A&M-Galveston as a premier destination, a cherished top-tier university worthy of their investment and study. We must tirelessly ensure that all undergraduate students can access the life-changing experience of a transformative education, both inside and outside the classroom, to close achievement disparities and promote social mobility. We will apply our commitment, training, and the full resources of the Texas A&M and Texas A&M-Galveston community – students, faculty, staff, and off-campus partners – to meaningfully implementing strategic initiatives for the success of our students. Our strong history of undergraduate student success will expand, with robust educational support and opportunities throughout our students’ journeys into, through, and beyond their undergraduate programs at Texas A&M-Galveston. Always with an eye towards the future success of our students, we must energetically recruit and admit women and underrepresented minorities to our programs that reflect the State. From there, we will continue to enhance programming tailored to a student’s first year on campus and carry that careful approach forward to support their progress toward a degree and a timely graduation. Our efforts will carry forward to focus beyond graduation, toward long-term professional development and support for rewarding, successful careers and future impact in their communities.

Key Performance Indicators:

- Increase underrepresented minority enrollment to 30% of undergraduate headcount
- Increase Hispanic undergraduate enrollment from 21% to 25%
- Increase Black undergraduate enrollment from 3% to 6%
- Increase one year retention rate for first time freshmen
- Increase campus retention rate from 64% to 70%
- Increase university retention rate from 80% to 90%

Enhance Transformational Education and Student

Success *(continued)*

- Increase four-year graduation rate of first time freshmen
- Increase campus four-year graduation rate from 31% to 40%
- Increase university four-year graduation rate from 40% to 50%
- Increase six-year graduation rate of first-time freshmen
- Increase campus six-year graduation rate from 35% to 40%
- Increase university six-year graduation rate from 67% to 75%
- Increase the four-year graduation rate for new transfer students from 56% to 65%
- Ensure that economically disadvantaged, first generation, Black & Hispanic students do not reflect any achievement disparities in measures listed above.

Enhance Transformational Education and Student Success *(continued)*

DIRECTIVE: DEVELOP PATHWAYS FOR SUCCESSFUL ADMISSION

Texas A&M-Galveston will continue to embrace students from all corners of our state and foster the rich tapestry of culture and backgrounds found in high school and community college graduates across Texas. Our intensive and inclusive recruitment programs and admissions pathways should focus on reaching high school and community college students who, in essence, look like Texas, a broad, diverse state with a rich treasure of cultures. We need to ensure that we provide sufficient financial support to honor our pledge to provide an accessible Texas A&M-Galveston education to all. We must make certain that prospective students, their families, and their teachers and counselors have a clear understanding of our strong academic expectations. Texas A&M-Galveston will support the marine and maritime fields to develop leaders in emerging areas and continue to expand the opportunities related to this vast system of oceans and waterways as well as the business and trades related to the water.

Enhancing outreach, increasing financial aid and scholarship opportunities, working side-by-side with counselors in high schools and two-year colleges, designing curricular programs that create new enrollment, exploration of alternative degree options and diversifying our applicant pool are critical activities that will ensure the success of our campus.

Strategies and Tactics:

Strengthen a Comprehensive Strategic Enrollment Management Process

- Form a Strategic Enrollment Management Committee
- Develop a shared enrollment model
- Increase marketing, communications, social media, web presence
- Develop articulation agreements with Community Colleges
- Increase faculty engagement in recruiting
- Develop and implement a sustainable engineering model
- Increase virtual capabilities

Enhance Transformational Education and Student

Success, **DIRECTIVE: DEVELOP PATHWAYS FOR SUCCESSFUL**

ADMISSION *(continued)*

Implement full utilization of the new training vessel

- Conduct a full analysis and future plan for ship programs and costs
- Align license option curricula to the new platform
- Explore new programs to maximize vessel usage
- Build infrastructure to support training vessel

Design curricular programs that create new enrollment

- New degrees
 - Maritime Operations
- Marine Engineering (EAC accreditation)
- Certificates
 - GIS undergraduate
 - Expand teaching certification
- Minors
 - Public Health
 - Cybersecurity
 - Entrepreneurship
- Licenses
 - Stationary in Marine Engineering Technology (NLO)
 - USCG for ETO and LNG
- Other
 - Solidify sustainable engineering model in Galveston
 - Explore interdisciplinary couplings
 - Deliver BS-Maritime Business Admin to McAllen / Serve Texas programs
 - Explore undergraduate distance education program if available

Enhance Transformational Education and Student Success *(continued)*

DIRECTIVE: INCREASE FIRST-YEAR RETENTION

Whether our first-year students are enrolling in higher education for the first time, have taken dual-credit classes in high school, transferred from another institution, or been readmitted after spending time away from college, every student will face a time of transition. Supporting first-year students during those pivotal months can build a solid academic foundation for success and graduation as we welcome them into the Aggie family and our Texas A&M Galveston community.

Strategies and Tactics:

Continue to develop the Student Success Initiative

- Integrate a shared first year experience- Hullabaloo U
- Strengthen advising and coaching
- Expand Welcome Week
- Establish and continuously improve student, family, faculty communications
- Launch EAB Navigate system
- Engage FYE Faculty Teaching Community
- Develop and expand Transfer Student initiatives

Consistently improve academic support services

- Engage and commit to faculty control of content
- Significantly enhance faculty engagement with services
- Build Undergraduate / graduate student synergy
 - Redevelop reputation and branding
 - Develop Tiered Mentoring

Enhance Transformational Education and Student Success *(continued)*

DIRECTIVE: INCREASE UNDERGRADUATE GRADUATION RATES

We believe “Once an Aggie, always an Aggie,” and we further believe, “Once an Aggie, then a graduate.” Texas A&M-Galveston offers a wealth of curricular and co-curricular support and enrichment programs, but we must routinely review and strategically expand these services to continue raising graduation rates across all student groups. While new technologies will provide dashboards to monitor academic progress and well-being, we cannot lose sight of the value of personally engaging with our students about their experiences on campus. Building those relationships helps faculty and staff intervene quickly when students need help staying on track to complete their degrees.

Strategies and Tactics:

Continuously improve curriculum and teaching

- Promote activities for faculty to openly share and review content
- Increase faculty engagement in classroom and support
- Upgrade and improve teaching facilities and equipment
- Acquire and train on teaching technology
- Integrate faculty in academic support services (CALs)
- Revisit consistent teaching evaluation
- Prioritize systematic curricular reviews
- Bridge faculty and students by offering rewards for engagement
- Commit to Galveston Campus Student Success Initiative (as outlined above)

Enhance Transformational Education and Student

Success *(continued)*

DIRECTIVE: FOSTER LIFELONG SUCCESS

Aggies are lifelong learners, and we firmly believe that education from Texas A&M-Galveston does not end with a diploma. We support long-term professional development and successful careers for graduates and doing so means helping students develop the ability to gain and evaluate new information and synthesize information to solve complex problems.

Strategies and Tactics:

Integrate Industry Relationships & Placements

- Enhance relationship between academic departments and career services
- Expand internships
- Develop and strengthen industry /NGO/ government relationships
- Implement market- driven programs and placement
- Develop and implement post baccalaureate certificate programs

Enhance Transformational Education and Student

Success *(continued)*

DIRECTIVE: DEEPEN THE INTENTION OF THE CO-CURRICULAR EXPERIENCE

Being an Aggie and more importantly being a graduate of Texas A&M Galveston is more than just a set of course requirements. The depth of experience is built on a vast array of curricular and co-curricular experiences and relationships. Founded on the Core Values of Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service, students will be directed to take risks, build relationships especially with others that have different backgrounds, cultures, or ideological perspectives different from themselves, engage in activities and organizations, serve others, and reflect on their own personal development. As a result of the student experience at Texas A&M-Galveston, defined as Journey, students will be leaders of character ready to serve globally. The Journey will build cohesion in four developmental areas of: Self Discovery, Lifelong Learning, Cultural Competence, and Active Citizenship. Journey is a framework of learning goals, strategies and assessed outcomes that reinforces classroom and scholarly mastery of subject learning.

Strategies and Tactics:

- Embed Journey planning and assessment tool as broadly as possible in co-curricular programs
- Create a student repository or portfolio for his or her reflection.
- Create synergy between Journey and HullabalooU/SSI
- Embed Journey in AEFIS for assessment and tracking

Elevate Graduate and Professional Education

As Texas A&M has launched graduate and professional programs, the university has carefully focused on enrollment growth and program expansion. In the early 2000's, we made a major financial commitment to increase graduate student support. This injection of capital and energy allowed us to attract outstanding graduate students, enhance the quality of our graduate and professional programs, and advance our research mission. Because of that foundation, we are poised to become a leading national and international destination for graduate and professional education. Achieving the upper echelon of graduate institutions worldwide requires increased funding, enhanced services to improve student experiences, and structural changes and policies that adopt and showcase best practices. To better integrate doctoral education and faculty research, elevate the quality of all our graduate programs, and support professional advancement of our graduates and employees, we must cultivate a supportive environment and continue to innovate our academic programs. These efforts will allow our students increased opportunities to thrive during both their graduate education and professional careers. We identified 3 top directives with 2-5 goals and actions per directive.

Elevate Graduate and Professional Education

(continued)

DIRECTIVE: DEVELOP GLOBALLY RECOGNIZED GRADUATE AND PROFESSIONAL PROGRAMS

Strategies and Tactics:

Attract, develop, support, and graduate outstanding and diverse graduate and professional students.

- Explore diverse funding strategies and sources to support students (particularly PhD students), that is, external funding from various foundations (e.g., GATES and Moore) as well as traditional funding programs (e.g., NSF, NOAA and USEPA).
- Partnership with industry/business (e.g., pipeline for ABDs to have paid internships and program for reimbursement for tuition and fees) to fund graduate students, particularly those with directly applicable skills gained through certificate programs (e.g., GIS); may require formalized partnerships (e.g., MOUs).
- Federal agencies partnerships (e.g., Army Corps of Engineers, USGS, FEMA, Coast Guard) to establish pipelines with their employees that are seeking graduate education; may need to strategically target those agencies that are geographically close to the Galveston Campus but can promote online options as well.
- Expand financial support for international research experiences for graduate students (e.g., conferences, fieldwork, collaborations).

Deepen our engagement with graduate and professional alumni as life-long learners.

- Encourage alumni and public to take courses; recognize university policy of limit of 12 hours by non-degree seekers is important.
- Explore special courses that focus on current knowledge in field; can be mini-courses or workshops; should be held in Houston and in Galveston.

Elevate Graduate and Professional Education,

Directive: Develop Globally Recognized ... *(continued)*

Marketing and advertising to elevate graduate program visibility and prominence, both nationally and internationally, in academic and professional settings.

- Build more systematic collaboration with MARCOM, our marketing and communications unit on campus.
- Coordinate initiatives that build on current marketing (e.g., graduate viewbook) to promote a coherent narrative of Galveston Campus graduate programs focused on coastal and marine studies and innovation.

Expand professional master's programs, including integrative bachelor's and master's programs.

- Expand 3+2 programs including:
 - Maritime Studies and Master of Marine Resources.
 - Marine Engineering and Maritime Business Administration.
 - Marine Transportation and Maritime Business Administration (potentially).
- Further establish pipelines from undergraduates to 3+2 graduate programs.

Develop and promote inter and multi-disciplinary graduate certificates including:

- Certificate in Graduate Maritime Business Administration.
- JD MAAL (discussion with Texas A&M Law school already underway).
- GIS certificate for graduate students in Marine and Coastal Environmental Science.
- Natural Marine Processes for Engineering Design, NMPED (OCEN).

Promote collaboration with the existing and planned Texas A&M College of Engineering graduate programs on the Galveston Campus.

- M.S. and Ph.D. in Ocean Engineering (OCEN) with pending approval from THECB to offer them remotely.

Elevate Graduate and Professional Education

(continued)

DIRECTIVE: BUILD A CULTURE OF INCLUSIVE ADVISING, MENTORING AND PROFESSIONAL DEVELOPMENT

Strategies and Tactics:

Equip faculty and staff to better advise, mentor, and teach graduate and professional students and promote their professional growth.

- Leverage resources available at Texas A&M for mentoring (e.g., training).

Promote culture among faculty, staff, and administrators that supports graduate students as junior colleagues/partners.

Promote graduate student professional planning by:

- Encourage graduate programs to adopt requirements for individual development plan.
- Invest in professional planning tools for graduate students.
- Expand services from the Galveston Campus Career Services for graduate and professional students.
- Leverage existing Texas A&M resources (<https://vpr.tamutexas.edu/a-m-research/postdoctoral-scholars/idp-for-texas-a-m>).

Elevate Graduate and Professional Education

(continued)

DIRECTIVE: CULTIVATE ACADEMIC INNOVATION IN GRADUATE AND PROFESSIONAL PROGRAMS

Strategies and Tactics:

Develop infrastructure and learner support services to ensure a high-quality digital learning environment and to foster graduate and professional student community.

- Leverage existing technologies and invest in technological tools to create parallel virtual experiences for graduate students (e.g., thesis defense, committee meetings).
- Adopt forms that are designed to be digitally signed for approvals.

Enhance data collection on graduates (e.g., placement).

- Extract data from required exit survey and existing post-graduation surveys
- Extract data on placement from LinkedIn.
- Develop a core set of questions for exit survey and post-graduation surveys and enhance survey design to boost response rates on specific items (e.g., income) and overall.
- Develop partnership with Former Student Association who has information on graduates and Galveston Campus former students.
- Leverage data collected by graduate programs for assessment.

Strengthen and Harness our Research Enterprise

The purpose of this document is to create a pathway towards increasing the research footprint of the Galveston campus in the Gulf of Mexico, the nation, and the world, by identifying current areas of high interest/impact within the blue economy framework, signaling the university priorities for present and future investment on research, potentializing its impact, leveraging assets, capabilities, and expertise. With the current dependence of the people of Texas in the oceans for energy, food resources, recreation, and trade, the necessity of future development, and the requirement of its sustainable future, the concept of blue economy in the state has been growing during the first part of the 21st century. The concept of Blue Economy creates a framework to describe the resources and services the oceans provide that drive our economy, with a sustainable marine economic development model for the nation¹⁻⁴. Improving understanding of ocean resources and the dynamic interactions between the built and natural environment in coastal zones will favor the advancement of environmental, economic, and security interests for the state and nation.

To develop priorities under this framework, the areas of strategic investments by federal agencies¹⁻⁴ were examined along with a survey⁵ of Galveston Campus faculty, staff, and students. Of these, the blue economy themes of Coastal Resilience, Ocean Exploration, and Marine Transportation were ranked highest (>85%), with strong support for Seafood Production and Tourism and Recreation (>65%). Equally valued (>80%) were the areas “Power at Sea” and “Resilient Coastal Communities”⁶. These areas build on our current Pinnacles of Excellence: Marine-Focused One Health Research, Energy and Maritime Complex, and Coastal Resiliency and Viability (2015-2020 Strategic Plan).

To accelerate the momentum of innovation and research at the Galveston Campus in the next five years, we will focus on the blue economy which encompasses the use of our oceans and their natural resources for the economic development and wealth of the society in a manner that guarantees their ecological functions and its safeguard for future generations. To align with the universities strategic plan⁷ to strengthen and harness our research enterprise, we will focus on the following to both increase the breadth and scope of our research and expand the importance and impact of our research on Texas, in the Gulf of Mexico, the nation, and beyond.

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: COASTAL RESILIENCE-CLIMATE CHANGE, ANTHROPOGENIC IMPACTS, ENDANGERED SPECIES, MARINE CONSERVATION

Strategies and Tactics:

Promote the conservation of endangered and vulnerable species through initiatives such as the *Gulf Center for Sea Turtle Research*.

Promote the creation of partnerships with government agencies, academic institutions, and private industry to improve and protect the stewardship of living natural resources.

Incentivize and promote a resilient physical environment through research and partnerships for the sustainability of living natural resources.

Support the creation of new areas of research for the responsible development of the coastal zone where the quality of coastal and marine environments is factored into the process, including the support of ongoing initiatives in tourism and recreation.

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: OCEAN EXPLORATION-OCEAN AND COASTAL EXPLORATION

Strategies and Tactics:

Invest in the acquisition and creation of tools for exploration in the marine and coastal environments to lead the nation and the world in research innovation, particularly ocean mapping initiatives.

Build alliances with NOAA National Marine Fisheries Service and Flower Garden Banks National Marine Sanctuary for the study and exploration of the mesophotic and deep environments of the Gulf of Mexico.

Build partnerships with external organizations, including industry, national laboratories, and universities, to extend and leverage the reach of our research and our access to the coastal and open ocean environments of the Gulf of Mexico.

Invest in tools and technologies necessary for processing the big data necessary for the development of highly specialized products, including remote sensing, genomics, and robotics.

Perform research in ocean mining, oil and gas, and the exploration and exploitation of marine mineral resources.

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: MARINE TRANSPORTATION/POWER AT SEA-GREEN OR SUSTAINABLE SHIPPING, AUTONOMOUS MARITIME TECHNOLOGIES, AND RENEWABLE ENERGIES

Strategies and Tactics:

Lead the development of green shipping strategies for the Gulf of Mexico and the US by working with industry, including naval companies, ports, for the creation and implementation of green and sustainable shipping technologies and renewable energy from marine sources.

Accelerate the research efforts in cybersecurity in maritime industry/ commerce.

Elevate effort in the creation of technologies for the development of autonomous maritime vehicles including marine and offshore power systems and control.

Contribute to the research in energy generation from marine sources (sustainable and non-sustainable).

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: SEAFOOD PRODUCTION-SUSTAINABLE FISHERIES AND MARICULTURE

Strategies and Tactics:

Strengthen research in commercial and recreational fisheries in the Gulf of Mexico and beyond, particularly stock management for economic and conservation goals.

Promote the development of research in the aquaculture of key marine species in the Gulf of Mexico, utilizing the Sea Life Facility and other resources to their full potential.

Build alliances with federal and state agencies to support initiatives in fisheries and mariculture, particularly the state of Texas, to promote oyster mariculture in Galveston Bay.

Increase opportunities for the development of research in aquaculture and sustainable fisheries.

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: RESILIENT COASTAL COMMUNITIES-MARITIME RESOURCE CONFLICT, HUMAN RIGHTS AT SEA, TOURISM AND RECREATION

Strategies and Tactics:

Invest in, support, and grow research in humanities and social sciences (blue humanities).

Strengthen our ability to respond to the needs and opportunities of today and tomorrow.

- Participate and provide leadership for work of the *Institute for a Disaster Resilient Texas*.

Enhance the visibility of our researchers' expertise and contributions in shaping international policy through efforts in areas such:

- Maritime Conflict and Dispute Resolution
- Resource Ownership
- Piracy
- Law of the Sea treaty

Develop sustainable tourism and recreational opportunities.

Increase opportunities and social justice for all members of our society by enhancing understanding in the areas of human rights at sea, equal access to maritime resources, and development of coastal zones.

Strengthen and Harness our Research Enterprise

(continued)

DIRECTIVE: MARINE SYSTEMS AND TECHNOLOGIES – ADVANCED PROPULSION SYSTEMS, ALTERNATIVE FUELS, LNG SYSTEMS, HIGH VOLTAGE SYSTEMS, INTELLIGENT SHIP SYSTEMS AND RENEWABLE ENERGIES

Strategies and Tactics:

Working with industry and government, lead the development of advanced propulsion systems and generation of renewable energy from marine resources.

Accelerate the research efforts in cybersecurity of shipboard systems.

Elevate effort in the creation of technologies for the development of intelligent ship systems, including marine and offshore power systems and control.

Contribute to the research for the development of alternative marine fuels in support of sustainable shipping.

Grow and Support our World Class Faculty

A great university requires great faculty who lead by their teaching, their scholarly work to advance human knowledge, and their service to the institution, the state, nation, and the world. Texas A&M-Galveston will continue to attract such outstanding talent and provide an environment in which creativity and discovery can flourish and be translated into world-changing ideas, technologies, and graduates ready to tackle the world challenges. We will invest in people and in the tools of scholarship that both advance disciplinary fields and facilitate their collaboration and integration to tackle challenges at all scales. The university and our community are essential components in building an environment where all faculty can thrive professionally and personally.

Key Performance Indicators:

- In new hires, increase to over 35% URM faculty and to 50% women faculty.
- Increase by 50% the ranks of full professors.
- Retention and promotion of all faculty at comparable rates across demographic and ranks.
- Nominate senior faculty to prestigious and highly prestigious awards.
- Work with the Texas A&M Foundation to develop endowed Professorships (3-4) to recognize faculty members who have received national and/or international awards for scholarship or teaching.
- Reach at least 10% of faculty who are recognized nationally and/or internationally as impactful educators/outstanding research scholars.
- Increase proportion of tenure track faculty to at least 51%.
- Achieve in the next 5 years, no less than 90% of salary parity with comparative programs on the main campus across all faculty classifications
- Achieve 100% mentorship support of all newly hired faculty with senior faculty (Associate or Full Professor levels).

Grow and Support our World Class Faculty *(continued)*

DIRECTIVE: INVEST AND RETAIN OUR CURRENT FACULTY

Strategies and Tactics:

Foster a climate of respect and inclusivity for all faculty and address campus climate and equity issues proactively.

Proactively work with faculty groups and award committees to elevate the culture of faculty recognition at the university and increase nominations for university, national, and international awards in both scholarship and teaching.

Continue moving faculty salaries towards parity with similar main campus programs through equity corrections and merit-recognitions.

DIRECTIVE: RECRUIT EXCEPTIONAL FACULTY

Strategies and Tactics:

Hire faculty who are committed to student learning by supporting our campus strength in high impact practices (e.g., field work, undergraduate research, study abroad, and internships) and through the development of evidence-based pedagogical approaches.

Hire faculty who support interdisciplinary scholarship as well as strategic research foci in marine/coastal sustainability (e.g., renewable energies adoption and green shipping, understanding the processes of environmental change in marine and coastal ecosystems and the humans and built environment; maritime resource conflict and human rights at sea; and the human health dimension in coastal environments under change).

Hire more and more diverse faculty at all ranks who elevate the national and international recognition of the campus and have a passion for our special purpose.

Balance our hires of faculty on the tenure track vs. academic professional track to strategically advance our scholarship and academic outcomes.

Grow and Support our World Class Faculty *(continued)*

DIRECTIVE: SUPPORT CAREER PROGRESSION FOR ALL FACULTY

Strategies and Tactics:

In the next five years, the Galveston Campus will commit to a series of priorities to support career growth and development of our outstanding faculty.

Reward leadership and engagement in university strategic initiatives and in professional leadership beyond the university.

Develop a strong mentoring program for new faculty and develop senior faculty to adopt mentoring roles.

Enhance professional development programs to create succession plans in administration and subject areas.

Strengthen faculty shared governance by recognizing and rewarding faculty and administrators participating in shared governance and university related service activities.

Increase interdepartmental and campus communication, collegiality, and collaboration by sharing research, classroom experiences, ideas, and personal achievements regularly.

Revise faculty evaluation and promotion processes, particularly to recognize interdisciplinary scholarship and impacts.

Improve faculty productivity and retention by removing unnecessary administrative burdens.

Be a Best Place to Live, Work and Learn

The committee has identified two overarching strategic initiatives for the Galveston campus. First, the Galveston campus should join the “Great Colleges to Work for Program”. Second, initiate an effort to ensure that supervisors are assigning work to employees based upon strategic goals (priority should be given to things that align with our strategic initiatives).

DIRECTIVE: EMPLOYEE RECRUITING

Strategies and Tactics:

Recruit employees by emphasizing benefits and lifestyle.

Human Resources will create a Galveston Campus-specific webpage similar to the one developed by Texas A&M.

Determine the best recruit strategies for vacant positions.

DIRECTIVE: WORKLOAD

Strategies and Tactics:

Pursue opportunities to participate in main campus’s professional development and cross training initiatives.

Consider Job sharing options where feasible.

Utilize leaves of absence and administrative leave as applicable.

Promote the use of flexible work arrangements and alternate work locations as appropriate.

DIRECTIVE: RETENTION

Strategies and Tactics:

Explore the causes of turnover.

- Potentially through surveys

Be a Best Place to Live, Work and Learn *(continued)*

DIRECTIVE: OTHER EMPLOYEE BENEFITS (INCLUDING SSC AND CHARTWELLS EMPLOYEES)

Strategies and Tactics:

Promote the use of “PerksConnect” and “Aggie Partners” so individuals can take advantage of employee discounts.

With assistance from Galveston Campus Staff Council, determine what services are not available on campus that would be of value to employees and explore opportunities to make them available.

DIRECTIVE: FUNDING

Strategies and Tactics:

Utilize funding available for staff climate surveys to join the “Great Colleges to Work for Program” instead.

The committee would like clarification on how salary savings from vacant and eliminated staff positions is utilized so recommendations might be made concerning resource allocation for employee equity adjustments and requesting new positions.

Engage Texas and Beyond to Enhance our Impact

Engaging the research, teaching, and service of our university with the public builds upon our historical mandate and ensure public trust for generations to come. Meaningful external partnerships will allow Texas A&M-Galveston to further our impact by inviting and attracting local engagement, gaining increased legislative support, and program participation by populations who may never enroll as degree-seeking students in our university, but who will know and advocate for our impact in their lives. The global preeminence of Texas A&M-Galveston provides additional opportunities to enhance experiential learning for students, develop new collaborations for research, and create partnerships that extend the impact of our work.

Key Performance Indicators:

- Increase participation in university-offered continuing education, leadership training, and professional development by 100% as reported by the CMTS and Educational Outreach.
- Increase external public financial contribution to the Galveston Campus by 50% in sponsored projects for research deliverables or engagement, funded by contracts with communities or partnership agreements with industry or municipalities.
- Increase by 50% the number of patent disclosures, licensing agreements, and opportunities to transfer knowledge to application.
- Increase number of former students reporting impact on communities in the last 12 months through their personal civic participation, volunteerism, leadership, and service by 50%.
- Determine the baseline of the number of engagements of faculty scholarship, student service learning, and public partnerships with documented engagement processes, impact measurement, and public acknowledgment by partners and double those engagements in five years.

Engage Texas and Beyond to Enhance our Impact

(continued)

DIRECTIVE: BUILD EXTERNAL PARTNERSHIPS

Strategies and Tactics:

Extend partnerships and knowledge with local organizations, industries, K-12 and area higher education organizations (Galveston College, College of the Mainland, UTMB, San Jacinto, Lamar University, Lone Star College, GISD, area maritime high schools, Port of Houston, Port of Galveston)

Leverage faculty and staff outside organizational relationships

Train personnel on start-ups, intellectual property, and business development

Connect to the Galveston Campus ecosystem of statewide networks

Create an inventory of translational faculty research

Lead in marine and maritime continuing education, professional development, certifications, and leadership training to develop the workforce for the Blue Economy

Implement the Global Engagement Plan elements in Experiential Learning, Empowering Faculty and Enhancing Operations and Partnership Collaborations

Create marketing initiatives about former student impacts

Engage and recruit alumni to further student involvement to gain industry perspectives

Inclusion, Diversity, Equity and Accountability

Texas A&M Galveston is committed to creating an environment of inclusion, diversity, equity, and accountability (IDEA) for all students, staff, and faculty. The Civic Literacy, Inclusion, Diversity & Equity Committee (CLIDE) leads our campus' efforts by educating, developing, and promoting the campus' vision to support, enhance, develop, and sustain an inclusive, diverse, equitable, accessible, and accountable community. To be truly representative of the demographics of our state and the nation and to promote diversity of perspective, background, discipline, and heritage in meeting the Galveston Campus's special purpose mission, the campus incorporates diversity and inclusiveness as central tenets of our mission as well as central to the institution's core values of respect, excellence, leadership, loyalty, integrity, and selfless service.

The Galveston Campus CLIDE Committee utilizes civic literacy's capacities to 1) build critical thinking skills, 2) increase proficiency in understanding and bridging cultural differences and 3) enhance the ability to sympathize with the situation of others along with intercultural competency, or the capacity to shift behavior based on commonalities and differences by experiencing cultures and individuals with greater levels of complexity. The directives outlined below are proactive partnership opportunities to support and enhance recruitment, retention, and continued success of all Galveston Campus community members.

Inclusion, Diversity, Equity and Accountability

(continued)

DIRECTIVE: TRANSITION CLIDE FROM A COMMITTEE TO A UNIT

Strategies and Tactics:

Develop a funding mechanism(s) to sustain CLIDE's initiatives including the Intercultural Development Inventory, the Core Values and Cultural Competency Series, the Allies by the Sea program and CLIDE IDEA Seed Grants (current funding is generated from the Texas A&M President's Council on Climate and Diversity's evaluation of the Texas A&M Galveston Diversity Plan Accountability Report and the Chief Academic Officer's operational account).

Develop a funding allocation which supports permanent positions (full-time, part-time, faculty and staff and students) to support its initiatives.

Continue to develop the Galveston Campus's annual Diversity Plan Accountability Report with the Chief Academic Officer.

Promote and sustain The 1973 Center as a recruitment and retention resource and in its efforts to create a safe and supportive place for underrepresented students at Texas A&M Galveston.

Inclusion, Diversity, Equity and Accountability

(continued)

DIRECTIVE: EDUCATE THE CAMPUS COMMUNITY ABOUT CIVIC LITERACY, INTERCULTURAL COMPETENCY AND THE IMPORTANCE OF A CULTURE OF DIVERSITY AND INCLUSION OF ALL COMMUNITY MEMBERS

Strategies and Tactics:

Promote a more inclusive, diverse, equitable, accessible, and accountable campus for all Texas A&M-Galveston community members through CLIDE's existing and planned initiatives.

- Benchmarked by 2020 Climate Survey

Increase the current number of campus community members (faculty, staff, and students) completing the IDI Assessment by 75%.

Enhance student, faculty, and staff well-being and retention through existing, proposed, and planned CLIDE initiatives.

- Benchmarked by 2020 Climate Survey

Include a CLIDE committee member in the implementation of the Accountability, Climate, Equity and Scholarship Fellows program for faculty.

Seat a CLIDE committee member on the Strategic Enrollment Planning Task Force.

Implement a Learning Environment Enrichment Program (modeled on the Texas A&M College of Medicine's program) that recognizes and highlights exemplary inclusion, diversity, equity, and accountability actions within the campus community through an annual celebration, Aggie Core Value coins, and personalized communication to the honoree(s) and their supervisor.

Model civic literacy and community engagement by developing relationships with external partners to help support the campus' mission to serve the state of Texas.

Promote the connections between Texas A&M Galveston's land/sea grant mission by acknowledging the ancestral homes of indigenous peoples including Karankawa, Coahuiltecan, and Atakapa-Ishak and our shared legacy of stewardship.

Inclusion, Diversity, Equity and Accountability

(continued)

DIRECTIVE: BUILD TEXAS A&M GALVESTON'S INSTITUTIONAL CAPACITY TO PROMOTE AGGIE CORE VALUES OF RESPECT, EXCELLENCE, LEADERSHIP, LOYALTY, INTEGRITY, AND SELFLESS SERVICE THROUGH CAMPUS INCLUSION, DIVERSITY, EQUITY, ACCESS, AND ACCOUNTABILITY

Strategies and Tactics:

Implement a bimonthly Intercultural Development Plan Accountability workshop that enables campus community members to complete the Intercultural Development Plan.

Increase the number of CLIDE Core Values & Cultural Competency Series professional development opportunities from four per semester to five to emphasize Aggie Core Values as a foundation to cultivate intercultural competency.

Promote the Allies by the Sea intersectional allyship program as a professional development opportunity to engage faculty, staff, and students in ongoing conversations about IDEA as well as to establish an accountability mechanism for allyship work.

Addressing the Demands of Infrastructure

We often think of infrastructure to mean the necessary mechanical, electrical and plumbing needs for the campus. While that component is part of this committee's charge, we also must include the people, technology, and financial elements necessary to undergird the growth to 2,730 students by 2024.

Key Performance Indicators

- Over 2700 students enrolled by 2024
- 100% of employees have complete Aggie Allies training
- 10% increase in faculty to student ratio
- 100% of cadets are trained on a Galveston Campus-owned vessel
- 100% of teaching, research and administrative space equipped with university-standard technology
- Reduce deferred maintenance by 5% by 2024 and an additional 5% by 2029
- Increase reserve fund by 50%

DIRECTIVE: PEOPLE – DIVERSE, HIGH-QUALITY FACULTY AND STAFF TO SUPPORT GROWTH

Strategies and Tactics:

Align outsourced services to support growth.

Engage and support groups whose mission is to help promote and understand the value of diversity and inclusion (i.e., CLIDE, Aggie Allies, ADVANCE, Center for Teaching Excellence, ACES, etc.).

DIRECTIVE: HIGH-QUALITY SPACE THAT MEETS THE NEEDS OF FUTURE STUDENTS

Strategies and Tactics:

Improved Training Vessel and Ship support.

Fully sufficient mechanical, electrical, and plumbing throughout campus.

Fund deferred maintenance.

Maintain furnishing and fixtures in teaching and research spaces.

Addressing the Demands of Infrastructure *(continued)*

DIRECTIVE: LEADING EDGE TECHNOLOGY TO SUPPORT TEACHING, RESEARCH, ADMINISTRATIVE AND RESIDENCE SPACES

Strategies and Tactics:

Maintaining IT infrastructure and teaching, research, administrative and residence space technology,

Standardized computing resources to support a remote workforce,

DIRECTIVE: INCREASE REVENUE STREAMS

Strategies and Tactics:

Maintain adequate reserve balances for emergencies.

Addressing the Demands of Infrastructure *(continued)*

DIRECTIVE: OTHER EMPLOYEE BENEFITS (INCLUDING SSC AND CHARTWELLS EMPLOYEES)

Strategies and Tactics:

Promote the use of “PerksConnect” and “Aggie Partners” so individuals can take advantage of employee discounts.

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