



STRATEGIC PLAN
FY 2011-2015

Final as of October 01, 2010

VISION

Texas A&M University-Kingsville will be a nationally recognized public university.

MISSION

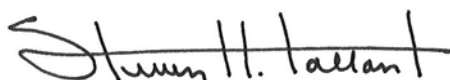
The mission of Texas A&M University-Kingsville is to develop well-rounded leaders and critical thinkers who can solve problems in an increasingly complex, dynamic and global society. Located in South Texas, the university is a teaching, research, and service institution that provides access to higher education in an ethnically and culturally diverse region of the nation. Texas A&M-Kingsville offers an extensive array of baccalaureate and master's degree programs and selected doctoral and professional degrees in an academically challenging, learner-centered and caring environment where all employees contribute to student success.

INTRODUCTION

In 2010, Texas A&M University-Kingsville experienced unprecedented growth in both enrollment and its physical facilities. The campus embarked on a beautification and redevelopment initiative that sparked a renewed energy and sense of momentum among students, faculty and staff, alumni and other stakeholders.

Our growth is the result of careful planning, assessment and integration. In fact, planning is at the heart of every initiative undertaken at the university in the past two years. In 2010, we unveiled an academic plan and campus master plan that will shape our curricula and programs as well as the physical appearance and new construction on campus. The two plans are interdependent and designed to guide our growth through the next decade.

This strategic plan also links closely with the other plans we developed in 2010. It establishes our vision and goals for the next five years and clearly demonstrates an integrated effort to create a premier living and learning environment. Like the campus master plan and academic plan, this strategic document was carefully created by a cross-section of the university community who also considered the needs and possibilities of our Kingsville neighbors. It stands as a symbol of what we value and aspire to be and serves as a guide to our future success.

A handwritten signature in black ink, reading "Steven H. Tallant". The signature is fluid and cursive, with a large initial "S" and a horizontal line extending across the middle of the name.

Dr. Steven H. Tallant
President
Texas A&M University-Kingsville

SUMMARY OF IMPERATIVES AND GOALS

- I. BROADEN THE BASE OF PRODUCTIVE AND EDUCATED CITIZENS**
 - 1.1 Enrollment of 8,000 students
 - 1.2 Timely graduation
 - 1.3 Access to higher education in South Texas
 - 1.4 Expansion of women's sport programming and participation
 - 1.5 Engagement of alumni, cultivation of donors, and development of a spirit of philanthropy
 - 1.6 Recruitment and retention of students
- II. ENHANCE STUDENT LEARNING THROUGH CIVIC, PROFESSIONAL AND RESEARCH ENGAGEMENT**
 - 2.1 Student learning opportunities
 - 2.2 Student engagement opportunities
 - 2.3 Student awareness of and pride in university traditions, mission and alumni networks
 - 2.4 Student leadership development
 - 2.5 Student service to the campus and the Kingsville community
- III. SUPPORT THE DEVELOPMENT AND MAINTENANCE OF NATIONALLY PROMINENT UNDERGRADUATE, GRADUATE, AND PROFESSIONAL PROGRAMS**
 - 3.1 High quality academic programs
 - 3.2 Outstanding administrative support
 - 3.3 Continuous quality monitoring and improvement in all academic programs
 - 3.4 Community engagement, partnerships and revenue enhancement
- IV. PROMOTE THE DEVELOPMENT OF SCHOLARLY, RESEARCH AND CREATIVE ENDEAVORS THAT ARE NATIONALLY RECOGNIZED**
 - 4.1 Research and development funding
 - 4.2 Research and development infrastructure
 - 4.3 National recognition of faculty and staff scholarly and creative work
 - 4.4 Marketing of university programs
- V. PROVIDE A LEARNER-CENTERED ENVIRONMENT IN WHICH THE CONTRIBUTIONS OF STUDENTS, FACULTY AND STAFF ARE VALUED**
 - 5.1 Learner-centered environment
 - 5.2 Campus physical plant expansion and beautification
 - 5.3 Recognition of exemplary contributions to the university

IMPERATIVE I – BROADEN THE BASE OF PRODUCTIVE AND EDUCATED CITIZENS

We will support the Texas Higher Education Coordinating Board's *Closing the Gaps by 2015* plan to close the gaps in student participation, student success, excellence and research. Our recruiting programs will target new growth areas in the state as well as focus more on attracting high-achieving students. Specialized information technologies will be added to our recruitment efforts to effectively reach students in our desired growth areas. We will evaluate current academic programs and develop new curricula and degree programs where there is demand or make changes to programs dependent on student need and university resources. We will enrich the quality of life found on our campus by improving our student life programming and facilities to enhance the quality of study life and the retention of students. Our marketing efforts will be fully aligned with student recruitment goals.

Recognizing that many of our students bring a variety of job and family responsibilities with them, we will nevertheless educate them about the increased costs they bear by prolonging their education. Our flat-rate tuition plan will encourage students to register for more courses during a semester. We will increase the number of academic advisors and continue to support their professional development to ensure that they are fully prepared to assist our students.

We will increase the number of interdisciplinary and multiple disciplinary degree programs. We will enhance our outreach efforts to community college transfer students as well as students entering the university through dual-enrollment programs and joint admission agreements. We will encourage our faculty and staff to provide their expertise to serve their local and regional communities. We will identify and implement new technology to augment our ability to improve the quality of education at the university and access to campus programs and collaborative arrangements. We will cultivate a culture of connectedness to the university by adding programs that involve students in both the living and learning communities.

The university will make strategic movement toward increasing women's sport roster participation, recruiting budgets and scholarship allocations to consistently demonstrate a history and continuing practice of program enhancement for women.

We will focus on the drivers that correlate highly with alumni engagement, which include the following: awareness, pride, willingness to promote the institution to others, interest in participating in programs, and awareness of fundraising priorities. We will continue to engage and expand our external communities while transferring our brand, all of which are pivotal to our successful annual fund and major gift programs as well as to our student recruitment and alumni commitment. We will develop a centralized advancement data base, which is pivotal for expanding alumni and donor engagement, relationship development, wealth research, marketing, communications, and trust management.

1.1 ENROLLMENT OF 8,000 STUDENTS

- 1.1.1 Increase recruitment in the San Antonio, Houston and Dallas/Fort Worth markets
- 1.1.2 Expand recruitment of high-quality students
- 1.1.3 Improve the university's web presence
- 1.1.4 Assist colleges with recruitment activities
- 1.1.5 Increase scholarship offerings and acceptance
- 1.1.6 Implement a department-level retention rewards policy

1.2 TIMELY GRADUATION

- 1.2.1 Redesign the freshman experience to engage freshmen earlier
- 1.2.2 Enhance academic advising by implementing DegreeWorks, a reporting system to monitor retention, and a financial aid training program
- 1.2.3 Optimize course scheduling

1.3 ACCESS TO HIGHER EDUCATION IN SOUTH TEXAS

- 1.3.1 Increase the number of dual enrollment programs
- 1.3.2 Collaborate with community colleges participating in the Early College Program
- 1.3.3 Implement specialized recruiting approaches for community college transfers
- 1.3.4 Implement specialized recruiting approaches for dual enrollment students
- 1.3.5 Expand women's sport programming and participation

1.4 ENGAGE ALUMNI AND DEVELOP A SPIRIT OF PHILANTHROPY

- 1.4.1 Increase membership in alumni groups
- 1.4.2 Improve college and departmental contact with alumni
- 1.4.3 Improve the depth and integrity of the university's advancement data base
- 1.4.4 Expand web-based media support of the university's marketing and engagement programs

1.5 STUDENT RECRUITMENT AND RETENTION

- 1.5.1 Increase participation in Living Learning Communities
- 1.5.2 Partner with athletics to provide graduate assistantships
- 1.5.3 Expand campus recreation and fitness programs
- 1.5.4 Increase attendance in the Presidential Performing and Visual Arts Series

IMPERATIVE I – MEASURING SUCCESS

ENROLLMENT

- Increase enrollment to 8,000 students by FY15
- Increase the number of applications from Bexar and Harris counties and the DFW Metroplex by 10 percent per year
- Increase average ACT score of incoming first-time-in-college freshmen to 19 within three years and 20 within six years
- Provide \$150,000 in Honors scholarships by FY13
- Require each college to hire its own webmaster within two years
- Increase scholarship funding to support general student recruitment by 10 percent per year beginning Fall 2010
- Allocate five percent of any increases in designated tuition to scholarships for continuing students
- Increase the value of Presidential Scholarships by five percent annually
- Increase the number of \$1,000 graduate student scholarships by 50 within six years
- Increase the number of masters/doctoral assistantships by two each year
- Increase enrollment of community college transfers by two percent per year

TIMELY GRADUATION

- Increase first-time full-time freshman retention to 70 percent within six years
- Increase six-year graduation rate by 10 points within six years
- Increase four-year graduation rate by three points within six years
- Achieve a ratio of no more than 225 students per professional advisor
- Achieve a ratio of no more than 30 students per faculty advisor

ACCESS

- Implement one new online degree program per year
- Increase the number of online courses by five percent per year
- Increase the number of evening and weekend courses by eight percent per year
- Increase the number of dual enrollment students to 300 by FY15
- Implement the DegreeWorks system by Fall 2010
- Increase female student athlete participation by three percent annually
- Implement women's golf program by FY11 and women's tennis program by FY13
- Reach NCAA II women's track-field scholarship equivalency limit by FY15

ALUMNI ENGAGEMENT

- Increase the active membership in the T-Association to 300 by FY15
- Increase the number of active Javelina Alumni Association members to 4,000 by FY15
- Increase the number of regional alumni chapters to six by FY15
- Increase the number of valid (contactable) alumni database entries by 10 percent annually

STUDENT PARTICIPATION

- Increase the number of Living Learning Communities to 12 by FY15
- Create 12 new graduate student scholarships with assignments in athletics and student affairs by FY15
- Increase student recreation and fitness programs

IMPERATIVE II – ENHANCE STUDENT LEARNING THROUGH CIVIC, PROFESSIONAL, INTERNATIONAL, AND RESEARCH ENGAGEMENT

Learning – the acquisition and internalization of knowledge – comes in many forms and occurs in many places. What occurs inside the university classroom or lab must provide the student with the highest quality education. What occurs outside the university classroom or lab must do the same. Our curricula will be integrated with co-curricular engagement that fully prepares our students to take their place and succeed in the global society that awaits them upon graduation. We will actively engage our students in retention and recruitment initiatives and we will work to instill in them a pride in the university traditions and the Javalina nation.

The engagement activities, developed as part of our Quality Enhancement Plan (QEP) for our Southern Association of Colleges and Schools (SACS) accreditation reaffirmation, will continue. Our undergraduate students will find even greater numbers of research activities to augment their education. We will create and fund opportunities for student internships and mentoring within the administrative and support divisions, and faculty and staff will be encouraged to supervise undergraduate and graduate internship programs.

Our student affairs division will be known for its innovation in delivering the full scope of services, activities and programs that 21st century students need and expect. Our students will be encouraged to participate in student organizations and the Student Government Association, and the university will facilitate this participation wherever possible. We will enhance the student leadership program to give our students the type of skills they need to effectively lead in their careers, communities and world upon graduation. Finally, we will establish a Community Service Initiative that helps our students, faculty and staff participate in more service-learning activities.

2.1 STUDENT LEARNING OPPORTUNITIES

- 2.1.1 Develop a plan to expand study-abroad programs
- 2.1.2. Increase funds available for study abroad
- 2.1.3. Include study-abroad requirements in the curriculum
- 2.1.4 Institutionalize the QEP student engagement concept

2.2 STUDENT ENGAGEMENT OPPORTUNITIES

- 2.2.1 Prepare and support students participating in the Pathways Research Symposium
- 2.2.2 Strive to place work-study and other student employees in positions aligned with their fields of study

2.3 STUDENT AWARENESS OF AND PRIDE IN UNIVERSITY TRADITIONS, MISSION AND ALUMNI NETWORKS

- 2.3.1 Integrate students in university special events
- 2.3.2 Involve more students in university recruitment and retention activities
- 2.3.3 Increase student participation in and provide scholarship support for Javelina Camp

2.4 STUDENTS LEADERSHIP DEVELOPMENT

- 2.4.1 Increase participation in the leadership Living Learning Community
- 2.4.2 Increase participation in Greek life

2.5 SERVICE TO THE CAMPUS AND THE KINGSVILLE COMMUNITY

- 2.5.1 Incorporate community service projects in all LLCs
- 2.5.2 Incorporate community service projects in all fraternity and sorority leadership roles
- 2.5.3 Collaborate with academic affairs to identify and promote potential community service projects
- 2.5.4 Collaborate with Javelina Athletics to identify and promote potential community service projects

IMPERATIVE II - MEASURING SUCCESS

STUDENT LEARNING

- Increase the number of study abroad offerings beginning in FY11
- Include study-abroad requirements in some curricula by FY13
- Broaden participation in QEP by one department per college starting in FY11

STUDENT ENGAGEMENT

- Increase the number of students engaged in internships by 10 percent annually beginning in FY11
- Engage at least 30 percent of undergraduate students in research beginning in FY11
- Initially generate at least 20 \$150 Javelina Camp scholarships and increase the number of scholarships by 25 percent annually

STUDENT AWARENESS

- Increase participation in Javelina Camp to 600 students by FY15
- Integrate students in University special events by FY11
- Involve students in community service and university recruitment and retention activities by FY11

LEADERSHIP DEVELOPMENT

- Increase the number of participants in leadership Living Learning Communities to 30 students by FY15
- Increase participants in Greek life to 500 students by FY12

CIVIC ENGAGEMENT

- Increase the number of students engaged in course-based community service by 10 percent annually beginning in FY11
- Encourage all Living Learning Communities to perform at least one community service project each year
- Encourage all fraternities and sororities to perform at least one community service project each year
- Encourage each member of the Javelina athletic program to participate in a minimum of two community service projects annually

IMPERATIVE III – SUPPORT THE DEVELOPMENT AND MAINTENANCE OF NATIONALLY PROMINENT UNDERGRADUATE, GRADUATE AND PROFESSIONAL PROGRAMS

Texas A&M-Kingsville is nationally known for signature programs in a variety of disciplines: engineering, education, wildlife management, natural resources, music, the biomedical sciences and more. The tradition and continued development of these disciplines gives us the foundation to advance other programs already on their way to achieving national recognition. We can leverage our attributes – productive and caring faculty, unique location, and efficient facilities – to create entirely new programs that are or will be in demand. Our objectives in doing so focus on program content and supporting the students who will be the beneficiaries as well as the faculty and administration who will lead the delivery of the programs.

We will promote areas in which excellence has already been achieved as well as the milestones in the process of achieving excellence in new areas. We will maintain our accreditation by the Southern Association of Colleges and Schools and our program-specific accreditations. We will continue to attract, encourage, and retain highly qualified faculty, staff, and administrators.

Employing a team approach and embracing best practices while engaging and expanding our external communities are pivotal to successful fund raising programs and outreach initiatives that create a stronger Texas A&M University-Kingsville.

3.1 HIGH QUALITY ACADEMIC PROGRAMS

- 3.1.1 Establish an Honors College
- 3.1.2 Determine the feasibility of adding doctoral programs
- 3.1.3 Determine the feasibility of add masters programs
- 3.1.4 Determine the feasibility of adding baccalaureate programs
- 3.1.5 Identify programs that require restructuring

3.2 OUTSTANDING ADMINISTRATIVE AND SUPPORT SERVICES IN ALL DIVISIONS

- 3.2.1 Develop a comprehensive information technology strategic plan
- 3.2.2 Train faculty in the use of pedagogical technologies
- 3.2.3 Increase library resources
- 3.2.4 Conduct a needs analysis to determine other support services that could be provided by enrollment management
- 3.2.5 Provide training, mentoring and internship opportunities for academic administrators

3.3 CONTINUOUS QUALITY MONITORING IMPROVEMENT IN ALL PROGRAMS

- 3.3.1 Assess student learner outcomes (SLOs) for all programs
- 3.3.2 Utilize industry-standard surveys to shape delivery of services to students
- 3.3.3 Increase the number of specialized accreditations

3.4 COMMUNITY ENGAGEMENT, PARTNERSHIPS AND REVENUE ENHANCEMENT

- 3.4.1 Employ a team approach for annual giving cultivation and solicitation
- 3.4.2 Increase contractually obligated revenues
- 3.4.3 Operate an NCAA II best practices athletic department
- 3.4.4 Establish a University Development Council (UDC)
- 3.4.5. Establish a President's Leadership Council (PLC)

IMPERATIVE III - MEASURING SUCCESS

QUALITY ACADEMIC PROGRAMS

- Establish an Honors College by FY11
- Enroll 150 students in the Honors College by FY15
- Offer two additional doctoral programs by FY16
- Offer five additional masters programs by FY16
- Offer six additional baccalaureate degree programs by FY16
- Achieve specialized accreditation for three additional programs by FY15
- Meet or exceed CUPA averages for 80 percent of faculty salaries by FY13
- Provide 100 percent of new faculty with research start-up packages by FY13

ADMINISTRATIVE AND SUPPORT SERVICES

- Complete a comprehensive Information Technology Strategic Plan by FY14
- Complete a plan for upgrading instructional technology by FY12
- Allocate an additional \$95,000 in funding to the library for new books on an annual basis
- Mentor all new administrators

CONTINUOUS QUALITY MONITORING

- Establish core curriculum assessment processes by FY12
- Require 100 percent of academic programs to routinely evaluate student learner outcomes (SLOs)
- Meet or exceed THECB productivity requirements for all degree programs
- Meet or exceed state standards of pass rates on licensing exams
- Meet or exceed the national norm for student satisfaction as determined by the Noel-Levitz Student Satisfaction Inventory

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

- Increase athletic corporate sponsorship revenues by 15 percent annually
- Submit a minimum of two community engagement initiatives for national recognition each year
- Submit at least one game day environment initiative for national recognition each year
- Finish in the top 90 of the Learfield Directors Cup (NCAA II)

IMPERATIVE IV – PROMOTE THE DEVELOPMENT OF SCHOLARLY, RESEARCH, AND CREATIVE ACTIVITIES THAT ARE NATIONALLY RECOGNIZED

Incentives for developing new research initiatives will be established. We will provide opportunities for faculty and staff to develop grant-writing skills and enhance the infrastructure for grant-writing and the administration of grants and contracts. Junior faculty will be supported in developing their research agendas through increased internal grant funding. Opportunities for increased external grant funding will be fully leveraged for both veteran and junior faculty. The quantity and quality of scholarly and creative activities will be increased, and we will seek additional avenues to promote these activities. We will increase funding for presentation and publication of research, scholarly and creative activities. Faculty and staff who serve in appointed and elected state and national leadership roles in professional organizations will be supported in their efforts.

We will build new collaborative research opportunities both within the university and with external partners. Collaboration among faculty and professional staff will be encouraged and supported. Donors to the university will be shown the benefits their gifts can create through endowed chairs and professorships, research and professional development. We will update or improve technology, equipment and facilities supporting research and development.

The name recognition of the university will be enhanced by the production of creative and targeted communications materials. Our students, faculty, staff, alumni and their accomplishments make for compelling stories that are our best means to reach out to our region, state and nation. We will leverage our resources to improve the external marketing of the university's academic programs, activities and successes. Recognition of scholarly and creative activities will continue to be integrated in the university's marketing and communications strategies. Our research magazine, *Discovery and Scholarship*, will continue to showcase the work of the faculty researchers that make us the only doctoral/research university in South Texas. The number of state, national and international conferences hosted on our campus will increase.

4.1 RESEARCH AND DEVELOPMENT FUNDING

- 4.1.1 Increase the amount of research funding received by the university
- 4.1.2 Use indirect cost recovery for faculty research program start-up

4.2 NATIONAL RECOGNITION OF FACULTY AND STAFF SCHOLARLY AND CREATIVE WORK

- 4.2.1 Increase the number of faculty publications and creative works achieving national recognition
- 4.2.2 Encourage professional staff to participate in research and other scholarly or creative endeavors
- 4.2.3 Become the literary and artistic center for South Texas
- 4.2.4 Increase the number of fellows and fellowships

4.3 RESEARCH AND DEVELOPMENT INFRASTRUCTURE

- 4.3.1 Increase research partnerships with other institutions
- 4.3.2 Encourage donors to provide funds for research and development
- 4.3.3 Increase funding for internal seed grants
- 4.3.4 Develop a fund for maintaining specialized research equipment
- 4.3.4 Establish a business incubation function
- 4.3.5 Employ professional grant writers

4.4 MARKETING UNIVERSITY PROGRAMS

- 4.4.1 Establish an office for conference hosting services
- 4.4.2 Execute a marketing plan to highlight the university's accomplishments in research and scholarly and creative endeavors

IMPERATIVE IV - MEASURING SUCCESS

RESEARCH FUNDING

- Increase funding for research and sponsored programs by \$10 million within six years
- Allocate 60 percent of the indirect cost funds to support research and development by FY15

NATIONAL RECOGNITION OF FACULTY AND STAFF SCHOLARLY AND CREATIVE WORK

- Increase the number of creative and scholarly works as listed in the *Discovery and Scholarship* magazine by five percent annually
- Increase the number of named or awarded faculty fellows by five within the next six years
- Obtain a Cultural District designation from the Texas Commission on the Arts within six years

RESEARCH AND DEVELOPMENT INFRASTRUCTURE

- Allocate \$200,000 for internal seed grants annually and award 20 such grants by FY11
- Increase the number of grants resulting from partnering with other institutions by 10 percent annually beginning in FY11
- Allocate \$100,000 for research equipment maintenance increasing to \$200,000 annually within four years

MARKETING UNIVERSITY PROGRAMS

- Establish an office for conference hosting services and develop a plan to bring more meeting, conferences, and workshops to the university by FY12
- Execute a marketing plan to highlight the university's accomplishments in research and scholarly and creative endeavors by FY11

IMPERATIVE V - PROVIDE A LEARNER-CENTERED ENVIRONMENT IN WHICH THE CONTRIBUTIONS OF STUDENTS, FACULTY AND STAFF ARE VALUED

Professional development opportunities will be regularly provided for faculty, administrators and professional staff. Our student life facilities – residence halls, student recreation center, student union, career services, life services and wellness and dining facilities – will continue to undergo expansion and improvement to enhance the quality of life for all students. Our entire campus physical environment – facilities and grounds – will be safe and aesthetically pleasant. Our working conditions will focus on the health, safety and welfare of students and employees. Our work environment will be responsive to the needs of all students, faculty and staff.

Deserving students will continue to be recognized with campus-wide, college- and department-specific awards. Deserving faculty will be rewarded for teaching excellence and will be nominated for awards that recognize excellence, such as the Minnie Piper Stevens Award, Regents Professor, Distinguished Teacher and Researcher Awards as well as departmental and university awards. Deserving faculty, staff and administrators will be recognized for distinguished service.

5.1 LEARNER-CENTERED ENVIRONMENT

- 5.1.1 Establish faculty development programs that convey the best practices in effective teaching
- 5.1.2 Provide adequate funding for professional development
- 5.1.3 Determine if reorganization of any academic departments or service units would result in more learner-centered environment

5.2 CAMPUS PHYSICAL PLANT THAT MAXIMIZES STUDENT LEARNING AND INTERACTION

- 5.2.1 Create a one-stop shop for student services
- 5.2.2 Develop appealing and functional learning spaces especially in conjunction with the Honors College
- 5.2.3 Provide attractive and affordable housing and dining spaces
- 5.2.4 Provide adequate and diverse spaces for student organizations
- 5.2.5 Construct facilities that optimize student learning consistent with the Campus Master Plan

5.3 RECOGNITION OF EXEMPLARY CONTRIBUTIONS AND ACCOMPLISHMENTS

- 5.3.1 Honor accomplishments for teaching, research and service
- 5.3.2 Honor accomplishments of alumni
- 5.3.3 Recognize employees who receive degrees

IMPERATIVE V - MEASURING SUCCESS

LEARNER-CENTERED ENVIRONMENT

- Assign all new faculty a mentor
- Offer all new faculty two years of faculty development from the Center for Teaching Effectiveness

PHYSICAL PLANT

- Develop at least one learning commons area within an existing classroom building or the library within the next three years
- Provide additional space for supplemental instruction within two years
- Construct four new buildings including a dining hall and a residence hall by FY15
- Provide space for all student organizations by FY15

RECOGNITION

- Distinguished Teaching and Distinguished Researcher awards will be presented by the Javelina Alumni Association annually
- Distinguished Alumni and Rising Star awards will be presented by the Javelina Alumni Association annually
- Recognize faculty and staff for their noteworthy accomplishments annually beginning in FY11
- Recognize students for their noteworthy accomplishments annually beginning in FY11