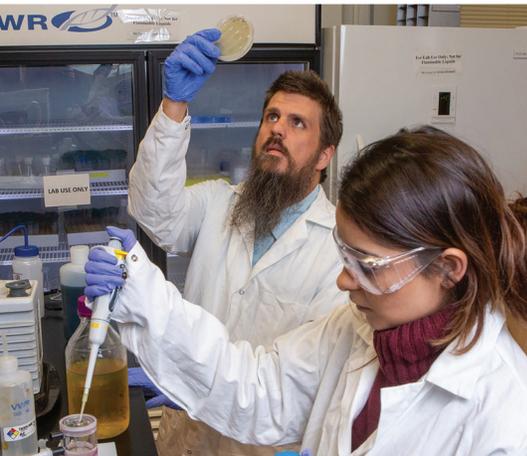




TEXAS A&M UNIVERSITY- KINGSVILLE®
STRATEGIC PLAN

Academic Years 2022-2027



Strategic Plan • 2022 - 2027

■ Vision

Texas A&M University-Kingsville is committed to being a renowned, 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.

■ Mission Mantra

Student success

■ Values

Pillars:

Family, Students Success

Supports:

Faculty & Staff, Scholarship, Instruction, Residential Experience

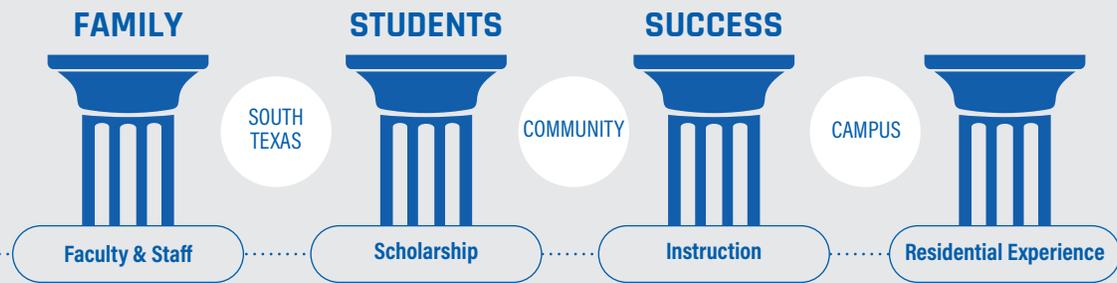
Struts: South Texas, Community, Campus

Contents

2	Strategic Plan 2022-2027
3	Values
4	Introduction
5	Overarching goals and measurable objectives
5	Goal 1
6	Goal 2
7	Goal 3, Goal 4
8	Goal 5
9	Goal 6, Goal 7
10	Goal 8
11	Appendix 1



Values



■ FAMILY

We recognize the importance of family for all our students. We strive to have our students feel like they are members of the Texas A&M University—Kingsville family.

■ STUDENTS

We are defined by our students. Service to our students must always be at the forefront.

■ SUCCESS

It is important that all students who enroll at the University are successful and make timely progress toward their degrees. We want all students to achieve their degrees.

■ FACULTY & STAFF

We recognize the quality, dedication, and determination of our faculty and staff. We must maintain and support a world-class faculty and staff.

■ SCHOLARSHIP

The faculty and students are engaged in top-quality scholarship, unique arts-based performance, and innovative research. This work will inform our curriculum and our teaching, preparing students for jobs and service to others.

■ INSTRUCTION

We are an educational institution that strives to share ideas, promote critical thinking, nurture creativity and develop problem-solving skills. We accomplish this with engaging classes, experiential learning, and mentoring.

■ RESIDENTIAL EXPERIENCE

We offer students an opportunity to live and learn on campus and become fully immersed in the university experience.

■ SOUTH TEXAS

We recognize and celebrate our unique location and our cultural heritage.

■ COMMUNITY

We are a community, larger than a family, but showing equal concern for one another. We have social and academic interactions; we challenge, we entertain, we relax, and we work hard together.

■ CAMPUS

We have a beautiful campus in South Texas with Spanish Colonial Revival architecture, towering palm trees, boulevards lined with southern live oaks and pedestrian-friendly walkways. It is a place where you can feel special and at home at the same time.



Introduction

- The Texas A&M University-Kingsville new strategic plan was drafted with a relatively new president (in his second year at Kingsville) and a new provost (in his first year at Kingsville). It was drafted during the pandemic. We seized the opportunity to look at the institution with fresh eyes to leverage the most from the institution's history and potential and then to plot a course for renewed growth.

Our 2022-2027 Strategic Plan focuses on increasing student success. Every student who walks in our front door should not leave without a diploma or certificate in his or her hand. We have added a mission mantra: student success. This mantra is short enough for everyone to memorize and use as the underlying reason for every action. This strategic plan was carefully created by cross-sections of the university community through multiple focus group meetings with faculty, staff, students, alumni and the Texas A&M University-Kingsville Foundation Board.

The format of the plan is traditional. We list eight aspirational goals. We will assess whether we achieve these goals by the 21 measurable objectives that underpin the goals. Additionally, in the appendix, we list over one hundred possible strategies that may be used to meet the 21 measurable objectives. The information in parenthesis includes links to the Texas A&M System Strategic Plan.

We are grateful to all that contributed to the focus groups, to the committee meetings, to the writing and editing and lengthy discussions. We feel this plan will lead the institution forward and be true to our students and the community of South Texas.

This plan is effective August 2021 upon approval by the Texas A&M University System Board of Regents.



Overarching Goals and Measurable Objectives

1

GOAL 1

Assure that all students are successful

Core Principle: Impact • Vision: 1, 5

A university education is important for many reasons, including long-term financial gain, job stability, career satisfaction, and success outside of the workplace. Texas A&M University-Kingsville as both a Hispanic- and minority-serving institution has a moral obligation to make certain that our students are successful. With more occupations requiring advanced education, a college degree is critical to success in today's workforce.

College graduates earn more on average. Workers with a college degree are less likely to face unemployment and are more likely to experience job satisfaction. Thus, a university education can change the life of our students and have a positive impact on their families, too. A student who is successful with their college education also experiences other benefits in life. College degree holders are more likely to be homeowners, have higher incomes, and live longer lives with better health.

Every student who attends Texas A&M University-Kingsville is entitled to be successful. We must do everything possible to make certain that they are successful.

OBJECTIVE 1

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

Core Principle: Impact • Vision: 1, 5 • Accountability 2.6, 3.8

OBJECTIVE 2

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

Core Principle: Impact • Vision: 5 • Accountability 2.6, 2.7 & 3.8

OBJECTIVE 3

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

Core Principle: Impact • Accountability 2.6, 3.8, 3.9, & 3.12

OBJECTIVE 4

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

Core Principle: Impact • Vision 5 • Accountability 3.10

OBJECTIVE 5

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

Core Principle: Impact • Vision 5 • Accountability 3.10



2

GOAL 2

Provide a residential campus experience that enriches our students

Core Principle: Impact • Vision: 1

A residential campus offers our students strong support networks in an environment where it is easy to make friends. They are in a safe environment and are surrounded by other students who also must devote a significant amount of time to academic work. Thus, it is easier for residential students to succeed.

The social fabric of South Texas is evident on the campus of Texas A&M University-Kingsville. The partnership with the historic King Ranch, the preservation of South Texas heritage reflected in the John E. Conner Museum and Archives, and the close-knit working relationship with the Kingsville community help students to understand their environment and their heritage.

Students can benefit academically, socially, and personally with a strong residential campus experience.

■ **OBJECTIVE 6**

Provide students with weekly and varied social activities

Core Principle: Impact • Vision: 1 & 3 • Accountability 3.8

■ **OBJECTIVE 7**

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

Core Principle: Impact • Vision 5 • Accountability 3.8

■ **OBJECTIVE 8**

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

Core Principle: Access and Affordability • Vision 5 • Accountability 3.8

■ **OBJECTIVE 9**

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

Core Principle: Excellence • Vision 1 • Accountability 3.8

3

GOAL 3

Maintain strong community ties

Core Principle: Impact • Vision: 5 • Accountability 5.19

Texas A&M University-Kingsville has an obvious stake in building strong relationships with the community that surrounds our campus. We do not have the option of relocating and thus are, of necessity, a place-based anchor. While corporations, businesses, and residents often flee from economically depressed, low-income urban and suburban edge-city neighborhoods, as a university, we will remain a steadfast institution in our community. At a time when foundations that help establish community-based projects are often unable to continue with ongoing, long-term involvement in communities, as a university, we can play an important role. Universities are inherently an important potential institutional base for helping community-based economic development and civically engaged development.

Students benefit from being a part of an established institution. They can contribute to service learning in an environment where they feel ownership and can observe the cultural ties within the greater community.

OBJECTIVE 10

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

Core Principle: Excellence • Vision: 1 & 3 • Accountability 5.19

4

GOAL 4

Recognized top-Quality Academic Programs

Core Principle: Impact • Vision: 5 • Accountability 3.12

For many years, judgments about “quality” in higher education were determined almost solely by institutional reputation, productivity, and factors such as fiscal, physical, and human resources. Regional accreditors, charged with examining the adequacy of public and independent institutions, looked mostly at the overall level of institutional resources and at internal shared-governance processes.

Over the past decades, however, interest on the part of students and their parents in the actual academic performance of colleges and universities has steadily risen. Pass rates, graduation rates, career opportunities and social mobility are closely tied to academic quality.

With the effective decreases in public funding for a college education and the increased cost to the student and the family, it makes economic sense for students and their families to invest in the best academic program available.

OBJECTIVE 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

Core Principle: Impact • Vision: 1, 3 • Accountability 3.10



■ **OBJECTIVE 12**

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

Core Principle: Excellence • Vision: 3, 5 • Accountability 3.10

■ **OBJECTIVE 13**

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

Core Principle: Excellence • Value: 3, 5 • Accountability 3.10

5

GOAL 5

Provide our students an innovative education

Core Principle: Impact • Vision: 1, 3 • Accountability 3.8, 3.10

Using innovative methods of teaching is a crucial skill for all instructors. Scientific research has shown that innovative teaching methods and approaches can significantly enhance the student learning process. Developing innovative teaching strategies is challenging. It often places instructors firmly outside of their comfort zones and into a position where failure is possible. However, experimenting with new instructional methods and strategies can improve student engagement, motivation and attainment and is a win-win for both students and instructors.

Instructors create the mood and tone of the room. Positive classroom cultures that invite authentic learning can lead to more opportunities for students to positively connect with content, their peers, and their instructor.

■ **OBJECTIVE 14**

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

Core Principle: Impact • Vision: 1, 3 • Accountability 3.8, 3.10

■ **OBJECTIVE 15**

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

Core Principle: Access and Affordability • Value: 1, 2 • Accountability 2.6, 3.8.

■ **OBJECTIVE 16**

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

Core Principle: Access and Affordability • Vision: 1, 5 • Accountability 3.8, 3.10

■ **OBJECTIVE 17**

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

Core Principle: Access and Affordability • Vision: 1, 5 • Accountability 3.8, 3.10

6

GOAL 6

Promote innovative research, scholarship, and arts-based performances

Core Principle: Excellence • Vision: 1, 3 • Accountability 4.14, 4.16

It has become almost universally accepted that our universities must adapt to the world and environment in which they exist. Whether it is government policy on state support, tuition and fees, the expectations of Generation Z, international competition, or the opportunity offered by new technologies, universities find themselves beset by a barrage of external change to which they must respond and adapt.

Of course, universities have always adapted, learned, and moved on – that is the basis of academic inquiry and the heart of the sector’s strength. Across higher education, universities are offering new courses, attracting new students, and are innovating in how they work. Yet, the stakes are higher than ever before. Universities compete for students, compete for staff, and compete for research funding.

The competitive dynamic is here to stay. Additionally, the global market for higher education is now simply too big and too mobile to be anything other than highly competitive. At their best, universities are innovators, risk-takers, and pioneers, and it is these characteristics that should guide Texas A&M-Kingsville forward.

The University must in lead in innovation in research, scholarship and also in arts-based performances to keep us competitive.

OBJECTIVE 18

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

Vision: 4 • Accountability 4.13, 4.15

7

GOAL 7

Maintain an environment that promotes the health and wellness of everyone

Core Principle: Impact • Vision: 3

Texas A&M University-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. Numerous health initiatives reflect the growing recognition that creating healthy campuses positively affects recruitment, retention, and student satisfaction, and they can provide the foundation for a life well-lived. Additionally, the concept of a “duty of care” has come to encompass a greater number of foreseeable risks that our campus has an opportunity and responsibility to mitigate.

OBJECTIVE 19

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

Vision: 3



8

GOAL 8

A directed effort in improving the campus physical environment will be made

Vision: 6 • Accountability 6.23

The design and organization of the university campus plays a crucial role in the practical, emotional, and intellectual life of students, staff and faculty. We strive to have an environment that impacts daily activities in ways that promote knowledge and creativity. To meet modern needs, we must renovate buildings in to facilitate improvements. As much as possible we must limit the rigid placement of furniture such as desks and cabinets that inhibit social interaction. We also need to avoid offices that serve more as spaces for administrative tasks than as space for creative activities.

■ OBJECTIVE 20

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

Vision: 6 • Accountability 6.23



GOAL 1: Assure that all students are successful

Core Principle: Impact • Vision: 1, 5

■ OBJECTIVE 1

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

Core Principle: Impact • Vision: 1, 5 • Accountability 2.6, 3.8

Strategy 1: Define “student success”

Core Principle: Access and Affordability • Accountability 2.6, 3.8

Strategy 2: Teach students habits for success

Accountability 2.6, 3.8

Strategy 3: Relay student success stories

Core Principle: Impact • Accountability 2.6, 3.8

Strategy 4: Collect data and put it to good use

Core Principle: Impact • Accountability 2.6, 3.8

Strategy 5: Develop intervention programs

Core Principle: Impact • Accountability 2.6, 3.8

Strategy 6: Combine the strength of all resources

Core Principle: Access and Affordability • Accountability 2.6, 3.8

Strategy 7: Offer many opportunities for success

Core Principle: Impact • Accountability 3.8

Strategy 8: Survey students

Core Principle: Impact • Accountability 3.8

Strategy 9: Focus on building community

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 10: Increase resources for academic advising

Core Principle: Impact • Accountability 2.6, 3.8

■ OBJECTIVE 2

Achieve undergraduate graduation rates of 45% (4 year) and 70% (6 year) or more

Core Principle: Impact • Vision: 5 • Accountability 2.6, 2.7, 3.8

Strategy 11: Encourage the use of new technology to motivate and engage students

Core Principle: Impact • Accountability 2.6, 2.7, 3.9

Strategy 12: Differentiate the instruction

Core Principle: Impact • Vision 1 • Accountability 2.6

Strategy 13: Use more standards-based assessments for benchmarking

Core Principle: Impact • Accountability 3.9

Strategy 14: Personalize student learning

Access and Affordability • Vision 1 • Accountability 2.6, 3.8

Strategy 15: Increase professional tutoring sessions

Core Principle: Impact • Accountability 2.6

Strategy 16: Build connections with the community

Core Principle: Impact, Vision 5

Strategy 17: Engage with the students' family

Core Principle: Impact • Vision 5 • Accountability 2.6, 3.8

Strategy 18: Create a safe and secure learning environment

Core Principle: Impact • Accountability 3.8, 3.9

Strategy 19: Sustain and expand the mentorship programs

Core Principle: Impact • Accountability 2.6, 3.8, 3.9, 3.12

Strategy 20: Reimagine advising and support services

Core Principle: Impact • Accountability 2.6, 3.8, 3.9, 3.12

■ **OBJECTIVE 3**

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

Core Principle: Impact • Accountability 2.6, 3.8, 3.9, 3.12

Strategy 21: Re-examine the role and scope of freshman seminar

Core Principle: Access and Affordability • Accountability 2.6, 3.8

Strategy 22: Expand mentorship of new faculty

Core Principle: Impact • Accountability 2.6, 3.8, 3.9

Strategy 23: Support the very best instructors

Core Principle: Excellence • Accountability 3.8

Strategy 24: Implement summer bootcamps

Core Principle: Access and Affordability • Accountability 2.6, 3.8

Strategy 25: Redefine course structure

Core Principle: Access and Affordability • Accountability 3.9

■ **OBJECTIVE 4**

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

Core Principle: Impact • Vision 5 • Accountability 3.10

Strategy 26: Enhance work readiness skills

Core Principle: Impact • Vision 5 • Accountability 3.10

Strategy 27: Expand the interview clothes closet

Core Principle: Access and Affordability • Accountability 2.6, 3.10



Strategy 28: Broaden counseling beyond careers

Core Principle: Impact • Accountability 3.9

Strategy 29: Increase paid internships

Core Principle: Impact • Accountability 3.8, 3.10, 3.12

Strategy 30: Faculty must work to prepare students for the workplace

Core Principle: Impact • Vision 5 • Accountability 3.10

Strategy 31: Encourage teamwork

Core Principle: Impact • Accountability 3.10

Strategy 32: Round out the curriculum

Core Principle: Impact • Accountability 3.10

Strategy 33: Prepare students better for the job market

Core Principle: Impact • Vision 5 • Accountability 3.10

■ **OBJECTIVE 5**

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

Core Principle: Impact • Vision 5 • Accountability 3.10

Strategy 34: Offer exam prep sessions

Core Principle: Impact • Vision 5 • Accountability 3.10

Strategy 35: Career services to provide information and direction

Core Principle: Impact • Vision 5 • Accountability 3.10

GOAL 2: Provide a residential campus experience that enriches our students

Core Principle: Impact • Vision: 1

■ **OBJECTIVE 6**

Provide students with weekly and varied social activities

Core Principle: Impact • Vision 1, 3 • Accountability 3.8

Strategy 39: Enhance student government opportunities

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 40: Build the athletics program

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 41: Create an e-sports program

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 42: Better promote academic and professional organizations

Core Principle: Impact • Vision 1, 3 • Accountability 3.8



Strategy 43: Encourage volunteer and service-related activities

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 44: Create multicultural activities

Core Principle: Impact • Vision 1, 3, 5 • Accountability 2.6, 3.8

Strategy 45: Engage more students in the arts

Core Principle: Access and Affordability • Vision 1, 3 • Accountability 3.8

Strategy 46: Encourage a variety of activities

Core Principle: Access and Affordability • Vision 1, 3 • Accountability 3.8

■ **OBJECTIVE 7**

At least once a semester student social event with faculty and staff

Core Principle: Impact • Vision: 5 • Accountability 2.6, 3.8

Strategy 47: Create university-wide activities

Core Principle: Impact • Vision 5 • Accountability 3.8

Strategy 48: Create department and college activities

Core Principle: Impact • Vision 1, 5 • Accountability 3.8

Strategy 49: Encourage course-based interactions

Core Principle: Impact • Vision 5 • Accountability 3.8)

■ **OBJECTIVE 8**

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

Core Principle: Access and Affordability • Vision 5 • Accountability 3.8

Strategy 50: Use cultural events to bring families to the campus

Core Principle: Access and Affordability • Vision 5 • Accountability 3.8

Strategy 51: Use of unique events to bring families to the campus

Core Principle: Access and Affordability • Vision 5 • Accountability 3.8)

■ **OBJECTIVE 9**

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

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 52: Create a student service vision

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 53: Assess student needs

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 54: Train employees on service skills

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 55: Hold faculty and staff accountable

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 56: Encourage and promote professionalism

Core Principle: Excellence • Vision 1 • Accountability 3.8

Strategy 57: Reward and recognize good service

Core Principle: Excellence • Vision 1 • Accountability 3.8

GOAL 3: Maintain strong community ties

Core Principle: Impact • Vision: 5 • Accountability 5.19

OBJECTIVE 10

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

Core Principle: Impact • Vision: 5 • Accountability 5.19

Strategy 58: Pioneer community-building work

Core Principle: Impact • Vision 5 • Accountability 5.19

Strategy 59: Leverage our assets to help the local community

Core Principle: Impact • Vision 5 • Accountability 5.19

Strategy 60: Integrate local history and culture into the academic program

Core Principle: Impact • Vision 5 • Accountability 5.19

GOAL 4: Recognized top-quality academic programs

Core Principle: Excellence • Vision: 1,3 • Accountability 3.12

OBJECTIVE 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

Core Principle: Impact • Vision: 1,3 • Accountability 3.10

Strategy 61: Review undergraduate degree programs with less than 40 students

Core Principle: Impact • Vision 1,3 • Accountability 3.10

Strategy 62: Support departments that want to reimagine and reengineer degree pathways

Core Principle: Impact • Vision 1,3 • Accountability 3.10

Strategy 63: Encourage evidence-based teaching practices that have been shown to enhance engagement and deepen learning

Core Principle: Impact • Vision 1,3 • Accountability 3.8, 3.10

Strategy 64: Tackle academic inequities without stigmatizing any group of students

Core Principle: Impact • Vision 1,3 • Accountability 2.6, 3.8, 3.10

■ OBJECTIVE 12

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

Core Principle: Excellence • Vision: 3, 5 • Accountability 3.10

Strategy 65: Undergraduate program offerings should be academically broad

Core Principle: Excellence • Value 3, 5 • Accountability 3.10

Strategy 66: Undergraduate programs must be increasingly flexible

Core Principle: Access and Affordability • Value 1, 2 • Accountability 3.8

Strategy 67: Consider the use of accountability seminars

Core Principle: Excellence • Value 3, 5 • Accountability 3.10

■ OBJECTIVE 13

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

Core Principle: Excellence • Value 3, 5 • Accountability 3.10

Strategy 68: New master's program offerings should be more robust

Core Principle: Excellence • Value 3, 5, • Accountability 3.10

Strategy 69: New master's programs must be taught in flexible formats

Core Principle: Access and Affordability • Value 1, 2 • Accountability 3.8

Strategy 70: Hold writing retreats and workshops

Core Principle: Excellence • Value 3, 5 • Accountability 3.8, 3.10

Strategy 71: Add new doctoral degree programs

Core Principle: Excellence • Value 3, 5 • Accountability 3.10)

GOAL 5: Provide our students an innovative education

Core Principle: Impact • Vision: 1,3 • Accountability 3.8, 3.10

■ OBJECTIVE 14

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

Core Principle: Excellence • Vision: 1, 3 • Accountability 3.8, 3.10

Strategy 72: Increase the number of internships

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

Strategy 73: Increase opportunities for service learning

Core Principle: Impact • Vision 1, 3 • Accountability 3.8, 3.10

Strategy 74: Consider adopting cooperative education

Core Principle: Impact • Vision 1, 3 • Accountability 3.8, 3.10

Strategy 75: Where appropriate, increase clinical education

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

Strategy 76: Add a practicum to the curriculum

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

Strategy 77: Increase the opportunity for undergraduate research experience

Core Principle: Impact • Vision 1, 3 • Accountability 3.8, 3.10

Strategy 78: Add community-based research to the curriculum

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

Strategy 79: In some majors, field-work can be added

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

Strategy 80: Increase the opportunity for study abroad

Core Principle: Impact • Vision 3 • Accountability 3.8, 3.10

OBJECTIVE 15

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

Core Principle: Access and Affordability • Vision: 1, 2 • Accountability 2.6, 3.8

Strategy 81: Leverage virtual class meetings with collaborative work

Core Principle: Access and Affordability • Value 1, 2 • Accountability 2.6, 3.8

Strategy 82: Create the need to know

Core Principle: Access and Affordability • Value 1, 2 • Accountability 2.6, 3.8

Strategy 83: Reflect and set goals

Core Principle: Access and Affordability • Value 1, 3 • Accountability 3.8

Strategy 84: Differentiate instruction through online work

Core Principle: Access and Affordability • Value 1, 2 • Accountability 2.6, 3.8

Strategy 85: Use existing tools for mobile learning

Core Principle: Access and Affordability • Value 1, 2 • Accountability 3.8)

OBJECTIVE 16

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

Core Principle: Access and Affordability • Vision: 1, 5 • Accountability 3.8

Strategy 86: Build a personal connection with students

Core Principles: Access and Affordability • Vision 1 • Accountability 3.8

Strategy 87: Work to motivate students

Core Principles: Access and Affordability • Vision 1 • Accountability 3.8

Strategy 88: Help students maintain focus

Core Principles: Access and Affordability • Vision 1 • Accountability 3.8

Strategy 89: Create a sense of community

Core Principles: Access and Affordability • Vision 1 • Accountability 3.8

Strategy 90: Make discussions meaningful

Core Principles: Access and Affordability • Vision 1, 3 • Accountability 3.8

Strategy 91: Increase student engagement

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

Strategy 92: Identify and support struggling students

Core Principles: Access and Affordability • Vision 1 • Accountability 3.8

■ **OBJECTIVE 17**

Cross-disciplinary, high-impact, professional learning practice will be used in at least 25% of courses offered

Core Principle: Access and Affordability • Vision: 1, 5 • Accountability 3.8

Strategy 93: Integrate and assess evidence-based pedagogies

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

Strategy 94: Implement effective quality teaching-learning strategies

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

Strategy 95: Advance non-tenure-track faculty participation in professional learning

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

Strategy 96: Establish a Center for Teaching and Learning (CTL) as the focus of quality enhancement

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

Strategy 97: Develop a campus-wide culture of teaching excellence

Core Principles: Access and Affordability • Vision 1,5 • Accountability 3.8

GOAL 6: Promote innovative research, scholarship, and arts-based performances

Core Principle: Excellence • Value 4 • Accountability 4.14, 4.16

■ **OBJECTIVE 18**

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

Vision: 4 • Accountability 4.13,4.15

Strategy 99: Fund faculty travel to meet with program officers

Core Principle: Excellence • Value 4 • Accountability 4.13, 4.14

Strategy 100: Provide grant writing workshops

Core Principle: Excellence • Value 4 • Accountability 4.13, 4.14

Strategy 101: Search for new sources of funding

Core Principle: Excellence • Value 4 • Accountability 4.13, 4.14

Strategy 102: Internal review proposals before submitting

Core Principle: Excellence • Value 4 • Accountability 4.13, 4.14

Strategy 103: Seek out collaborations

Core Principle: Excellence • Value 4 • Accountability 4.14

Strategy 104: Reduce teaching loads for those who are active and productive in research/scholarship/arts-based performance

Core Principle: Excellence • Value 4 • Accountability 4.14, 4.16

GOAL 7: Maintain an environment that promotes the health and wellness of everyone

Core Principle: Impact • Value 3

OBJECTIVE 19

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

Vision: 3

Strategy 105: Maintain facilities and coaches for recreation sports

Core Principle: Excellence

Strategy 106: Student affairs can add student health and wellness sessions

Core Principle: Excellence

Strategy 107: Remove the stigma of having students monitoring their mental health

Core Principle: Excellence

GOAL 8: A directed effort in improving the campus physical environment will be made

Vision 6 • Accountability 6.23

OBJECTIVE 20

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

Vision 6 • Accountability 6.23

Strategy 108: Increase the broadband WiFi strength

Vision 6 • Accountability 6.23

Strategy 109: Instead of making smart classrooms, make accessible classrooms

Vision 6 • Accountability 6.23

Strategy 110: Create student gathering spaces

Vision 6 • Accountability 6.23

Strategy 111: Create/update the campus master plan

Vision 6 • Accountability 6.23



TEXAS A&M
UNIVERSITY
KINGSVILLE®

A Member of The Texas A&M University System