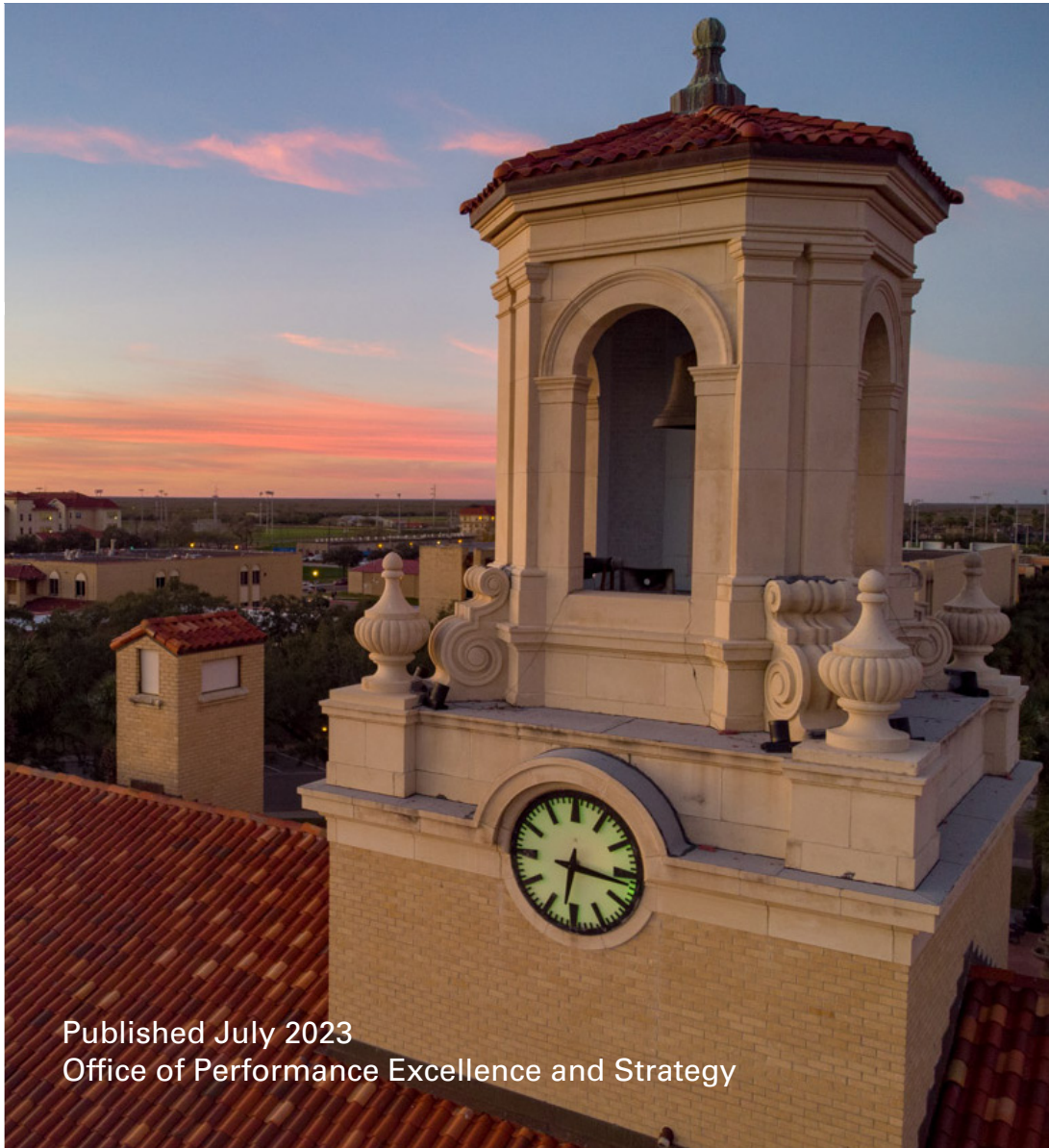
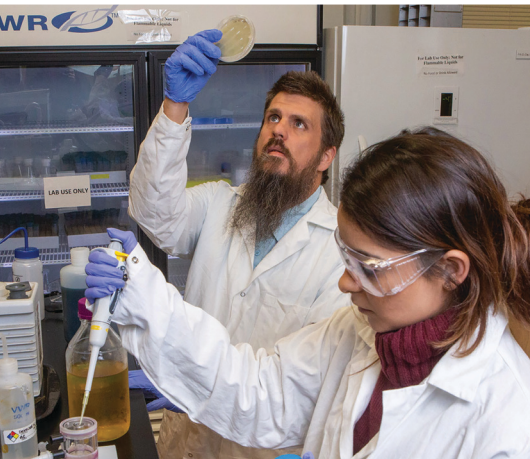




TEXAS A&M UNIVERSITY- KINGSVILLE®
STRATEGIC PLAN

Academic Years 2022-2027

Year 1 Progress Report , Fall 2021 - Summer 2022



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Office of Performance Excellence and Strategy

Introduction

Texas A&M University-Kingsville (Texas A&M-Kingsville) launched its 2022-2027 Strategic Plan in the Fall 2021 semester after a multi-year planning process. The following report describes the progress made to attain the University's student achievement goals and its strategic Goals and Objectives in Year 1 (Fall 2021 through Summer 2022).

Student Achievement Progress Report

Texas A&M-Kingsville has identified several Key Performance Indicators (KPIs) to measure student achievement. These KPIs were initially developed in 2013 with input from the University's Academic Deans Council, the Council of Chairs, and the Faculty Senate and have been revised and updated regularly since then as part of the University's strategic planning process. The most recent update in the academic year (AY) 2022 was intended to better align these KPIs with the 2022-2027 strategic plan. The KPIs include the following:

- Student retention (Table 1)
- Course completion rate (Table 2)
- Number of degrees awarded (Table 3)
- 6-year graduation rate (Table 4)
- 4-year graduation rate for transfer students (Table 5)
- State licensure pass rate (Table 6)
- Graduate outcomes (Table 7)
- Median graduate salary (Table 8)

Components of the Student Achievement Progress Report

Key Performance Indicators (KPIs) describe how the University measures progress toward meeting its student achievement goals.

- **Definition** defines the metric chosen for the KPI.
- **KPI Thresholds** are expectations set by the University to define its own acceptable level of achievement (a minimum target, usually aligned with baseline data).
- **KPI Targets** are the University's expectations for improvement and/or aspirational targets that define what the University intends to achieve (improvement/aspirational target).

Data Findings for each KPI describe how the University is performing.

- The most recent year of KPI data is compared to the identified KPI Threshold and Target.
 - If the indicator met or exceeded the KPI Threshold and/or Target, this field was coded in **green**.
 - If the indicator did not meet or exceed the KPI Threshold and/or target, this field was coded in **red**.

Analysis of Results describes the data findings, including change over time and comparison to a peer group (if comparison data is available).

Use of Results for Improvement describes the actions and activities that the University implemented to seek the attainment of the KPI Thresholds and Targets. This also describes the actions that the University will take in the future to support continuous improvement and the attainment of the KPI Thresholds and targets.

STUDENT ACHIEVEMENT KPI DATA

KPI: Student Retention

Definition. The percentage of full-time first-time degree-seeking freshmen who enroll during one fall term and return the next fall term at Texas A&M-Kingsville.

Table 1. Data Findings: Student Retention			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Freshman Retention	63.4%	68%	70%

Source: Headcount snapshots created by the Office of Institutional Research and Assessment that are consistent with the official state CBM001 Student Report

Analysis of Results. Texas A&M-Kingsville did not meet its threshold for freshman retention. The AY 2022 rate (63.4%) was a decrease from the two prior years of 65.8 percent in 2021 and 72.1 percent in AY 2020.

Use of Results for Improvements: In January 2022, Texas A&M-Kingsville launched the Strategic Enrollment Planning (SEP) project in partnership with Ruffalo Noel Levitz (RNL). The SEP is a formal planning process that engages stakeholders through a series of progressive steps. It leads to a strategic enrollment plan that will guide enrollment and retention efforts over the next 3-5 years. The work was focused on enrollment planning for the undergraduate and graduate programs at Texas A&M-Kingsville. RNL offered a SEP model of eight consultations over 12 months, with visits scheduled approximately every six weeks through December 2022.

Four in-person visits took place between March and August 1, 2022. The visits focused on preparation and data analysis, enrollment projections, strategy development, and a communications audit. Reports, including recommendations and observations made by the RNL consultant, were shared with university leadership. The University plans to implement the recommendations made as a result of the SEP project in order to positively impact student enrollment and retention.

Additionally, in an effort to support student enrollment, retention, and graduation, Texas A&M-Kingsville launched the Javelina Promise program in January 2022. Javelina Promise covers tuition and mandatory fees for eligible students by first applying federal and state aid, such as Pell Grant and TEXAS Grant, scholarships, and other gift aid. Any remaining tuition and mandatory fees not covered by the aforementioned programs, are covered by this award.

KPI: Course Completion Rates

Definition. The percentage of semester credit hours completed. The total number of semester credit hours for which students are enrolled on the last day of the semester divided by the number of semester credit hours for which students were enrolled on the census day for fall and spring semesters or the appropriate census day for summer sessions.

Table 2. Data Findings: Course Completion Rates			
Measure	AY 2022	KPI Threshold	2026 KPI Target
SCH Completed	96.3%	96%	98%

Source: Certified state CBM00S Student Schedule Report

Analysis of Results. Texas A&M-Kingsville met the threshold for course completion rates. This rate has remained consistent (rates of over 95%) during the past several years.

Use of Results for Improvements: Texas A&M-Kingsville will continue to support students' course completion rates by offering effective learning supports such as tutoring services, writing services, and mentoring services. Though course completion rates are an important indicator of student achievement, the University may consider utilizing additional methods to measure effectiveness, such as productive course rates (percentage of students who successfully complete the course with an A, B, or C grade) and DFW rates (percentage of students who complete the course with a D or F grade or they withdraw from the course).

KPI: Number of Degrees Awarded

Undergraduate Degrees

Definition: The number of undergraduate degrees awarded within the reporting period.

Table 3. Data Findings: Number of Undergraduate Degrees Awarded			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Undergraduate Degrees	949	1148	1377

Source: Certified state CBM009 Graduation Report; Legislative Budget Board definition on Minority group is used

Analysis of Results. Texas A&M-Kingsville did not meet the threshold for the number of undergraduate degrees awarded. The AY 2022 number (949) was a decrease from the two prior years of 1,191 in AY 2021 and 1,151 in AY 2020.

Use of Results for Improvements: As stated above, in an effort to support student enrollment, retention, and graduation, Texas A&M-Kingsville launched the Javelina Promise program in January 2022. Javelina Promise covers tuition and mandatory fees for eligible students by first applying federal and state aid, such as Pell Grant and TEXAS Grant,

scholarships, and other gift aid. Any remaining tuition and mandatory fees not covered by the aforementioned programs are covered by this award.

In the Fall of 2021, Texas A&M-Kingsville was awarded a \$5 million dollar grant to provide student services and training for faculty in High Impact Practices aimed at Hispanic and low-income students in twelve STEM majors where retention rates fall below the pre-COVID average. Students participating in the program will have access to academic success and career coaching, study skills, and peer support group activities. Faculty members will have opportunities to learn new teaching strategies and incorporate new technology into their teaching and laboratory space.

Undergraduate degrees awarded to students in minoritized groups

Definition. The number of Hispanic, Black, and Native-American students who have earned a baccalaureate during the reporting period.

Table 4. Data Findings: Number of Undergraduate Degrees Awarded to Students in Minoritized Groups			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Undergraduate Minority Degrees	719	855	1026

Source: Certified state CBM009 Graduation Report; Legislative Budget Board definition on Minority group is used

Analysis of Results. Texas A&M-Kingsville did not meet its threshold for the number of undergraduate degrees awarded to students in minoritized groups. The AY 2022 number (719) is a decrease from the two prior years of 926 in AY 2021 and 828 in AY 2020.

Use of Results for Improvements: Seventy-five percent of undergraduate students enrolled in the Fall 2021 semester identified as Hispanic. With the support of Interim President Dr. James Hallmark and the new President Dr. Robert Vela, the Mexican American Studies Institute (MASI) was officially established by the Texas A&M University System Board of Regents on August 22, 2022. MASI honors and showcases the legacy of Mexican Americans in the Coastal Bend, South Texas, and the Borderland area. A goal of the Institute is to foster a sense of belonging and cultural pride for students, faculty, staff, and the community. Led by Dr. Alberto Rodriguez, associate professor of history, the Institute will host cultural events, training sessions for faculty and staff, and student success focused initiatives.

Graduate degrees

Definition. The number of graduate degrees awarded within the reporting period.

Table 5. Data Findings: Number of Graduate Degrees Awarded			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Graduate Degrees	481	617	740

Source: Certified state CBM009 Graduation Report; Legislative Budget Board definition on Minority group is used

Analysis of Results. Texas A&M-Kingsville did not meet the threshold for the number of degrees awarded. The AY 2022 number (481) is a decrease from the two prior years of 549 in AY 2021 and 595 in AY 2020. Enrollment in graduate programs has also decreased during this time period.

Use of Results: As stated above, in January 2022 Texas A&M-Kingsville launched the Strategic Enrollment Planning (SEP) project in partnership with Ruffalo Noel Levitz (RNL). SEP is a formal planning process that engages stakeholders through a series of progressive steps. It leads to a strategic enrollment plan that will guide enrollment and retention efforts over the next 3-5 years. The work was focused on enrollment planning for the undergraduate and graduate programs at Texas A&M-Kingsville. As part of the initial work, it was identified that admissions processes could be improved in ways that would expedite graduate admissions decisions and notifications.

KPI: Graduation Rates (within 6-years)

Definition. The 6-year graduation rate is calculated by following a cohort of first-time full-time degree-seeking freshmen and determining the number of students in the cohort who are awarded undergraduate degrees after six years as a percentage of the total number of students in the freshman cohort at Texas A&M-Kingsville.

Overall 6-Year Graduation Rate

Table 6. Data Findings: 6-Year Graduation Rate			
Measure	AY 2022	KPI Threshold	2026 KPI Target
6-Year Graduate Rate	44.0%	43%	48%

Source: Headcount and degree snapshots created by the Office of Institutional Research and Assessment that are consistent with the official CBM001 Student Report and CBM009 Graduation Report to the Texas Higher Education Coordinating Board and reported to IPEDS

Analysis of Results. Texas A&M-Kingsville exceeded the overall threshold for the 6-year graduation rate. This is nearly a 10-point increase from 2017, when the 6-year graduation rate was 34.7 percent

Use of Results for Improvements: In an effort to retain students and to help them to reach their goal of graduation, the university offered an increased number of hybrid and online course offerings. As a result of the COVID-19 pandemic, nearly all instruction was moved online. Even after lockdown conditions ceased, the University maintained an increased number of hybrid and online course offerings to offer flexibility to students.

Disaggregated by Ethnicity

Table 7. Data Findings: 6-Year Graduation Rate Disaggregated by Ethnicity			
Measure	AY 2022 (N / Fall 2015 Cohort)	KPI Threshold	2026 KPI Target
Hispanic/Latino	44.0% (399/906)	43%	48%
White	47.2% (100/212)	43%	48%
Black or African American	30.3% (27/89)	43%	48%
Non-Resident Alien	42.9% (9/21)	No threshold set due to small population size	No goal set due to small population size
Asian	33.3% (4/12)		
Two or More Races	33.3% (5/15)		
Unknown	50.0% (2/4)		
American Indian or Alaska Native	100.0% (2/2)		
Native Hawaiian or other Pacific Islander	50.0% (1/2)		

Source: IPEDS Graduation Rates for AY 2018-2022

Analysis of Results. Texas A&M-Kingsville exceeded the threshold for students belonging to Hispanic/Latino and White ethnic groups but failed to meet the threshold for Black or African American students. Although the University did not set thresholds for other ethnic groups, the graduation rates among Asian students and those of two or more ethnicities also fell below the threshold of 43 percent.

Use of Results for Improvements: In response to not meeting its 6-year graduation rate threshold, the University has sought to foster a greater sense of community amongst its African American student population and create additional opportunities for leadership, service, and career development. Emphasis was also placed on increasing the community’s understanding of the academic needs and resources available for this student population.

In the Summer 2022, the University revamped the Black Student Union (BSU), electing new officers, developing a new mission for the organization, and adding a new advisor to provide guidance and structure. During AY 2023, BSU members were active in the University’s Welcome Week, many Hispanic Heritage and Black History Month events, Homecoming, and the president’s Inauguration. BSU members attended networking events locally and at the Southwestern Black Student Leadership Conference, and participated in an on-campus leadership conference for campus organizations.

During AY 2022, the University hosted its annual Black Heritage Month celebrations. The objective this year was to focus on the advancement, retention, and belonging of the University’s African American student population by integrating community and academic support. The University hosted presentations and panels geared towards increasing understanding and intentionality around the academic needs and resources available to African American students in secondary and higher education. The University honored a number of African American students, staff, faculty, and community members an inaugural ball.

Disaggregated by Gender

Table 8. Data Findings: 6-Year Graduation Rate Disaggregated by Gender			
Measure	AY 2022 (N / Fall 2015 Cohort)	KPI Threshold	2026 KPI Target
Male	39.3% (282/718)	43%	48%
Female	49.0% (267/545)	43%	48%

Source: IPEDS Graduation Rates for AY 2018-2022

Analysis. Texas A&M-Kingsville surpassed its threshold and target for 6-year graduation rate among female students but was unable to meet its threshold for male students. The graduation rates for females has been steadily increasing, from 35.7 percent in 2017 to 49 percent in 2022. The graduation rates for males has also increased from 24.3 percent in 2017 to a high of 42.3 percent in AY 2021 and a subsequent decrease to 39 percent in AY 2022.

Disaggregated by Pell Status

Table 9. Data Findings: 6-Year Graduation Rate Disaggregated by Pell Status			
Measure	AY 2022 (N / Fall 2015 Cohort)	KPI Threshold	2026 KPI Target
Pell Recipients	40.0% (279/697)	43%	48%
Direct Subsidized Loan Recipients	44.3% (74/167)	43%	48%
Did not receive either a Pell Grant or Direct Subsidized Loan	49.1% (196/399)	43%	48%

Source: IPEDS Graduation Rates for AY 2018-2022

Analysis of Results. Texas A&M-Kingsville did not meet the threshold for 6-year graduation rates among students who received Pell Grants but did meet the threshold for students who receive Direct Subsidized Loans.

Use of Results for Improvements: As stated above, in an effort to support student enrollment, retention, and graduation, Texas A&M-Kingsville launched the Javelina Promise program in January 2022. Javelina Promise covers tuition and mandatory fees for eligible students by first applying federal and state aid, such as Pell Grant and TEXAS Grant, scholarships, and other gift aid. Any remaining tuition and mandatory fees not covered by the aforementioned programs, are covered by this award.

KPI: Transfer Student Graduation rates (within 4 years)

Definition. The percentage of full-time degree-seeking undergraduate students who transfer into the institution for the first time in the fall semester with at least 30 accepted semester credit hours and graduate within four academic years.

Table 10. Data Findings: 4-Year Graduation Rate for Transfer Students, AY 2022-2026			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Transfer Students who Graduate in 4 Years	71.7%	68%	70%

Source: Legislative Budget Board definition based on matriculated college credits before the first semester at Texas A&M University-Kingsville

Analysis of Results. Texas A&M-Kingsville exceeded both its threshold and target for transfer student graduation rates. Rates have been steadily increasing over the past several years.

Use of Results for Improvements: In an effort to retain students and to help them to reach their goal of graduation, the university offered an increased number of hybrid and online course offerings. As a result of the COVID-19 pandemic, nearly all instruction was moved online. Even after lockdown conditions ceased, the University maintained an increased number of hybrid and online course offerings to offer flexibility to students.

KPI: State Licensure Pass Rates

State Licensure Pass Rate-TEXES

Definition. The percentage of students of the institution’s undergraduate teacher education program graduates attempting the state licensing examination who pass all parts either before graduation from the program or within the twelve months immediately following graduation from the program.

Table 11. Data Findings: State Licensure Pass Rate for Teacher Education			
Measure	AY 2022	KPI Threshold	2026 KPI Target
State Licensure Pass Rate (TEXES)	46.7%	82%	93%

Source: College of Education and Human Performance

Analysis of Results. Texas A&M-Kingsville was unable to reach its threshold for licensure pass rates for the state’s educator preparation exam.

Use of Results for Improvements: In response to the low pass rate, the College of Education and Human Performance took the following steps: bringing in external consultants to advise the college on areas of concern and improvements, aligning all Teacher and Bilingual Education coursework to TEA (Texas Education Agency) standards, updating degree plans and articulation agreements, reworking program curriculum to reinforce key skills and areas where students struggle on the licensing exams, and providing intervention workshops to help students prepare for their professional exams.

State Licensure Pass Rate- Engineering

Definition. The percentage of the institution’s undergraduate engineering program graduates attempting the state licensing examination who pass all parts either before graduation from the program or within the twelve months immediately following graduation or any required internship.

Table 12. Data Findings: Sate Licensure Pass Rate of Engineering, AY 2022-2026			
Measure	AY 2022	KPI Threshold	2026 KPI Target
State Licensure Pass Rate (ENGINEERING)	21.4%	40%	45%

Source: College of Engineering

Analysis of Results. Texas A&M-Kingsville was unable to reach its threshold for state licensure pass rates for engineers.

Use of Results for Improvements: In Fall 2020, the University’s Civil Engineering program began requiring students to make a “C” or higher in all engineering courses. Additionally, all Civil Engineering majors were required to take CEEN 4350, a review course for the licensing exam, in order to graduate. Student performance on the final exam from this course is being reviewed to determine the area(s) of the curriculum where students are struggling. In AY 2023, the Civil Engineering program began reviewing/redeveloping its program curricula to better align with the licensing exam and industry needs. The program anticipates that this process will take 2 years, with new course proposals beginning to route in Fall 2023.

KPI: Graduate Outcomes (employment and/or further education)

Definition. The percentage of students found working or enrolled in Texas within one year after earning a degree or certificate from Texas A&M-Kingsville.

Table 13. Data Findings: Graduates Employed or Pursuing Additional Education			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Graduates employed or in graduate school	–	74%	80%

Source: Texas Higher Education Coordinating Board accountability report

Note: There is a 2-year lag in data availability from the accountability reports submitted to the Texas Higher Education Coordinating Board. The scores for the AY 2022 are not yet available.

Analysis of Results. Analysis is not possible due to the lack of data for 2022. In 2020 (most recent data), 77.1 percent of graduates were found to be working or enrolled.

Use of Results for Improvements: Due to the lack of published data for the past several years, the University will explore alternate methods for measuring graduate outcomes such as employment after graduation and continuing education. The Office of Career Engagement is currently seeking to standardize the process in which the University’s recent graduate career outcomes data is gathered, synthesized, and reported collectively and equitably across all colleges. To do this, the University will be participating in the National Association Colleges and Employers’ (NACE) First-Destination Survey. The Survey captures information regarding how new college graduates fare within their careers within six months of graduation and will enable the University to compare its graduate outcomes with those of peer institutions.

KPI: Graduate Salary (bachelor degree)

Definition. The typical median salary for Texas A&M–Kingsville graduates with 0-5 years’ experience in their field.

Table 14. Data Findings: Median Salaries for Recent Graduate			
Measure	AY 2022	KPI Threshold	2026 KPI Target
Salaries for bachelor degree with 0- 5 years experience	\$57,400 TAMUK \$50,917 THECB Peers	Peer Group Mean	Above peer group mean

Source: Payscale.com

Analysis of Results. The University exceeded both its threshold and target for median salaries for recent graduate students. For AY 2022, the median salary for Texas A&M-Kingsville alumni with 0–5 years of experience was \$57, 400, roughly 13 percent higher than the University’s peer group. Median salaries have been steadily increasing in recent years.

Use of Results for Improvements: The University is exploring alternate methods for measuring graduate outcomes such as starting salaries. The Office of Career Engagement is currently seeking to standardize the process in which the University’s recent graduate career outcomes data is gathered, synthesized, and reported collectively and equitably across all colleges. To do this, the University will be participating in the National Association of Colleges and Employers’ (NACE) First-Destination Survey. The Survey captures information regarding how new college graduates fare within their careers within six months of graduation and will enable the University to compare its graduate outcomes with those of peer institutions.

PROGRESS UPDATES FOR STRATEGIC GOALS AND OBJECTIVES

Strategic Plan Goal 1 – Assure all students are successful

Texas A&M-Kingsville, as both a Hispanic- and a minority-serving institution, has a moral obligation to ensure that its students are successful. Every student who attends this university is entitled to be successful, and it is the University’s mission to ensure that success.

1. Achieve a first-year retention rate of 85% or more

Freshman retention for AY 2022 was 63.4 percent. This is the percentage of full-time first-time degree-seeking freshmen who enroll during the fall term and return the next fall term at Texas A&M-Kingsville. Although the University is not yet close to its aspirational 85% rate, Texas A&M-Kingsville is moving towards its 2026 goal of 70 percent (see discussion on the retention rate within the section on page 4). Below is a list of various retention initiatives that took place in AY 2022 that help contribute to this rate.

- In AY 2022, the University contracted with Ruffalo Noel Levitz (RNL), a premier higher education consulting firm, to assist the University in developing a strategic enrollment plan. The plan will serve as a guide for future enrollment efforts and is a companion to the 2022-2027 strategic plan. Various working groups with representation from across the University met regularly with RNL consultants to develop action plans.
- The University established the Javelina Promise in AY 2022, a tuition assistance program that covers tuition and fees for up to four years for eligible students first-time in college (FTIC) students, transfer undergraduate students, and current continuing undergraduate students with household incomes of less than \$65K. This program will ensure students a world-class and affordable education at Texas A&M-Kingsville by eliminating the financial barriers to earning a degree.
- The University was awarded a U.S. Department of Education grant to support students who major in STEM subjects in AY 2021. The project titled “Hispanic Education Advising Remediation Teaching – H.E.A.R.T” was awarded \$5 million to provide student services and training for faculty in high-impact practices aimed at supporting Hispanic and low-income students in 12 STEM majors where retention rates fell below the pre-COVID averages. Students will have access to success and career coaching as well as study skill sessions and peer support group activities while faculty members will have opportunities to learn new teaching strategies and incorporate new technology into their teaching spaces and laboratory spaces.

2. Achieve undergraduate graduation rates of 4-year 45% and 6-year 70% or more

The 4- and 6-year graduation rates are calculated by following a cohort for first-time full-time degree-seeking freshmen and determining the number of students in the cohort who

are awarded undergraduate degrees after four and six years as a percentage of the total number of students in the freshman cohort. For AY 2022, the 4-year graduation rate was 25.2%, and the 6-year graduation rate was 44.0 percent. Disaggregation of the 6-year graduation rate by ethnicity, gender, and socioeconomic status in the previous Student Achievement section.

In Fall 2021, Texas A&M-Kingsville was included on a list of top performers on social mobility by the U.S. News and World Report. The University ranked 100th on the list and tied with several other national universities. The listing ranks nearly 400 universities from across the nation, with Texas A&M-Kingsville landing near the top 25 percent. The University was ranked 12th in Texas. This ranking focuses on students' social mobility—the ability to improve one's economic status in a way that impacts social standing—and how well universities transform the lives of students from modest means through affordable tuition and high-paying careers after graduation.

Texas A&M-Kingsville was ranked seventh in the state among public universities when it came to starting salaries for its graduates in AY 2022. PayScale's College Salary Report ranks Texas colleges by alumni salary earnings. This list includes salary data for alumni whose highest degree was a bachelor's degree. According to the data, Texas A&M-Kingsville alumni with less than five years of experience earn an average of \$57,300, and those with more than ten years of experience earn an average of \$104,800. The report also indicated that 63 percent of alumni say their work makes the world a better place.

3. Reduce the Dropped, Failed or Withdrawal (DFW) rate for undergraduates to 10% or less

The average unweighted Dropped, Failed, or Withdrawal (DFW) rate for undergraduate students in AY 2022 was 13.6 percent (the weighted average was 18.5%). Although the University did not meet its goal, it is working towards reducing the rate by increasing professional tutoring sessions and creating a safe and secure learning environment. Through its H.E.A.R.T. grant, the Center for Student Success has incorporated embedded tutoring into selected STEM courses with high DFW rates. The program, established in AY 2022, has seen mixed results. In response, the Center for Student Success is working to improve coordination between tutors and faculty. The Center is also collaborating with the Center for Teaching Effectiveness to promote more scholarship and professional development aimed at culturally relevant teaching, overcoming deficit narratives, and incorporating George Kuh's proven high-impact practices into the curriculum.

4. 90% of students seeking employment have a job related to their discipline of study within 6 months

The Texas Higher Education Coordinating Board publishes annual accountability reports such as the graduate outcomes report which lists the percentage of students found working or enrolled in Texas within one year after earning a degree or certification from Texas A&M-Kingsville. Because of the 2-year lag in data availability, the percentages for AY 2022 are not yet available.

5. 90% of students seeking entrance to graduate school or professional school will be successful

The Texas Higher Education Coordinating Board publishes accountability reports such as graduate outcomes which lists the percentage of students found working or enrolled in Texas within one year after earning a degree or certification from Texas A&M-Kingsville. Because of the 2-year lag in data availability, the percentages for AY 2022 are not yet available.

Strategic Plan Goal 2 – Provide a residential campus experience that enriches our students

Texas A&M-Kingsville continues to offer a residential campus experience to its students. A residential campus offers students a strong support network in a safe environment surrounded by other students who must also devote a significant amount of time to academic work. Students can benefit academically, socially, and personally from a robust residential campus experience.

6. Provide students with weekly and varied social activities

During September 2021, the University hosted a variety of events for the campus community celebrating Hispanic Heritage Month. These events included a Mariachi Showcase, tamale eating and grito contest during the football tailgate, and a Hispanic Heritage Symposium.

The Frank H. Dotterweich College of Engineering hosted Engineers Week in February 2022 with a variety of events in celebration during National Engineers Week. Events such as Showcase of Engineering Honor Societies and Organizations, Community Open House and Introduce a Girl to Engineering Day are a few of the events hosted.

7. At least once a semester, hold a student social event with faculty and staff

The Office of Student Success hosted a Welcome Back Lawn Party in March 2022. Faculty, staff, and students were invited to attend the College Hall lawn area to celebrate the return from spring break and to hang out with your “Javelina Family.” Food and fun activities were available with administrators handing out food and drinks to participants.

8. At least once a year, hold a student social event with families and faculty and staff

The School of Music’s Jazz Program hosted its annual fall concert in November 2021. The event, which is free and open to the public, occurs each year on the Tuesday before Thanksgiving and has become a great way to kick off the holiday season with a wide variety of jazz styles including swing, ballad, rock, Latin, fusion, mixed-meter, and electric. The concert

showcases the many talented students within the University's internationally award-winning jazz program.

9. Annual anonymous surveys of students regarding the student experience will show an 80% satisfaction rate or higher

The Office of Institutional Research and Assessment assisted with the administration of the Noel Levitz Student Satisfaction Inventory (SSI). This survey gives universities a powerful tool to improve the quality of student life and learning. It measures student satisfaction and priorities, showing the campus community how satisfied students are as well as what issues are important to them. Items that the survey captures across all class levels include institutional effectiveness, academic advising, registration effectiveness, campus climate, safety and security, recruitment and financial aid, and campus life. The last administration of the survey was in AY 2020. The University conducts these surveys on a two-year cycle with the next administration scheduled for Fall 2023. Because of this, no data is currently available on student satisfaction for AY 2022.

Strategic Plan Goal 3 – Maintain strong community ties

Texas A&M-Kingsville works to build strong relationships with the surrounding community and serves an important role in supporting community-based economic development and civically engaged development. Students benefit from being a part of an established institution through activities such as service learning.

10. Texas A&M-Kingsville will initiate or participate in one new annual event that builds community ties each year

Although not a newly established annual event, the College of Business Administration hosts an annual economic forum for the community to attend. The 2021 keynote was Lloyd B. Potter, a demographer for the State of Texas whose address was titled "Demographic and Economic Shifts in Texas: Business Related Implications". These annual events help bring the latest economic information and research to the local community.

In addition to the forum, the college also hosted its annual community breakfast in Spring 2022. This event is geared towards providing additional dimension to fiscal awareness and responsibility to students and residents of Kingsville and the surrounding communities. The speaker, Dr. Gijs van Oort, gave a presentation entitled "Supporting South Texas Community Organization during Crisis Recovery".

The College of Business Administration hosted an opportunity for high school students to ignite their entrepreneurship mindset and showcase their creativity in the first Javelina Launch. Held in June 2022, this free event was geared towards high school students interested in starting a business. Student attended seminars intended to help them start and run a business, starting with what makes a good business and ending with a presentation of prospective business.

Goal 4 – Recognized top-quality academic programs

Texas A&M-Kingsville offers many quality academic programs both at the undergraduate and graduate level.

11. Review and revise undergraduate academic programs with respect to number of majors, job opportunities for graduates and program interest resulting in revision of at least 10% of undergraduate degree programs

Each year, the department chair or program coordinators for each academic program and transcribed certificate submit an assessment of program student learning outcomes (PLOs) for review by the Academic Assessment Committee. Reports submitted in AY 2022 reflect data collected in AY 2021. Reports are also submitted for academic programs offered in different locations (i.e., Citrus Center, RELLIS) or modalities (i.e., face-to-face and 100% Online). In AY 2022, 120 reports were submitted, and 83 percent received positive reviews by the Academic Assessment Committee on their SLOs identified and reported on.

Undergraduate and graduate programs also participate in a program review every five years. In AY 2022, the following programs went up for review.

Undergraduate

- Animal Science
- Applied Arts and Sciences
- Biology
- Communication Sciences and Disorders
- Human Nutrition
- Social Work
- Spanish
- Finance
- Management
- Interdisciplinary Studies

Graduate

- Music
- Sociology
- Early Childhood
- Kinesiology

*No doctoral programs were up for review

Each program review addresses various areas of the program in the previous five years such as program headcount and semester credit hours required, curriculum, advising, instruction, faculty profile, departmental resources, and program strengths and weaknesses. The reports are reviewed by university committees as well as external reviewers within the discipline. All reviewers (both internal and external) are responsible for objectively reviewing the report to assess the viability and quality of the program. Judgements are made as to strengths and weaknesses of the program, program viability, recommendations for improvement, and recommendations regarding continuation of the program.

12. Enhance the quality of the undergraduate programs to increase undergraduate enrollment by 20%

As documented in Table 18, Texas A&M-Kingsville, unfortunately, saw a 12 percent drop in undergraduate enrollment between Fall 2021 and Spring 2022.

Table 18. Undergraduate Student Enrollment by Semester, AY 2022		
	Fall 2021	Spring 2022
Undergraduate	5,085	4,475

The University, as mentioned earlier in the report, the University contracted Ruffalo Noel Levitz (RNL) to develop a strategic enrollment plan. The plan will serve as a guide for future enrollment efforts and is a companion to the University's 2022-2027 Strategic Plan. Various working groups representing a cross-section of the University met regularly with RNL consultants in the development of action plans.

Additionally, through the Center for Academic Technology, the University offered trainings to increase the quality and consistency of online instruction. Twenty-six faculty members participated in the Distance Education Certification Program during the 2021-2022 academic year.

13. Enhance the quality of the graduate programs to increase graduate enrollment by 20%

Texas A&M-Kingsville saw a slight increase (1%) in graduate enrollment between Fall 2021 and Spring 2022.

Table 18. Graduate Student Enrollment by Semester, AY 2022		
	Fall 2021	Spring 2022
Master's	1,105	1,119
Doctoral	185	188
Total	1,290	1,370

As mentioned earlier, the RNL strategic enrollment plan should address the enrollment concerns to ensure that the campus increases enrollment both at the undergraduate and graduate levels. Additionally, through the Center for Academic Technology, the University offered trainings to increase the quality and consistency of online instruction. Twenty-six faculty members participated in the Distance Education Certification Program during the 2021-2022 academic year.

Strategic Plan Goal 5 – Provide our students an innovative education

Texas A&M-Kingsville continues to offer innovative education through its course and program offerings. Scientific research has shown that innovative teaching methods and approaches can significantly enhance the student learning process.

14. All full-time students will have at least one experiential education course each year

The Office of Institutional Research and Assessment assisted in the administration of the National Survey of Student Engagement (NSSE). Similar to the Noel Levitz SSI, the NSSE is also conducted on a two-year cycle with the next survey scheduled for Spring 2023. Subsequently, no data is available for AY 2022. The NSSE collects information about first-year and senior student participation in programs and activities that the institutions provide for learning and personal development. The survey collects information across five categories: (1) participation in dozens of educationally purposeful activities, (2) institutional requirements and the challenging nature of coursework, (3) perceptions of the college environment, (4) estimates of educational and personal growth since starting college, and (5) background and demographic information.

15. 25% of all undergrad courses will be offered with an engaged hybrid mode of teaching

In AY 2022, there were 1470 undergraduate courses listed in Texas A&M-Kingsville’s course inventory. Of those courses, 908 undergraduate courses were offered Fall 2021 and Spring 2021. Below is the total number and percentage of courses offered during the Fall 2021 and Spring 2021 semesters in online and hybrid modalities.

	Online	Hybrid	Total
Count	238	111	349
Percentage	26%	12%	38%

Based on the information above, the University has already exceeded the goal of 25 percent of all undergraduate courses being offered with an engaged hybrid mode of teaching. This increase may be in part due to faculty members’ being exposed to more online teaching methods coming out of the COVID-19 pandemic accommodations that were in place starting in Spring 2020. It is important to note that although this data shows the number of courses offered in these hybrid modes of teaching, it does not report the amount of engagement that

happens in these courses. Information on student engagement in the classrooms will be surveyed through the NSSE survey, next scheduled for administration in Spring 2023.

16. 40% of all graduate degree programs will be offered in flexible engaging and fully online programs

In AY 2022, Texas A&M-Kingsville offered 58 master's and doctoral degrees, according to the Texas Higher Education Coordinating Board. This number does not include transcribed certificates or individual concentrations within graduate degree programs. Of these programs, 21 are approved by the Texas Higher Education Coordinating Board as 100 percent online or fully online (86-99% online). This brings the overall percentage of Texas A&M-Kingsville's graduate degree programs offered as online programs to 36 percent. Considering this is the first year of the strategic plan, the University is making strides toward reaching its goal of 40%.

17. Cross-disciplinary high-impact professional learning practices will be used in at least 25% of courses offered

As mentioned earlier, the University is scheduled to administer the NSSE in Spring 2023. The NSSE asks about participation in six high-impact practices: service-learning, learning communities, research with faculty, internship or field experience, study abroad, and culminating senior experience. Since the survey has not been administered yet for this strategic plan timeline, no data is available for AY 2022.

Strategic Plan Goal 6 – Promote innovative research, scholarship, and arts-based performances

Texas A&M-Kingsville has been a leader in innovation in research, scholarship, and arts-based performance.

18. Increase external research/scholarship/arts-based performance funding by 40%

Texas A&M-Kingsville was granted reaffirmation as a Doctoral University with High Research Activity in the Carnegie Classification System. The University first received the designation in 2019. The designation issued by the Carnegie Classification of Institutions of Higher Education recognizes universities that award at least 20 research or scholarship doctoral degrees, or institutions that award less than 20 research or scholarship doctoral degrees but award at least 30 professional practice doctoral degrees in at least 2 programs. In addition, institutions receiving the "High Research Activity" designation must have a least \$5 million in total research expenditures, as reported by the National Science Foundation's Higher Education Research and Development Survey.

According to the Office of Research and Graduate Studies, the University was awarded \$20,315,823 in grants in fiscal year 2022. This is a 13 percent increase from the last fiscal year

reported (\$17,998,556). Assuming the University maintains its current trajectory, Texas A&M-Kingsville is on track to meet this goal.

Strategic Plan Goal 7 – Maintain an environment that promotes the health and wellness of everyone

Texas A&M-Kingsville is committed to enhancing the health, productivity, and quality of life of our community through the design and maintenance of the built environment and the development of well-being programs.

19. Programs that promote health and wellness will be accessed by more than 40% of students

Texas A&M-Kingsville’s Student Health and Wellness continues to serve the student population with access to services that promote health and wellness. According to their Institutional Effectiveness (IE) Report, the unit saw a 42 percent increase in clients served between AY 2021 and AY 2022. The unit also reports a 19 percent increase in total appointments attended from AY 2021 to AY 2022.

Strategic Plan Goal 8 – A directed effort in improving the campus physical environment will be made

Texas A&M-Kingsville strives to have an environment that positively impacts daily activities in ways that promote knowledge and creativity. To meet modern needs, the campus must renovate buildings to facilitate improvements.

20. Bring up major building each year up to 21st century university standards

Texas A&M-Kingsville received \$45 million in AY 2021 from the Texas legislature’s SB52 that helped provided support for critical campus renovations. The University has addressed critical deferred maintenance projects as part of the campus master plan.

The University also created the Javelina Gaming Lounge in Spring 2022 for students to have a place where gamers can gather to play Esports competitively. Esports is a form of organized, competitive video gaming usually consisting of multiplayer video game competitions, particularly between professional players, individually or as teams. The lounge is a state-of-the-art gaming center featuring 10 of the latest gaming PCs and related peripherals, four 43-inch televisions with the latest available consoles and two 75-inch televisions with Nintendo Switches. The lounge is located on the first floor of the James C. Jernigan Library and was put together as part of a collaboration between the departments of Recreational Sports and Student Activities (Student Engagement and Campus Life).

The University is currently in the process of developing its comprehensive campus master plan to address development needs and existing development ideas for five university

locations: Main Campus, North Farm, Caesar Kleberg Wildlife Research Park, Citrus Center, and Baffin Bay. This plan will assess facility needs, address enrollment growth, reinforce the university identity on campus, enhance student experiences, address vehicular and pedestrian circulation, identify potential land acquisition/development, and establish a vision for currently development university-owned land, among other things. The process is in its initial stage of information collection but is planned to conclude at the end of November 2023 with the Final Master Plan.