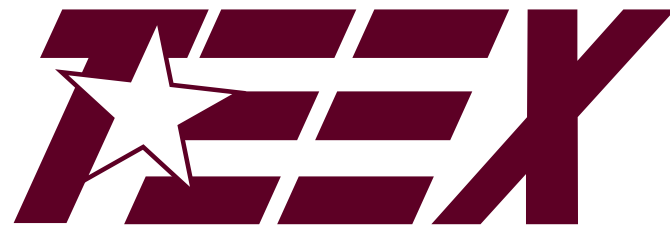


TEXAS A&M ENGINEERING



EXTENSION SERVICE

STRATEGIC PLAN

TEXAS A&M ENGINEERING EXTENSION SERVICE

FISCAL YEARS 2014 - 2018

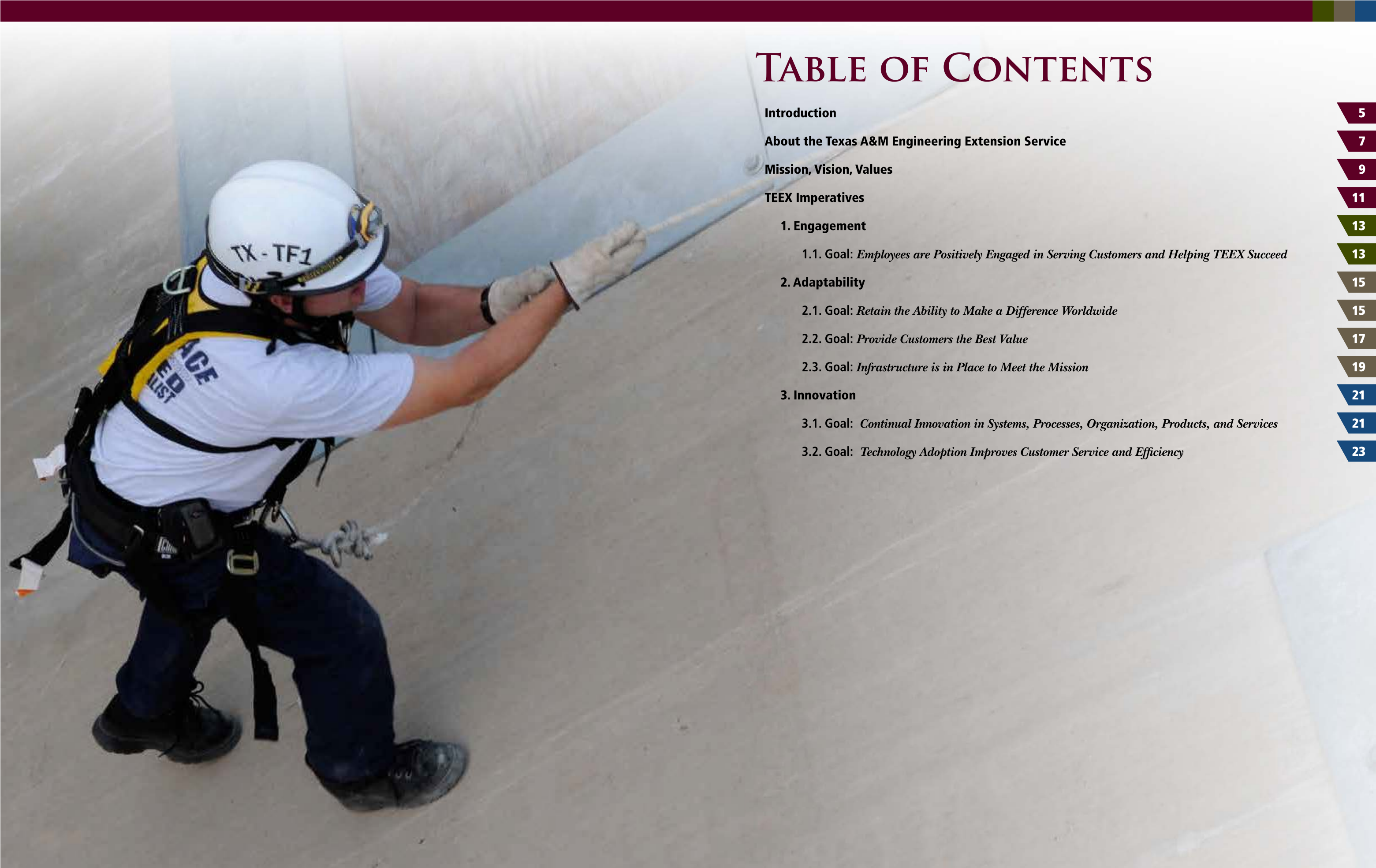


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INTRODUCTION

The Texas A&M Engineering Extension Service (TEEX) Strategic Plan provides a way forward to achieve our agency vision. It assumes that we will continue to perform our mission and will strive to meet requirements of federal, state and local laws, as well as Texas A&M University System policies and regulations. We will continue to build a culture of Ethics and Compliance that focuses on customer service.

The TEEX Strategic Plan, which supports the TEEX vision, is joined by a family of plans that support the TEEX mission. They are:

- Enterprise Risk Management Plan
- Compliance Plan
- Disaster Recovery Plan
- Information Technology Strategic Plan
- Marketing Strategy
- Business Continuity Plan which also includes an Emergency Management Plan and a Pandemic Flu plan.
- TEEX Capital Improvements Plan (TBP)
- Emergency Operations Training Center (EOTC) Business Plan (TBP)

Individual divisions of TEEX may also have strategic plans.

The TEEX Strategic Plan has three imperatives:

- Engagement
- Adaptability
- Innovation

Goals are included for each imperative along with strategies for achieving the goal and the method for measuring success in achieving the goal.

The Strategic Plan is dynamic and reviewed annually to ensure it continues to provide the guidance TEEX needs to achieve our vision. This plan replaces the September 2012 revision of the Texas A&M Engineering Extension Service Strategic Plan for Fiscal Years 2011-2015.



■ ABOUT TEEX

Every day millions of Americans are touched by training delivered at TEEX facilities or training delivered directly to communities in every state and territory. Our students represent individuals seeking entry and professional level career training and advancement. From training in fire and emergency services to water and wastewater management, from economic and workforce development to cybersecurity, from law enforcement to urban search and rescue, TEEX delivers the training that keeps our communities and infrastructure safe and secure.

TEEX is the recognized leader in training for emergency response, industrial safety, and public works. TEEX has continually expanded our mission by providing training for individuals in a vast array of professional disciplines meeting the needs of an ever changing and diverse workforce. TEEX, through its partnership with the National Domestic Preparedness Consortium (NDPC) and the National Cybersecurity Preparedness Consortium (NCPC), is delivering training across the country that allows communities to prepare and practice for possible threats. TEEX training enables communities to be more resilient in times of natural and man-made disasters.

Extension is more than just part of our name. TEEX reaches out to communities through extension programs. The TEEX Product Development Center captures the spirit of the extension mission by assisting entrepreneurs in testing and improving products. We strengthen the workforce through advanced manufacturing training programs.

TEEX enterprise programs allow for reinvestment in training facilities that provide our students with essential experiential learning opportunities. The Brayton Fire Training Field is the largest liquid fueled fire training facility in the United States. The Emergency Operations Training Center provides simulation based emergency management training to jurisdictions of all sizes. Disaster City® is the gold standard in search and rescue training facilities and TEEX delivers training for all 28 FEMA Urban Search and Rescue teams.

TEEX responds in times of disaster. As the sponsoring agency for Texas Task Force 1 (TX-TF1), the most deployed team in the FEMA system, TEEX makes a difference in communities both near and far.

The mission of TEEX is to make a difference by providing training, developing practical solutions, and saving lives. As we expand our services nationally and internationally we garner resources to better serve Texas. We envision being sought out by other organizations for guidance on best practices in training. We are uniquely situated to draw upon the technical expertise and research innovations of the Texas A&M University System. TEEX currently trains over 170,000 students each year, of which 105,000 are from Texas. Students completing TEEX training leave with skills that they can immediately apply in the workplace. We must provide the opportunity for training excellence to an expanding population base. Because we are an enterprise based agency we must continually and rapidly adapt to meet customer needs.



MISSION, VISION, VALUES

Mission

TEEX makes a difference by providing training, developing practical solutions, and saving lives.

Vision

TEEX is an adaptive and innovative service agency making a difference worldwide.

Values

- S Safety** *We place safety and well-being above all by focusing on prevention and response.*
- T Teamwork** *We embrace collaboration and encourage involvement.*
- A Adaptability** *We rapidly adjust to the needs of our team members, our customers, and our environment.*
- R Respect** *We value the unique skills and ideas of every individual.*
- S Stewardship** *We commit to the wise management of our human, natural, and material resources.*

STAR
of Service





TEEX IMPERATIVES

Engagement

Employee engagement is the driving force for our Strategic Plan. It is not a program. Employee engagement occurs when an employee's professional goals align with TEEX goals. Frequent and effective communication allows the employee to understand how what they do affects the overall mission and goals of TEEX and how they can serve customers. Engagement supports the imperatives of adaptability and innovation because engaged employees seek innovative ways to better serve customers. They make adaptive changes to achieve personal and agency success.

Adaptability

The world changes constantly and brings new opportunities and sometimes eliminates old ones. TEEX must adapt to meet changing circumstances. Our success depends upon our ability to anticipate and respond to threats and opportunities. We must cope with high impact events and recover quickly, but we must also cope with extended periods of difficulty. Success comes from monitoring the dynamic environment, regularly assessing processes and the organizational structure, and then making process and organizational changes when needed. We become more adaptable as an agency through crisis preparation, building flexible processes and structures, and monitoring emerging issues. Strategically we focus on building adaptability so that when we need to adapt to thrive we can do it quickly.

Innovation

Closely linked to adaptability is innovation. Creativity becomes innovation when we take an idea and actually do something. Innovation may be in our products, but just as importantly it may be in our processes and managerial approaches. Ultimately TEEX is our product. Strategically we strive to create a culture that fosters innovation by focusing efforts on achieving results.



1. ENGAGEMENT

1.1. Goal: *Employees are Positively Engaged in Serving Customers and Helping TEEX Succeed*

Employees who want to serve customers and help TEEX succeed are the most valuable asset the agency has. Neutral employees do little to further the mission of the agency. Disengaged employees sabotage customer service and the mission. Building strong leadership leads to positive engagement. We strive to create a service oriented ethical culture where employees feel invested in providing excellent customer experiences and helping TEEX succeed.

Strategies

- 1.1.1. Utilize Engagement Surveys to provide information to improve engagement.
- 1.1.2. Provide meaningful professional development.
- 1.1.3. Train and develop supervisors.
- 1.1.4. Make the “TEEX Code of Conduct”, Mission, Vision, Values, and the “TEEX Strategic Plan” known to all employees.
- 1.1.5. Supervisors make the evaluation process meaningful.
- 1.1.6. Make sure employees know of all resources available to them for mission success and personal help.
- 1.1.7. Use the TEEX Annual Report to build employee awareness of agency successes as well as challenges.
- 1.1.8. Provide a dynamic and useful employee portal.
- 1.1.9. Provide meaningful career paths that allow for continued contribution even if there is not further advancement opportunity for an employee.
- 1.1.10. Use the Performance Management System.

Measure of Success for Goal

Engagement surveys show improvement from the previous engagement survey.



2. ADAPTABILITY

2.1. Goal: *Retain the Ability to Make a Difference Worldwide*

TEEX needs resources to provide services. The ability to tap into multiple resource streams, and to utilize available funds wisely is critical to our continued relevancy. A well-developed marketing approach will allow us to reach a larger customer base and to focus on their needs.

Strategies

- 2.1.1. *Solicit feedback from customers.*
- 2.1.2. *Use projected income as part of the decision making process for new or expanded programs and/or facilities.*
- 2.1.3. *Maintain continual legislative awareness.*
- 2.1.4. *Use Federal and State relations and other available resources to establish liaison with legislators, legislative staffs, state agencies and federal agencies.*
- 2.1.5. *Focus marketing on reaching a larger customer base and matching our products to their needs.*
- 2.1.6. *Utilize effective Capture and Proposal methods to identify and pursue opportunities.*
- 2.1.7. *Increase presence as either a certifying agency, or preparatory step for those seeking certification.*
- 2.1.8. *Maintain a positive Income to Expense ratio at divisions and the agency.*
- 2.1.9. *Use Semi-Annual Reviews for Division reporting on income and expenses and projected future ability to continue or expand programs.*

Measure of Success for Goal

Income for each division, and for TEEX overall, increases 5% annually.



2. ADAPTABILITY

2.2. Goal: *Provide Customers the Best Value*

Adapting to provide affordable quality is important to long term success. Our offerings should provide our customers a proper balance of quality and price. Marketplace awareness, to include knowledge of offerings and pricing, is necessary to position our products. We improve the value of our products by improving their portability for customers through agreements with institutions of higher education that allow customers to receive and apply credit from TEEX courses taken. Utilizing innovation and emerging technologies, when appropriate, will enhance our ability to present a better value proposition to our customers.

Strategies

- 2.2.1. *Gather market intelligence.*
- 2.2.2. *Consider market pricing when setting prices.*
- 2.2.3. *Use emerging training methodologies, techniques, and technology to provide best value.*
- 2.2.4. *Utilize articulation, accreditation, Continuing Education Units (CEU), American Council on Education (ACE) accreditation, International Association for Continuing Education and Training (IACET), and other methods and organizations that allow portability of TEEX credits.*
- 2.2.5. *Be Veteran Friendly.*

Measure of Success for Goal

Customer survey responses indicate perceived best value.



2. ADAPTABILITY

2.3. Goal: *Infrastructure is in Place to Meet the Mission*

TEEX training requires a wide range of infrastructure and equipment assets. Our infrastructure facilities allow students to experience realistic situations. Our infrastructure is not limited to the built environment. Our Information Technology Infrastructure is also a vital part of the infrastructure needed to deliver TEEX services and training. Additionally, equipment used in training, as well as the means to present mobile training, may all be considered part of our infrastructure. Infrastructure requires substantial resources to build or obtain, and continued resources to maintain. We must adapt our infrastructure to changing requirements and use innovation to provide the infrastructure that best supports the mission. Both long and short term planning are necessary to anticipate needs and ensure infrastructure is in place when it is needed.

Strategies

- 2.3.1. *Develop and maintain a Long Term Capital Plan, to include detailed division plans.*
- 2.3.2. *Annually review and update the Capital Plan to adapt to emerging or changing needs.*
- 2.3.3. *Annually prepare a Capital Implementation Plan based on available funding.*

Measure of Success for Goal

TEEX infrastructure supports training requirements for capacity, relevancy, and safety.



3. INNOVATION

3.1. Goal: *Continual Innovation in Systems, Processes, Organization, Products, and Services*

Innovation is more than just the latest invention or technological marvel. It includes being innovative in designing the best processes to meet our mission along with crafting an organization structured to best meet the needs of those we serve. We broadly define innovation so that we are continually looking for the best ways to meet customer needs.

Strategies

- 3.1.1. *Recognize and reward employee innovation.*
- 3.1.2. *Divisions report on ideas and implementation at Semi Annual Reviews.*
- 3.1.3. *Share innovations in the TEEX summary report.*
- 3.1.4. *Information Technology (IT) governance focuses on using information technology to foster innovation through improved information sharing and efficiencies.*

Measure of Success for Goal

Each division and administrative department has at least one successful innovation to report at Semi-Annual and Annual Reviews.



3. INNOVATION

3.2. Goal: *Technology Adoption Improves Customer Service and Efficiency*

Adopting the right technologies, together with innovative application, will improve customer service and efficiency.

Strategies

- 3.2.1. *Employees participate in conferences, shows, expos, etc. to gain exposure to, and understanding of, technologies that TEEX could use to improve customer service and efficiency.*
- 3.2.2. *Make student/customer portals available.*
- 3.2.3. *Make TEEX customer website and employee portals dynamic and customer friendly.*
- 3.2.4. *Effectively use Information Technology Governance in selecting technologies and applications.*

Measure of Success for Goal

Student and employee portals are functional and have increased usage each year.



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