



Strategic Plan 2016-2021

February 2017 revision

Vision

Texas A&M University-Kingsville is committed to being a renowned, diverse community of learners and innovators.

Mission

The mission of Texas A&M University-Kingsville is to enrich lives through education, discovery and service in South Texas and beyond.

Core Values

The core values of Texas A&M University-Kingsville are

- Excellence: Continuous achievement of high standards
- Integrity: Ethical conduct in all endeavors
- Opportunity: Pursuit of personal and professional growth
- Discovery: Expansion and application of knowledge
- Service: Actions beneficial to others

Introduction

Texas A&M University-Kingsville is experiencing unprecedented growth in enrollment and prestige. This growth is the result of careful planning, assessment and integration. Our 2016-2021 Strategic Plan, launched from our assessments of past success, describes what we value and aspire to be, and serves as a guide to our future success. The Strategic Plan covers the time period from fall 2016 through spring 2021.

This Strategic Plan was carefully created by cross-sections of the university community through multiple processes and iterations. Individual units were asked to draft unit plans and perform standard planning analyses in Fall of 2014, in preparation for the campus-wide planning process. In Spring of 2015, individuals selected from all sectors of campus and from the community met for a two-day planning retreat guided by professional consultants. The product of this retreat was posted online for comment. So numerous and insightful were the comments and suggestions that a Response Committee was formed from a diversity of individuals, some of whom had attended the planning retreat. The mission, vision, core value, and goals as amended by the Response Committee were finalized by the Committee and the President's Council in Summer 2015. Based on objectives submitted from individual units in Fall 2015, the Council for Assessment and Planning, a standing committee comprised of 14 members from across the University, developed the comprehensive listing of goals and objectives as presently contained in this Strategic Plan.

Mid- and upper-level administrative units proposed success measures and strategies to support the University's goals and objectives. For a two-month period the Academic Dean's Council, assisted by vice presidents outside of Academic Affairs, met weekly with time allotted for refining and clarifying success measures, and then strategies aimed and facilitating achievement of those measures.

Following an October 2016 update by the Council for Assessment and Planning, the Strategic Plan awaits final approval.

University Goals and Objectives for 2016-2020

- 1. Learning: Experiences that prepare students intellectually, creatively, ethically and socially (aligns with TAMUS Imperative 3)**
 - 1.1. Educational opportunities that engage students through experiential learning and innovative teaching methods
 - 1.2. Timely graduation
 - 1.3. Continued student success upon graduation
 - 1.4. Opportunities for personal and professional development

- 2. Research: Scholarly work that contributes to the quality of life and the body of knowledge (aligns with TAMUS Imperative 4)**
 - 2.1. Excellence in research, scholarly activity, and research compliance
 - 2.2. Research and development funding
 - 2.3. Research and development infrastructure
 - 2.4. Research activities focused on community economic development

- 3. Student-focused Environment: An evolving campus conducive to life, learning and success for a diverse student body (aligns with TAMUS Imperative 1)**
 - 3.1. A culture of inclusion and accessibility that values diverse perspectives and experiences
 - 3.2. Learner-centered environment
 - 3.3. Support services that foster student success and healthy lifestyles
 - 3.4. Resources that include personnel, infrastructure and technology to support educational programs and student services
 - 3.5. An affordable student experience that lessens student debt and time to degree (aligns with TAMUS Imperative 2)

- 4. Prominence: Renowned programs, faculty, staff and students body (aligns with TAMUS Imperative 4)**
 - 4.1. National recognition of faculty, staff, and student achievements
 - 4.2. Innovative programs
 - 4.3. Strategic external partnerships and collaborations
 - 4.4. Recognition of exemplary contributions

5. Growth: Strategic increases in student enrollment, institutional influence and campus resources body (aligns with TAMUS Imperative 6)

- 5.1. Successful recruitment and retention of students
- 5.2. Sustainable and balanced enrollment growth
- 5.3. Strategic growth in annual giving and corporate sponsorship
- 5.4. Effective community outreach (Aligns with TAMUS Imperative 5)

Strategies

Strategies for Achieving Objectives of Goal 1—Learning

The acquisition and internalization of knowledge comes in many forms and occurs in many places. Teaching and learning that occur inside the University classroom or lab must provide the student with the highest quality of relevant education. What occurs outside of campus must likewise enrich the students' lives and eventual careers. 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.

The Quality Enhancement Plan matching the time frame of this strategic plan focuses on Writing Proficiency, especially writing in the major. Along with this emphasis on writing, we will continue to foster high-impact educational practices including student research, student-faculty interaction, service learning, and student internships.

Objective 1.1 Educational opportunities that engage students through experiential learning and innovating teaching methods.

- a) Increase numbers of students participating in internships and experiential learning through building industry/TAMUK partnerships, seeking external funds to support internships and experiential learning, and increasing student awareness of opportunities.
- b) Increase number of discipline-specific Writing Intensive courses.
- c) Increase opportunities for students' participation in service learning.
- d) Seek funding opportunities to increase the number of undergraduate and graduate research opportunities.
- e) Incorporate undergraduate research into UNIV courses.
- f) Develop experiential learning modules that are integrated within courses at different academic levels.
- g) Provide faculty development workshops and necessary resources that focus on the development of innovative teaching methods and their integration in the curriculum.

Objective 1.2 Timely graduation

- a) Establish a mentoring program matching faculty to student majors.
- b) Provide institutional programs and mentoring to increase teacher certification pass rate.
- c) Offer required upper-division courses with sufficient frequency to ensure timely graduation.
- d) Enhance academic advising and dissemination of necessary information by offering training and workshops and faculty/advisors development opportunities to improve advising and to reduce time to degree.
- e) Provide peer mentoring and coaching to all incoming freshmen.
- f) Broaden support for mentoring programs to reach beyond freshman year.

- g) Develop a research commons in the library to highlight role models and opportunities for students to engage in impactful activities.

Objective 1.3 Continued student success upon graduation

- a) Provide resources to promote student transition into graduate programs to increase student acceptance rate into graduate programs.
- b) Provide discipline and program specific job fairs.
- c) Provide support for continuing professional growth and engagement.
- d) Ask programs to identify and develop marketable skills specific to their discipline.
- e) Strengthen the network of alumni and industry contacts and develop opportunities for students to tap into that network.
- f) Provide resources in the library aimed at job search and preparing for the job market.

Objective 1.4 Opportunities for personal and professional development

- a) Implement discipline-based curricular and social opportunities to facilitate student-faculty interaction.
- b) Provide increased library resources to support the development of networks of faculty, students, and alumni.

Strategies for Achieving Objectives of Goal 2—Research

Texas A&M-Kingsville enjoys a proud tradition of excellent research and scholarly work. We understand that research and scholarly work impart vitality and relevance to the teaching and learning functions on a university campus. Therefore, we will continue to provide opportunities and incentives for excellence in research. We will improve research infrastructure and support mechanisms. We will strengthen collaborations within the University and with external partners. We will also improve the dissemination of the research findings to allow this newly acquired knowledge to improve the quality of life in our region.

Objective 2.1 Excellence in research, scholarly activity, and research compliance

- a) Recognize and reward research excellence.
- b) Promote faculty mentoring of undergraduate and graduate student research.
- c) Disseminate research findings of Honors students.
- d) Increase numbers of faculty publishing in peer reviewed journals.
- e) Increase numbers of faculty making peer reviewed scholarly presentations.
- f) Develop a senior faculty re-investment program to provide support for travel, research seed funds, and course releases.
- g) Include existing faculty in New Faculty Investment training workshops on grant writing.
- h) Establish and clearly communicate faculty and staff research expectations in hire letters and annual evaluations.
- i) Establish external adjunct graduate faculty to serve on graduate committees.

Objective 2.2 Research and development funding

- a) Develop funding strategies to support faculty in research and creative activities.
- b) Develop a pool of start-up funds for new faculty.
- c) Increase numbers of graduate teaching assistants.

Objective 2.3 Research and development infrastructure

- a) Create interdisciplinary initiatives for research, creative activity, and teaching.
- b) Increase numbers of faculty members applying for externally funded grants.
- c) Increase funding for laboratory equipment.
- d) Create and publish a TAMUK undergraduate research journal.
- e) Create an environment conducive to excellence in research, scholarly activity, and research compliance.
- f) Renovate one major research laboratory per year.
- g) Encourage research collaboration between TAMUK and other universities.
- h) Develop a definition for trackable stakeholder partnerships, and baseline data for these partnerships.
- i) Develop a definition for trackable intellectual property, and baseline data for these properties.

Objective 2.4 Research activities focused on outreach and community engagement

- a) Create and enhance research programs that are responsive to the needs of the community.
- b) Develop research activities that specifically focus on community engagement.
- c) Develop advisory boards at the unit level to encourage collaborations with the community.

Strategies for Achieving Objectives of Goal 3—Student focused Environment

Student learning facilities will continue to improve with new and better teaching spaces and instructional technology. Likewise student life facilities will continue to undergo planned improvement. Our entire campus physical environment, already renowned for its pleasant atmosphere, will become increasingly safe and aesthetically pleasing. The holistic college experience of life and learning will benefit from planned improvements in our campus environment.

Objective 3.1 A culture of inclusion and accessibility that values diverse perspectives and experiences

- a) Increase participation in culturally and linguistically diverse activities.
- b) Build college-wide communities to promote student engagement.
- c) Improve transition processes for new students entering the University, recognizing that FTIC students, undergraduate transfer students, new graduate students, and international students have different transition challenges.
- d) Engage campus and community through the collaborative use of athletics and recreation facilities.

Objective 3.2 Learner-centered environment

- a) Increase faculty participation in offerings from the Center for Teaching Effectiveness.
- b) Develop and implement an extensive program of living-learning experiences.
- c) Develop initiatives that promote learner-centered communication, such as forums for department chairs and deans to learn of students concerns.
- d) Increase teaching opportunities for graduate students.
- e) Increase faculty and student involvement in student organizations.
- f) Improve the first year experience for all entering students, including FTIC, undergraduate transfer students, and graduate students.
- g) Improve technology for learning, including online, interactive video, computing resources, and classroom technology.
- h) Develop programs and resources for undergraduate research exploration.

Objective 3.3 Support services that foster student success and healthy lifestyles

- a) Plan and implement programs to address the physical and psychological health needs of students.
- b) Implement new approaches to improve diversity awareness, and to foster civility, inclusion, and mutual respect.
- c) Expand campus fitness and recreational sport opportunities to develop healthy lifestyles and life-long physical activity.

Objective 3.4 Resources that include personnel, infrastructure and technology to support educational programs and student services

- a) Provide adequate personnel to support educational programs and student services.
- b) Expand lab facilities to accommodate student-faculty collaborations.
- c) Design and construct new classrooms, offices, practice rooms, and recreation facilities.
- d) Identify and implement recognized best practices for student services.
- e) Improve library collections, facilities, and services.
- f) Increase funding for instructional technology.
- g) Re-assess current organizational structure for alignment with community needs and University vision.
- h) Create a College of Health Professions.

Objective 3.5 An affordable student experience that lessens student debt and time to degree

- a) Improve efficiency and relevance of degree plans.
- b) Improve accuracy of student advising.
- c) Closely align financial aid eligibility with student attendance.

Strategies for Achieving Objectives of Goal 4—Prominence

Texas A&M-Kingsville is nationally known for signature programs in engineering, education, agriculture, wildlife management, music, biomedical science and others. We will leverage our attributes—our productive and caring faculty, our unique location, our bright and dedicated students, and our efficient facilities—to create new programs in demand for the future well being of our state and region. Our Core Value of Excellence guides our continual striving for superior quality in existing programs and in programs to be developed in the future. We will seek greater recognition for our faculty and staff, highest level professional accreditations for our programs, and greater prestige for our students and graduates.

Objective 4.1 National recognition of faculty, staff and student achievements

- a) Identify and develop students and faculty for national scholarships and fellowships to increase opportunities for success.
- b) Increase financial resources through and state and private funding for faculty and students to present scholarly work at conferences.
- c) Sponsor professional conferences, seminars and workshops.
- d) Increase number of professional development opportunities for all employees.
- e) Identify and support accreditation-eligible programs.
- f) Recognize individuals or groups who epitomize what it means to be a champion.
- g) Create new faculty, staff, and student awards to recognize exemplary efforts.
- h) Offer career steps in staff positions as incentives and recognition for excellence.
- i) Improve opportunities for staff development and advancement.
- j) Increase support of faculty in the development of intellectual properties.
- k) Encourage and reward faculty, staff and students holding leadership roles in state and national organizations.

Objective 4.2 Innovative programs

- a) Improve the undergraduate program review process with increased support and collaboration.
- b) Expand the inventory of distance learning courses.
- c) Provide distance learning resources and training to all faculty members.
- d) Develop new degree programs to address the present and emerging needs of the region, state and nation.

Objective 4.3 Strategic external partnerships and collaborations

- a) Foster improved communication and collaboration with existing partners.
- b) Establish collaborative relationships with prospective partners.
- c) Provide resources and training to increase numbers of faculty and staff participating in international exchange programs.
- d) Expand engineering collaborations in the Rio Grande Valley.

Objective 4.4 Recognition of exemplary contributions to the University

- a) Provide support to increase the number of faculty publications and creative works achieving national recognition.
- b) Establish standards for recognizing faculty, staff and student contributions to the University through in service, teaching, and scholarship.
- c) Increase publicity through various media sources for student achievements.

Strategies for Achieving Objectives of Goal 5—Growth

Texas A&M-Kingsville is committed to continuing its strong growth in student enrollment, student success, external funding, and campus facilities. Our vibrant and living University will grow and evolve along with the dynamics of the region. This ethic of continual growth serves the interests of all stakeholders, especially our students who rely on us for advancement in their lives and careers.

Objective 5.1 Recruitment and retention of students

- a) Expand student outreach programs.
- b) Develop and update 2+2 articulation agreements.
- c) Identify new scholarship funds.
- d) Target high achieving undergraduate and graduate students for recruitment and admission.
- e) Increase level of recruitment activity by faculty members.
- f) Recruit and retain dual enrollment students by guiding them to the most suitable major.

Objective 5.2 Sustainable and balanced enrollment growth

- a) Develop a targeted recruitment plan for freshmen, transfers, dual enrollment students, and graduate students.
- b) Implement the recruitment plan.
- c) Evaluate services needed to support growth.
- d) Increase student diversity.

Objective 5.3 Strategic growth in annual giving and corporate sponsorship

- a) Grow annual giving to maximize scholarships while offsetting expenses.
- b) Grow corporate sponsorship of specific programs.
- c) Create a database of pre-1994 alumni to facilitate contact of potential donors.

Objective 5.4 Effective community outreach

- a) Increase use of university expertise to benefit rural stakeholders.
- b) Meet the need for engineering and other degree programs in the Rio Grande Valley.

Measuring Success

All measures are to be achieved by 2020 unless noted otherwise. The baseline year for growth projections is 2015-2016.

1. Learning

- a) Increase study abroad participation by 15%.
- b) Designate at least one Writing Intensive course per undergraduate major.
- c) Increase number of courses offering service learning.
- d) Improve senior student writing proficiency as measured by ETS Proficiency Profile.
- e) Attain 80% of students employed or accepted to graduate school upon graduation.
- f) Improve scores on surveys of student preparedness for employment by 15%.
- g) Increase number of students reporting participation in internships, student teaching, experiential learning, or undergraduate research/scholarly work by 15%.

2. Research

- a) Achieve 35% of tenured/tenure-track faculty receiving external funding.
- b) Increase number of refereed research articles, proceedings, or creative works by 10%.
- c) Achieve 95% of Honors students presenting results of their senior research project.
- d) Increase research expenditures by 25%.
- e) Establish a definition and baseline data for numbers of stakeholder partnerships.
- f) Establish a database of research having direct ties to economic development.
- g) Establish a definition and baseline data for numbers of intellectual properties produced.

3. Student Focused Environment

- a) Form five more freshman interest groups.
- b) Decrease SCH-to-degree to 135.
- c) Increase 4- and 6-year graduation rates to 24% and 45% by 2020.
- d) Increase faculty participation in professional development through the CTE by 5%.
- e) Increase funding for instructional technology by 10%.
- f) Offer required courses for each program each year.
- g) Increase number of 2+2 articulation agreements.
- h) Renovate one major research laboratory per year.
- i) Create College of Health Professions.
- j) Achieve 3% increase in portion of library collections produced more recently than 2000.
- k) Increase number of accessible electronic journals by 5%.
- l) Achieve increases in student satisfaction with support services as measured by Noel-Levitz.
- m) Expand intramural/athletic fields to include facilities for tennis, beach volleyball, softball, soccer, flag football, and cricket.
- n) Achieve 5% annual increase in participation in fitness programs and recreational competitive sports, and use of the Student Recreation Center.

4. Prominence

- a) Achieve Association to Advance Collegiate Schools of Business (AACSB) accreditation by 2019.
- b) Achieve professional accreditation for two programs in addition to 4a (above).
- c) Increase faculty and student participation in international exchange programs by 10%.
- d) Develop two new academic programs (degree or certificate) per year.
- e) By 2020, develop one new doctoral program and one new master's program.
- f) Achieve TExES pass rate of 95%.
- g) Increase number of freshman Honors students 5% annually.
- h) Host ten state/national/international conferences, seminars, or workshops.
- i) Achieve a 5% annual increase in state, national, or international awards for faculty, students, or programs.
- j) Achieve 3% of faculty designated as fellows in their professional societies.
- k) Achieve 5% of faculty serving in leadership roles for professional journals (e.g., editor) and international conferences (e.g., conference chair).

5. Growth

- a) Increase total headcount enrollment to 10,000.
- b) Increase scholarship funds by 5% annually.
- c) Increase funding for graduate assistantships 5% annually.
- d) Achieve a 3-year average freshmen retention rate of 70%.
- e) Be on track to achieve \$100,000,000 in TAMUK Foundation funds by 2025.
- f) Establish a database for community outreach activity, including: expert assistance, public events, non-credit courses and programs, service learning, clinical service, and community-based research or scholarly work.
- g) Add one new engineering program per year to the offerings in the Rio Grande Valley.