



2025-
2030

Texas Target Communities
**Strategic
Plan**



TEXAS A&M UNIVERSITY
Texas Target
Communities

Goal 1

Support low-capacity communities by proactively leveraging resources



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Objective 1.1

Develop additional community resources beyond service-learning project deliverables

Action 1.1.1 Develop a community facilitation guidance for the community “core team” so they can utilize and replicate beyond the project scope.

Action 1.1.2 Produce 3 guidebooks for common community challenges (e.g. affordable housing).

Action 1.1.3 Develop a “Community Reading List”.



Goal 1

Support low-capacity communities by proactively leveraging resources

Objective 1.2

Offer a range of community engagement services

Action 1.2.1 Create a menu of community engagement levels and intensities that best suit project and community needs (low, medium, high).

Action 1.2.2 Offer coaching services after project completion that is iterative, on-going, or as-needed (consider APLU foundations of practice resource for coaching).

Action 1.2.3 Train 1 team member on graphic facilitation and offer as additional service.



Goal 1

Support low-capacity communities by proactively leveraging resources

Objective 1.3

Grow external funding through federal and state grants and philanthropic support in order to best subsidize low capacity communities (also see Goal 5)

Action 1.3.1 Grow giving accounts with the Texas A&M Foundation.

Action 1.3.2 Successfully receive external funding with researchers to support staff salaries (\$250,000 annually).

Action 1.3.3 Hire grant-writing specialist to support TxTC grant writing, as well as, community grant writing



Goal 2

Support, train, and advise instructors, researchers, and students on community-engaged learning, community-engaged research, and participatory community planning



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Objective 2.1

Revamp the TxTC Faculty Affiliate Program to buttress an elite cadre of engaged scholars and community service providers

Action 2.1.1 Enhance processes and criteria for the TxTC Faculty Affiliate Program (including communication, a Research Projects Criteria Intake Form, budgeting processes, and Authorship Guidelines).

Action 2.1.2 Provide resources and services to instructors and researchers, prioritizing APT faculty (scoping and syllabus development; incentives within P&T requirements, Interfolio system, summer salary or service release opportunities; an online community engagement training; COA instructors and researchers consulting office hours).

Action 2.1.3 Identify opportunities for instructors to showcase projects and participate in 1 annually (e.g. tactical urbanism project at the TxAPA Conference 2025 in College Station, awards, on-campus, etc.)



Goal 2

Support, train, and advise instructors, researchers, and students on community-engaged learning, community-engaged research, and participatory community planning

Objective 2.2

Develop and pilot a framework to engage design instructors in a Community Design Center

Action 2.2.1 Identify and engage with instructors ready and willing to participate in a Community Design Center model.

Action 2.2.2 Explore rural affordable housing demand with the Division of Academic and Strategic Collaborations.

Action 2.2.3 Develop a Theory of Change and action plan for community design needs.

Action 2.2.4 Develop a new TxTC Call for Design Projects.

Action 2.2.5 Pilot a Community Design Center project



Goal 2

Support, train, and advise instructors, researchers, and students on community-engaged learning, community-engaged research, and participatory community planning

Objective 2.3

Enhance the student experience by offering additional course offerings, preparation for TxTC projects, and recognition

Action 2.3.1 Understand course sequencing and identify the appropriate level of project scope with community project needs and community engagement opportunities, particularly within the BSURPN and BED (e.g. ARCH and COSC courses within preservation, documentation, and surveying)

Action 2.3.2 Develop 3 training modules for students in engaged-learning classes

Action 2.3.3 Explore past efforts and current opportunities to certify the enhanced student knowledge gained through TxTC projects, such as community engagement certificate or concentration.



Goal 3

Share our impact across audiences



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Objective 3.1

Develop a communication plan to showcase our value and the accomplishments of instructors, researchers, students, and community partners.

Action 3.1.1 Work closely with SOA MarCom to articulate our communication strategy and meet quarterly to execute communication goals.

Action 3.1.2 Expand our communication network and connect regularly, considering digital vs. printed materials (Extension Agents, COGs, Texas APA, TDEM, TML).

Action 3.1.3 Revisit existing and develop new outreach and marketing materials (website, one-page flier, LAUP 3rd Floor Display, annual report, quarterly newsletter for different audiences (institution; faculty; community)).

Action 3.1.4 Increase social media presence by posting twice monthly.

Action 3.1.5 Add 6 podcast recordings annually.



Goal 4

Execute and manage projects efficiently and productively



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Execute and manage projects efficiently and productively

Objective 4.1

Regain administrative staff support.

Action 4.1.1 Work with LAUP to identify shared opportunities.

Action 4.1.2 Write staff positions into grants.

Action 4.1.3 Identify and utilize scheduling and calendar applications



Goal 4

Execute and manage projects efficiently and productively

Objective 4.2 Enhance team organization

Action 4.2.1 Utilize Microsoft Teams for all project management of collaborative projects and TxTC processes.

Action 4.2.2 Establish 2-hour “deep dive” working sessions for team collaboration and creative explorations.

Action 4.2.3 Build a more effective and regimented process for evaluating impacts (as part of project checklist) including track research impact numbers.

Action 4.2.4 Revisit archiving process and develop protocols to include in Faculty Affiliate Program guidance and Microsoft Teams.



Goal 4

Productively manage projects

Objective 4.3

Invest in our people

Action 4.3.1 Increase professional development opportunities for the team by financially supporting 1 training annually in community coaching, graphic facilitation, or maintaining planning credentials.



Goal 5

Maintain connections with institutional and external partners



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Objective 5.1

First, prioritize the needs of the Department of Landscape Architecture and Urban Planning.

Objective 5.2

Stay connected with the College of Architecture.

Objective 5.3

Engage with the University community at-large.

Action 5.1.1 Develop and manage the Community Engagement Lab

Action 5.2.1 Attend meetings biannually with Department Heads, attending the COA Research Council, and attending the Dean's D3 meeting.

Action 5.3.1 Host a campus conference on Broader Impacts.



Goal 5

Maintain connections with institutional and external partners

Objective 5.4

Pursue TxTC Advancement that focuses on development, fundraising, and marketing

Action 5.4.1 Identify and develop a detailed list of the landscape of peer organizations that do on-the-ground community work.

Action 5.4.2 Seek foundational support (specifically, establish a \$10 million endowment; raise \$110,000 annually for community projects as part of the TxTC “Good Neighbor Fund”; raise \$300,000 to pilot the Community Design Center to design-build affordable housing in Texas and \$200,000 per additional affordable home design-build).

Action 5.4.3 Work with legislative liaisons to embed TxTC work into Texas Legislative mandates.

