

## ArtSci Strategic Plan – Preliminary Planning Report

### Valuing People and Missions

#### Overview

The working group is charged with developing plans for elevating the value and the visibility of our people and missions inside and outside Texas A&M University. The group engages with multiple stakeholders, including faculty, staff, former students, and donors. The goals of this working group are to develop plans to promote and reward faculty; to construct an effective staffing structure for the future; to elevate our alumni relations and former student engagement; to increase financial support from donors and former students; and to enhance our marketing and communication efforts.

#### Opportunities

The University and College's distinguished faculty research and teaching programs, which span diverse fields and contribute to significant global advancements, provide a solid foundation for promoting interdisciplinary collaboration and innovation. Offering robust career paths for staff ensures a motivated and skilled workforce, which is essential for maintaining excellence in education and research. Additionally, engaging current and former students through the Aggie Network fosters a sense of community and loyalty, enhancing alumni relations and support. Effective marketing and communication efforts are critical to supporting, celebrating, and promoting work across the college.

#### Objectives

**Objective 1:** Increase the recognition of faculty across ArtSci

**Rationale:** Internal and external awards and recognition elevate the faculty of Texas A&M and can serve as valuable aspects of recruiting and retention.

##### Actions:

1. Develop unit level plans for identifying and nominating faculty for internal and external awards.
2. Create programming for sharing of best practices.
3. Create calendar and communication plan for distribution.
4. Identify faculty for MarCom spotlights.

**Objective 2:** Improve awareness of APT faculty roles and titles

**Rationale:** Clarity of APT roles and titles among administrators and faculty enhances APT faculty performance and job-satisfaction.

##### Actions:

1. Prioritize consistent practices on appointment letters with regards to areas of faculty effort.
2. Integrate annual review with feedback loop on promotion.
3. Create APT faculty specific development programming, including panel discussions for new (years 1-3) APT faculty with senior APT faculty.

**Objective 3:** Promote and facilitate faculty identification with ArtSci

**Rationale:** Future of ArtSci fosters core strengths through programs that bring faculty together in a unified vision of the college.

**Actions:**

1. Facilitate the creation of collaborative communities that include faculty across ArtSci.
2. Create college-wide guidelines to facilitate team teaching.
3. Provide support for faculty in full range of research and teaching areas, and other professional activities.

**Objective 4:** Create model communications plan

**Rationale:** Comprehensive communications with faculty drive engagement, increase visibility, and encourage faculty governance.

**Actions:**

1. Evaluate the efficiency and effectiveness of College communications with faculty.
2. Assess and improve website framework, including calendars of events.
3. Assist in support of faculty communications through exploration of in-house internships for student journalists.

**Objective 5:** Build a culture where the people and missions of College staff are valued by enhancing career paths, professional development, recognition, mentoring, and retention across our academic departments and units

**Rationale:** Successfully developing staff requires a systemic approach over the course of their career in the College including recruitment, development, mentoring, and retention. The recent creation of the College and the University's move to centralization creates an opportunity to reassess our procedures and practices regarding staff by creating a strategic staff hiring plan to support the College, systematic training, and professional development programs.

**Actions:**

1. Develop a strategic staff hiring plan to support growth in tenure-track and APT hiring that: (a) supports research, teaching, and student success, and (b) aligns with ratios in other Texas A&M Colleges, schools, and peer institutions.
2. Address College of Arts and Sciences staff salary disparity and compression issues within the College and in comparison to other Texas A&M Colleges and schools.
3. Create additional pathways for recognition beyond college-level staff awards and the One Time Merit program to celebrate and reward outstanding staff accomplishments and efforts. Showcase the work and accomplishments of staff through regular announcements to boost visibility and enhance morale and retention.
4. Launch a Career Paths Project so the College can better understand the desired career paths for staff and whether certain key positions in the College need to be redesigned to create an accessible meaningful career path for staff members.
5. Create a comprehensive training and leadership development program within the College by: (a) creating systematic training for common staff positions, (b) funding external professional development opportunities, (c) creating a Staff Leadership Academy, and (d) developing unit-level plans for staff development and peer mentoring.
6. Enhance professional communication between staff teams and academic leadership within and between units to engage staff and keep them informed.

7. Create a Staff Council.
8. Develop procedures and practices to facilitate better interaction among our College and centralized staff members and streamline workflows.

**Objective 6:** Build rewarding relationships with former students through education, engagement opportunities and meaningful connections to advance the mission of the College

**Rationale:** Strong relationships with the College's former students benefit our students and provide support for our programs.

**Actions:**

1. Improve contact information for former students.
2. Create opportunities to engage with departments both on and off campus.
3. Develop advisory/development councils for all departments.
4. Develop mentorship programs across the College.
5. Collaborate with MarCom to market "new" College to former students.
6. Collaborate with MarCom to increase the social media presence for all departments.
7. Create meaningful opportunities for former students to return to campus.

**Objective 7:** Build rewarding relationships with current students to teach the importance of staying engaged with their alma mater and share what the Office of Alumni & Donor Relations does

**Rationale:** Creating relationships with students while they are on campus will aid in future engagement endeavors as they become former students.

**Actions:**

1. Teach current students how to be former students.
2. Establish programs that create touch points between former and current students.
3. Participate in college-wide student organizations.
4. Create ArtSci ambassadors to work/assist with donor/former student events.

**Objective 8:** Intentionally inspire the College's internal and external relationships through strategic education and engagement to align their passions in a meaningful way

**Rationale:** Creating and nurturing relationships through education and engagement with the College will enhance development opportunities.

**Actions:**

1. Showcase departmental activities to align with donors' interests.
2. Establish departmental tours showcasing strengths, research, etc.
3. Invitations to lectures, seminars, etc. (i.e., Fallon Marshall, Glasscock Book Prize).
4. Create meaningful campus activities for donors.
5. Coordinate departmental milestones with donor outreach.
6. Create stewardship events to bring donors to campus to showcase impact.
7. Continued evolution of the College's stewardship activities.
8. Create comprehensive stewardship plan for lead College donors.
9. Continued production of stewardship impact reports and messages of impact.
10. Increase collaboration with the Texas A&M Foundation to support and expand donor opportunities.
11. Increase number of development officers fundraising for the College.

**Objective 9:** Raise the College's visibility by increasing awareness of internal and external audiences and enhancing the brand

**Rationale:** To help the College grow to preeminence, we must engage in marketing and communications activities that increase awareness of the College and enhance its reputation.

**Actions:**

1. Develop and implement a strong annual marketing plan to include the development of the College's mission and vision; identification of audiences; the development of strategies and tactics to reach these audiences and the implementation of tools to measure and track the success of the plan.
2. Prioritize, strengthen, and promote impactful College research and faculty to raise College visibility and reputation to improve rankings, and to communicate with peer institutions, funding agencies and prospective graduate students.
3. Grow audience engagement through creative strategies and tactics and by educating and utilizing College faculty, staff, and students to provide consistent and accurate messaging with audiences.
4. Commit Marketing and Communications resources to activities that support the priorities of the strategic plan. Other requested projects will be accommodated as time and capacity allows or through outsourcing and/or creating embedded positions in departments and centers.

**Objective 10:** Align messages and promotion among departments, College, and University

**Rationale:** Better alignment with the University, College departments, units and centers and TAMU affiliate development organizations will expand the reach and visibility of the College and thereby, the impact of its messaging.

**Actions:**

1. Support University, AFS and Foundation campaigns through greater collaboration and participation. Developing related content and supply interviews leads to actively participating and supporting these campaigns and goals.
2. Create a formal expert list of College researchers to assist Central MarCom with national media pitching and placements.
3. Support Alumni and Donor Relations communications to foster relationships and engagement of former students and help raise funds for scholarships, new facilities, etc.
4. Increase engagement and participation in department, center and University meetings and events. Identify common threads between departments/centers to foster multi-disciplinary projects and enhance working relationships.

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