Mission Statement
Support the educational mission of Texas A&M University (TAMU) through evidence-based professional development opportunities promoting proven and innovative instructional approaches aligned with faculty and student success.

Diversity Statement
Recognize the integral value of diverse perspectives and inclusive teaching approaches; strive to ensure that all faculty, teaching assistants, and students, regardless of their identity, can excel.

Strategic Goals
The Center for Teaching Excellence (CTE) has developed tactics in alignment with the three goals within Texas A&M University: An Ideal 21st Century University vision and influenced by the Aggie Core Values. Further, a fourth goal associated with the CTE mission is articulated.

TAMU Vision GOAL 1: Provide an outstanding educational experience for all students as evidenced by:

1. Enhanced learning outcomes
   In support of this institutional goal, CTE will:
   - Assist faculty instructing undergraduates and graduates in the development, implementation, and assessment of student learning outcomes through one-on-one consulting, course design workshops, and curriculum updates utilizing the evidence-based curriculum (Re)Design Process conceptualized and optimized by the CTE team.
   - Enhance faculty instructing and mentoring graduate students in the development and implementation of an Individual Development Plan (IDP) utilizing the CTE designed Transformative Doctoral Education Model implemented in collaboration with faculty working on NSF-NRT graduate training grants and the Office of Graduate and Professional Studies.
   - Support faculty and teaching assistants to purposefully integrate the seven broader institutional student learning outcomes as well as outcomes articulated by accrediting bodies.
   - Encourage faculty to define learning outcomes that address current global and societal issues within their discipline.

2. Strong appreciation for the value of the educational experience
   In support of this institutional goal, CTE will:
   - Support faculty in developing their vision for the educational culture, core values, and mission set forth by the institutional leadership.
• Engage faculty in defining their role regarding the educational environment.
• Support faculty in recognizing today’s student and the value of student diversity to create an inclusive educational environment where all students appreciate the benefit of transformational learning experiences.
• Support faculty and teaching assistants by increasing effective instructor-student communication utilizing the CTE-English Language Proficiency program.
• Promote interdisciplinarity among faculty during program updates to increase information-sharing across disciplines for potential development of a more integrated set of knowledge and skills for students.

3. *High completion rates*; and 4. *Timely graduation norms*
In support of these institutional goals, CTE will:
• Collaborate with program faculty, current students and advisors to review, redesign and enhance undergraduate, masters and doctoral programs.
• Use data informed approaches to help minimize barriers to student success.
• Engage faculty instructing gateway courses in analyzing the barriers to student learning and persistence.
• Encourage faculty in redesigning their courses to include high-impact learning experiences, meaningful assessments, and resources to fill gaps in student knowledge and skills.
• Support departments, programs, and faculty in developing communities of learners that build a structure of social support around students.
• Support departments to incorporate transfer student success through leveling courses.
• Assist faculty mentoring graduate students to be co-developers of the student-directed career path.
• Support faculty educating graduate students in adjusting to the shift in graduate education through current research on change theory, the future of industry, interdisciplinarity, entrepreneurialism, and global and societal needs.
• Assist faculty with mentoring graduate students using the Individual Development Plan to align students’ skills, professional objectives and course of study to support timely program completion.

4. *High placements upon graduation*
In support of this institutional goal, CTE will:
• Facilitate new program design and curriculum updates aimed at strengthening and aligning units to the changing demands of the workplace, the State of Texas and our global society.
  o Gather data and insights from employers to design and update curriculum (i.e., meeting employers’ current needs).
• Incorporate feedback from graduates and potential employers in developing high-impact learning experiences for undergraduate students.
• Facilitate enhanced and on-going professional development for graduate students as recommended in the Transformative Doctoral Education Model.
• Assist faculty with mentoring graduate students using the Individual Development Plan to align students’ skills, professional objectives and course of study to support career goals.
• Support faculty in preparing students to bridge the gap from student to professional by building a professional identity, potential contribution to the profession, and confidence in their ability to innovate and adapt in their career.

TAMU Vision GOAL 2: Produce impactful new knowledge, innovations, and creative works as evidenced by:

1. High citation, utilization, and display of scholarly outputs
   In support of this institutional goal, CTE will:
   • Conduct educational research in support of programs and initiatives offered in the CTE.
   • Publish in scholarly journals and conference proceedings.
   • Present at local, national and international conferences.
   • Collaborate with faculty and academic units in pursuit of grant support and publications associated with the scholarship of teaching and learning.

2. High levels of support for our scholars
   In support of this institutional goal, CTE will:
   • Collaborate with faculty on federal proposals in support of changing and/or studying education.
   • Assist faculty in describing the educational component of grant proposals.
   • Consult with faculty on defining teaching impact for teaching awards, publications, and presentations.
   • Provide education and resources to instructors regarding teaching and student learning.
   • Conduct teaching observations and offer feedback to instructors.
   • Offer faculty development, resources, and services promoting evidence-based practices in teaching and learning including high-impact practices.

3. Recognition of our scholars
   In support of this institutional goal, CTE will:
   • Showcase excellence in teaching at Texas A&M by awarding faculty grants to enhance new ideas and innovation in the classroom through Montague-CTE Scholar Awards, Aggies Celebrate Teaching! Recognizing Transformational Learning Awards and other initiatives supported by the Institution.
• Nominate faculty members with demonstrated teaching expertise for the Presidential Professor for Teaching Excellence.
  o Assist faculty members in preparation of supporting materials regarding teaching.
• Nominate CTE Faculty Fellows demonstrating excellence in teaching and interest in mentoring colleagues.

4. Contributions to solving society’s grand challenges
   In support of this institutional goal, CTE will:
   • Assist faculty in defining knowledge, skills, and values needed to address current global and societal issues within their discipline, which may require expanding to include additional disciplines (interdisciplinary). Assist in designing an updated curriculum to develop the identified knowledge, skills, and values.
   • Provide training to enhance the communicative competence of faculty and teaching assistants.

TAMU Vision GOAL 3: Place the needs of the public good at the forefront of our mission as evidenced by:

1. Exercising responsible stewardship of the State’s resources
   In support of this institutional goal, CTE will:
   • Offer local or remote access to professional development of teaching for instructors.
   • Build awareness of changing social and cultural demographics in the State and its influence on student success.
   • Seek external funding through donors.
   • Collaborate with faculty to seek federal grant funding.
   • Assist faculty with the educational component of federal funding proposals.

CTE Mission Goals: Create and facilitate professional development that promotes excellence in teaching and learning aligned with student success as evidenced by:

1. New faculty and teaching assistants confident and effective in their teaching early in career
   In support of this institutional goal, CTE will:
   • Showcase services and programs offered at the CTE through orientations and departmental overviews (e.g. graduate student, new faculty, etc.).
   • Offer foundational workshops that provide tools and skills for new faculty and new teaching assistants.
   • Support new faculty and teaching assistants in course creation through reviews of syllabi and learning outcomes ensuring alignment with University syllabus standards and Universal Design of Learning.
Facilitate the development of an onboarding process to orient new faculty and teaching assistants to the program curriculum.

2. **Instructors’ effective use of transformational teaching practices**  
   In support of this institutional goal, CTE will:
   - Encourage knowledge and use of transformational teaching practices through one-on-one consulting, workshops, program redesigns, and conference participation.
   - Support faculty and teaching assistants by:
     - Connecting classroom engagement to student retention and success.
     - Promoting their successful use of transformational practices with colleagues across disciplines.
     - Encouraging development of self-reflective and self-directed skills in undergraduate students.

3. **Instructors’ effective communicative skills**  
   In support of this institutional goal, CTE will:
   - Offer formative feedback regarding effectiveness in both oral and written communication and teaching.
   - Review written materials for clarity and goal alignment with assessments.
   - Encourage instructor reflection on practice.

4. **Instructors in pursuit of new and innovative teaching techniques**  
   In support of this institutional goal, CTE will:
   - Encourage faculty and teaching assistants in developing new tools and skills in teaching and learning.
   - Encourage faculty and teaching assistants in developing new educational techniques based on current research and pedagogical theories.
   - Support faculty and teaching assistants in practicing new educational techniques and determining the effectiveness through the Scholarship of Teaching and Learning.
   - Encourage faculty and teaching assistants to publish their results.

5. **Instructors prepared to teach in new learning spaces and environments**  
   In support of this institutional goal, CTE will:
   - Support instructors teaching in 21st century and makerspace learning environments to create new strategies, adjust current strategies, and evaluate their effectiveness using evidence-based theories.
   - Offer opportunity for instructors to practice teaching in new or mock spaces.
   - Study and encourage innovative learning environment strategies.
6. **Graduates entering into academia competent in teaching skills and therefore more competitive**
   In support of this institutional goal, CTE will:
   - Support instructors by partnering with national teaching and mentoring initiatives including [Center for the Integration of Research, Teaching and Learning (CIRTL)](https://cirtl.org).
   - Expose graduate students to services and programs offered at the CTE during graduate student orientation.
   - Offer workshops and sustainable programming regarding fundamental components of teaching and student success.
   - Provide future instructors with hands-on learning and practice in the art and science of teaching and learning through the [CTE Academy of Future Faculty](https://cte.tamu.edu/academy-of-future-faculty).

7. **Faculty in and across departments engaging in dialogues to set strategies and pursue change**
   In support of this institutional goal, CTE will:
   - Offer consultation services regarding facilitation of faculty dialogues and change management.
   - Encourage faculty collaboration regarding teaching techniques, regardless of academic discipline.