



VISION 2012

CATALYST FOR EXCELLENCE

TEXAS A&M UNIVERSITY-KINGSVILLE
STRATEGIC PLAN 2007-2012

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



MISSION CORE VALUES

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

INTEGRITY

Truth and honesty in our actions and educational programs

EXCELLENCE

High quality educational programs and services

OPPORTUNITY

Access to higher education for those who wish to advance personally and professionally

SUCCESS

Achievement of desired outcomes

SERVICE

Actions that benefit others

Universities have many roles to play in the fabric of our society, and sometimes these roles seem to be in opposition to one another. On the one hand, universities are guardians of much-loved traditions and systems that have developed over time. On the other hand, universities must respond to the ever-evolving needs of the constituencies they serve. One role seems to require shielding against change while the other mandates embracing it. Despite the apparent dichotomy, a university can, and must, do both. This publication represents the catalyst to make this happen at Texas A&M University-Kingsville.

Vision 2012: Catalyst for Excellence is the culmination of a comprehensive strategic planning process. Every department of the University participated in the development of this strategic plan with input, discussion and evaluation. We intentionally made the process thoughtful, inclusive and iterative.

The heart of the plan is our Vision, Mission and Core Values. Throughout the plan's development, we kept laser-like focus on what we intend our future to be – our vision ... what the University has been called to do – our mission ... and the way in which each of us will individually act to make it happen – our core values. These three elements pump the lifeblood into everything we do.

At the soul of the plan are our students, who are the motivating spirit that is the essential part of this University. At the end of each day, our reflection on the work we have done should answer the question, "Did it help our students?" We are committed to helping our students attain their goals and dreams. We are committed to the goals of the Texas Higher Education Coordinating Board's *Closing the Gaps by 2015* plan to improve student participation, student success, excellence and research precisely because it is what we were founded in 1925 to do. We aspire to the principles of the Baldrige National Quality Program's Education Criteria for Performance Excellence because we believe in strengthening performance practices, capabilities and results.

A catalyst is an agent that provokes significant change or action. This strategic plan represents the catalyst that will create change and motivate action. When we execute the objectives and fulfill the goals of this strategic plan, we can be assured that we have helped our students realize their dreams, met the goals of the *Closing the Gaps by 2015* plan, and are well on our way to achieving the standards set forth by the Baldrige National Quality Program.

Read on. You will see how this catalyst will enable us to attain our vision to be a nationally recognized public university. I extend my thanks to everyone involved in making this plan a reality.

Rumaldo Z. Juárez, Ph.D.
President



“At the end of each day, our reflection on the work we have done should answer the question, “Did it help our students?””



INTRODUCTION

Vision 2012: Catalyst for Excellence is the outcome of a strategic planning process that began several years ago when Texas A&M University-Kingsville launched an inclusive effort to re-examine and revise its mission statement in an ongoing process of assuring that the mission remains relevant to the people we serve. Proceeding from the mission statement, University faculty, students, staff and administrators engaged in the process of developing the vision statement and identifying the core values. Five goals that form the foundation of the strategic plan were then identified.

The strategic planning process revealed that Texas A&M University-Kingsville will benefit from new and welcomed opportunities along with unprecedented challenges in the years ahead. The University will meet both opportunity and challenge with the confidence and vigor brought by our proud tradition of accomplishments in education, research and service to the region, state and nation and best of all, by the successes of nearly 60,000 Javelina alumni.

The University's national image today is a credit to the proven leadership of its alumni, particularly those in the fields of engineering, education, agriculture, business, science, the health professions, the military and the arts and music. Our work has been made possible by the unqualified support of the University's President's Circle, the Texas A&M-Kingsville Foundation, the Javelina Alumni Association, the Javelina Club, the academic advisory boards, the City of Kingsville, the communities and people of the Coastal Bend and throughout South Texas.

Finally, success in higher education is only possible with the dedication and strong work ethic of excellent faculty and staff whose priority is student success. In that regard, Texas A&M-Kingsville is blessed with a cadre of employees committed to student success and determined to give their absolute best in all they undertake.

The following pages contain, in summary form, the objectives and strategies associated with each of the major goals of *Vision 2012: Catalyst for Excellence*. By focusing and guiding the University's work during the next five years, this plan is the catalyst that will lead us in our quest to be a nationally recognized public university.



GOAL 1

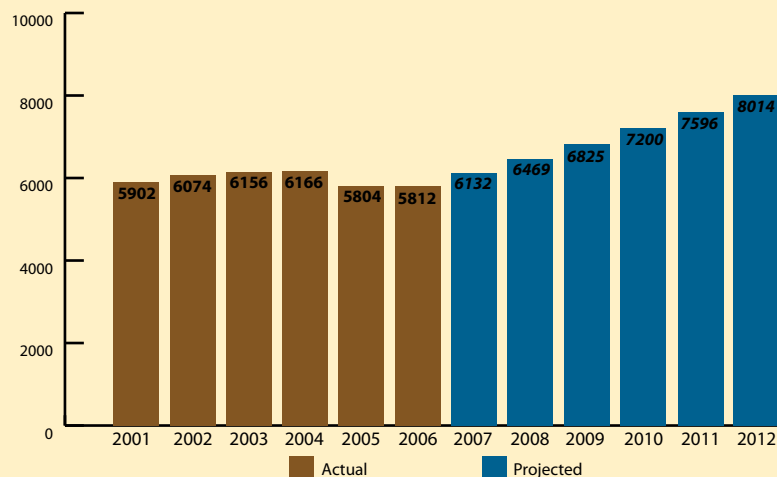
BROADEN THE BASE OF
PRODUCTIVE AND EDUCATED CITIZENS



BROADEN THE BASE OF PRODUCTIVE AND EDUCATED CITIZENS

When the citizens of South Texas began their efforts to establish a teachers college in Kingsville in the early 20th century, they were planting a seed that 80 years later has grown into a respected and mature comprehensive doctoral research university. Broadening the base of productive and educated citizens has been at the root of our mission since we opened our doors in 1925, and will continue to be for years to come. The fruits of our labor and the contributions of our alumni can be felt well beyond our own South Texas region and even beyond the borders of our state and nation. Our direction remains clear: to provide our minority and first-generation college student population access to the superior attributes of our residential research University while also reaching out to the rest of our state, national and international student populations.

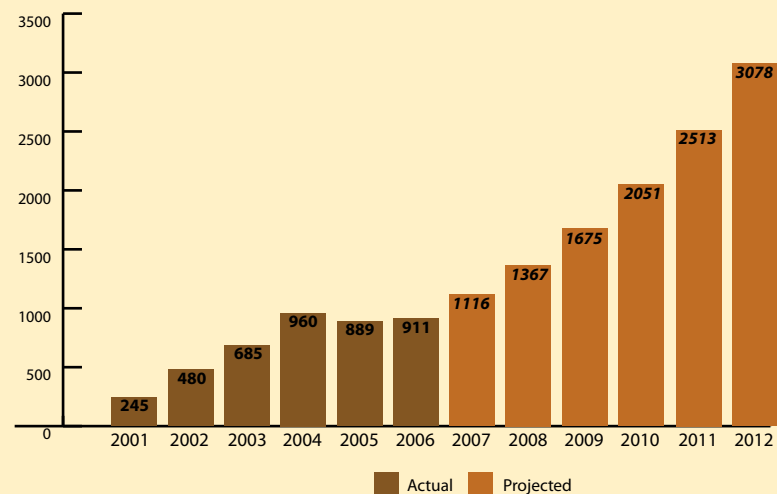
TRENDS IN A&M-KINGSVILLE ENROLLMENT



WE WILL INCREASE TEXAS A&M-KINGSVILLE ENROLLMENT TO 8,000 STUDENTS AND SYSTEM CENTER-SAN ANTONIO ENROLLMENT TO 3,000 STUDENTS.

We will support the Texas Higher Education Coordinating Board's *Closing the Gaps by 2015* plan to close the gaps in student participation, student success, excellence and research. Our recruiting programs will target new growth areas in the state as well as focus more on attracting high-achieving students. Specialized information technologies will be added to our recruitment efforts to effectively reach students in our desired growth areas. We will build on the success of our first-ever capital campaign, *Building on Our Traditions*, to continue increasing scholarship support. We will canvass students and industry to ascertain the new degree plans that we will add – and the current degree plans that will be targeted for phasing out. We will enrich the quality of life found on our campus by improving our student life programming and facilities to enhance our retention of students. Our marketing efforts will be fully aligned with student recruitment goals.

TRENDS IN SYSTEM CENTER-SAN ANTONIO ENROLLMENT





WE WILL HELP STUDENTS OBTAIN THEIR DEGREES IN A TIMELY MANNER.

We recognize that many of our students bring a variety of job and family responsibilities with them. While these students may find part-time education attractive initially, we will educate them about the increased costs they bear by prolonging their education. Wherever possible and justified, we will reduce degree programs to 120 hours. Our flat-rate tuition plan will encourage students to register for more courses during a semester. We will increase the number of professional academic advisors and continue to support their professional development to ensure that they are fully prepared to assist our students.



WE WILL IMPROVE ACCESS TO HIGHER EDUCATION IN SOUTH TEXAS THROUGH COLLABORATION WITH HIGH SCHOOLS, COLLEGES AND UNIVERSITIES IN THE REGION.

We will increase the number of collaborative degree programs within the University and with other institutions that have complementary programs. We will enhance our outreach efforts to community college transfer students as well as students entering the University through dual-enrollment programs and joint admission agreements. Our faculty and staff will be encouraged and supported in providing their expertise to serve their local and regional communities. We will identify and implement new technology to augment our ability to improve the quality of education at the University, access to it, and our collaborative arrangements.





WE WILL INCREASE POSITIVE PUBLIC AWARENESS OF AND INTEREST IN THE UNIVERSITY.

Our students, faculty, staff, alumni and their accomplishments make for compelling stories that are our best means to reach out to our region, state and nation. We will leverage our resources to improve the external marketing of the University's academic programs, activities and successes. Our research magazine, *Discovery and Scholarship*, will continue to showcase the work of the faculty researchers that make us the only Doctoral/Research University in South Texas. We will continue to celebrate the rich history associated with our former name, "Texas A&I University," while building name recognition of "Texas A&M University-Kingsville." Our campus will continue to be inviting, providing a safe and attractive environment. We will build on the success of our first capital campaign in reaching its \$10 million goal in 2008 to attract and retain new donors to the University.





GOAL 2

ENHANCE STUDENT LEARNING THROUGH CIVIC,
PROFESSIONAL AND RESEARCH ENGAGEMENT



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Learning – the acquisition and internalization of knowledge – comes in many forms and occurs in many places. What occurs inside the University classroom or lab must provide the student with the highest quality education. What occurs outside the University classroom or lab must do the same. Our curricula will be integrated with co-curricular engagement that fully prepares our students to take their place and succeed in the global society that awaits them upon graduation.



**WE WILL INCREASE STUDENT LEARNING OPPORTUNITIES,
BOTH INSIDE AND OUTSIDE THE CLASSROOM.**

We will continually monitor and implement, where needed, national and regional recommendations related to curricula and student learning. We will expand opportunities for students to participate in international study programs and internships. Student learning outcomes will be established for all programs, and their assessment will ensure continuous curricular quality improvement. Students will be encouraged to participate in the University Honors Program. We will develop capstone courses that fulfill end-of-degree requirements for all courses.



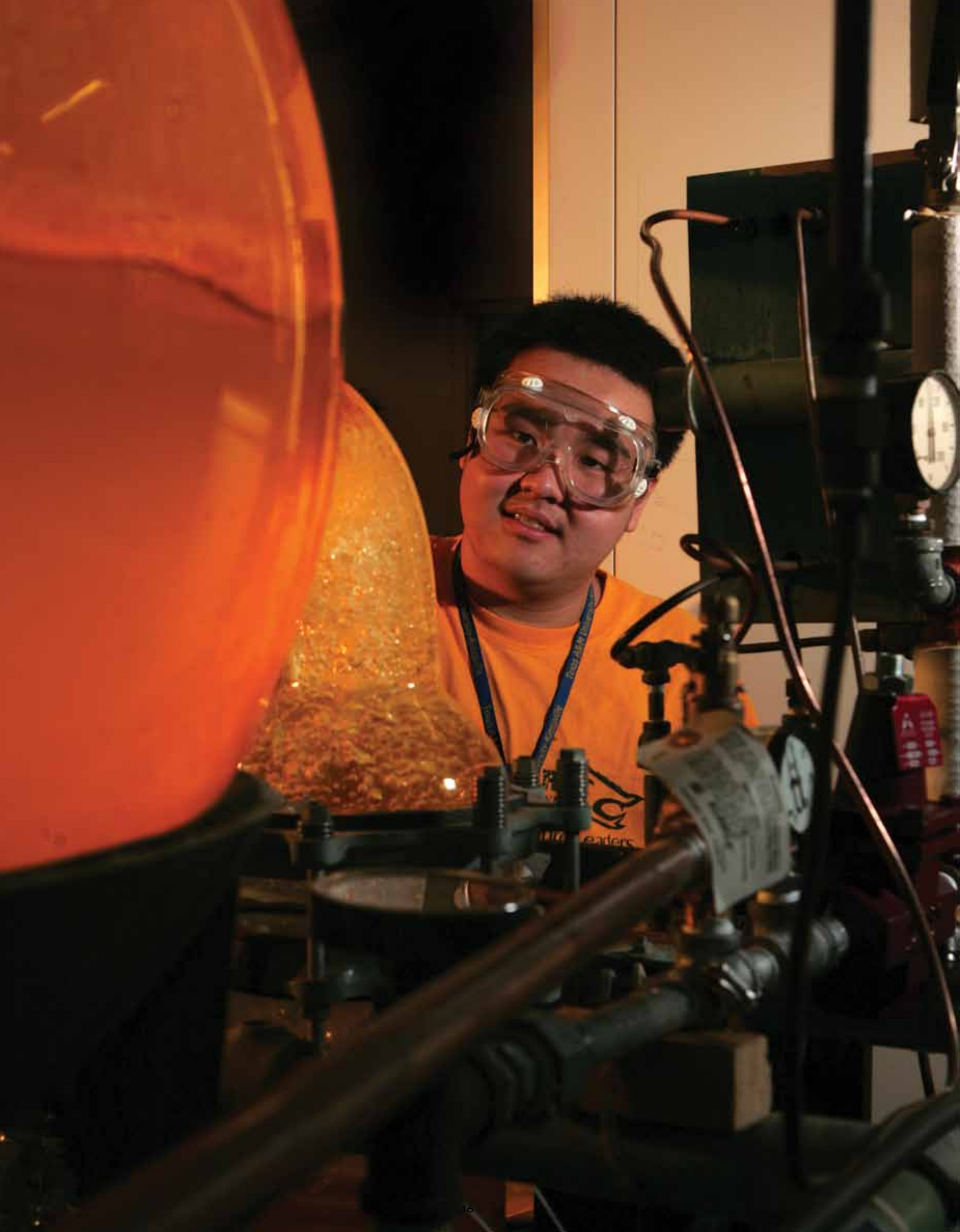
**WE WILL PROVIDE STUDENT ENGAGEMENT OPPORTUNITIES,
BOTH INSIDE AND OUTSIDE THE CLASSROOM.**

We will establish a Community Service Initiative that helps our students, faculty and staff participate in more service-learning activities. Our undergraduate students will find even greater numbers of research activities to augment their education. We will create and fund opportunities for student internships and mentoring within the administrative and support divisions, and faculty and staff will be encouraged to supervise undergraduate and graduate internship programs. The engagement activities, developed as part of our Quality Enhancement Plan for our Southern Association of Colleges and Schools accreditation reaffirmation, will continue. Our students will be encouraged to participate in student organizations and the Student Government Association, and the University will facilitate this participation wherever possible. Our student-athletes will continue to be successful both in the classroom and on the playing field as we work to fully fund athletics scholarships.



GOAL 3

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



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

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

WE WILL CONTINUE TO MAINTAIN AND ESTABLISH NEW ACADEMIC PROGRAMS OF THE HIGHEST QUALITY.

Noteworthy programs and institutional qualities will be communicated with vigor to internal and external audiences. We will promote areas in which excellence has already been achieved as well as the milestones in the process of achieving excellence in new areas. The name recognition of the University will be enhanced by the production of creative and targeted communications materials. We will continue to attract and retain highly qualified faculty and staff and maintain, renovate and add facilities to keep our academic programs in a leadership position nationwide. We will maintain our accreditation by the Southern Association of Colleges and Schools and our program-specific accreditations. Existing programs may be identified for new or additional accreditations, and as we develop new signature programs, we will achieve new accreditations wherever feasible.





WE WILL CONTINUE TO MAINTAIN AND ESTABLISH NEW SUPPORT SERVICES OF THE HIGHEST QUALITY.

Our student life facilities – residence halls, student recreation center, student union, career services, life services and wellness and dining facilities – will be improved to enhance the quality of life for all students. Our student affairs division will be known for its innovation in delivering the full scope of services, activities and programs that 21st century students need and expect. We will enhance the student leadership program to give our students the type of skills they need to effectively lead in their careers, communities and world upon graduation.

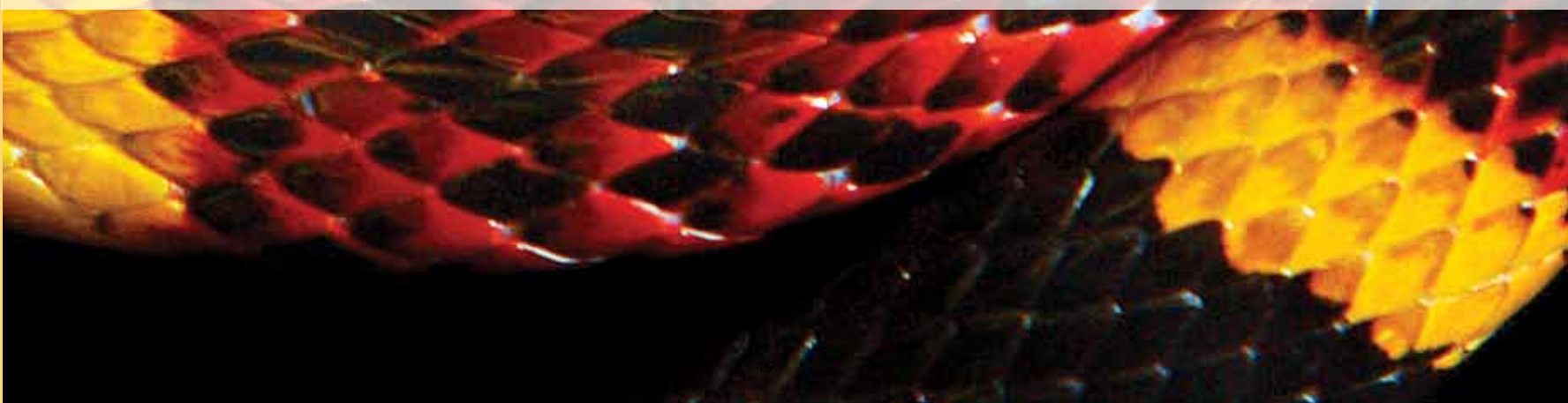
WE WILL PROVIDE OUTSTANDING ADMINISTRATIVE SUPPORT FOR ACADEMIC PROGRAMS AND SUPPORT SERVICES.

Professional development opportunities will be regularly provided for faculty, administrators and professional staff. To ensure consistency and quality in administrative processes, department chair appointments will be converted to 12-month periods as needed. The integration and application of information systems will be improved to give our students, faculty and staff better tools to achieve their objectives. We will intentionally seek out faculty with leadership potential and provide administrative internship and professional development opportunities to assure quality in our succession planning.



GOAL 4

PROMOTE THE DEVELOPMENT OF SCHOLARLY, RESEARCH AND CREATIVE ENDEAVORS THAT ARE NATIONALLY RECOGNIZED

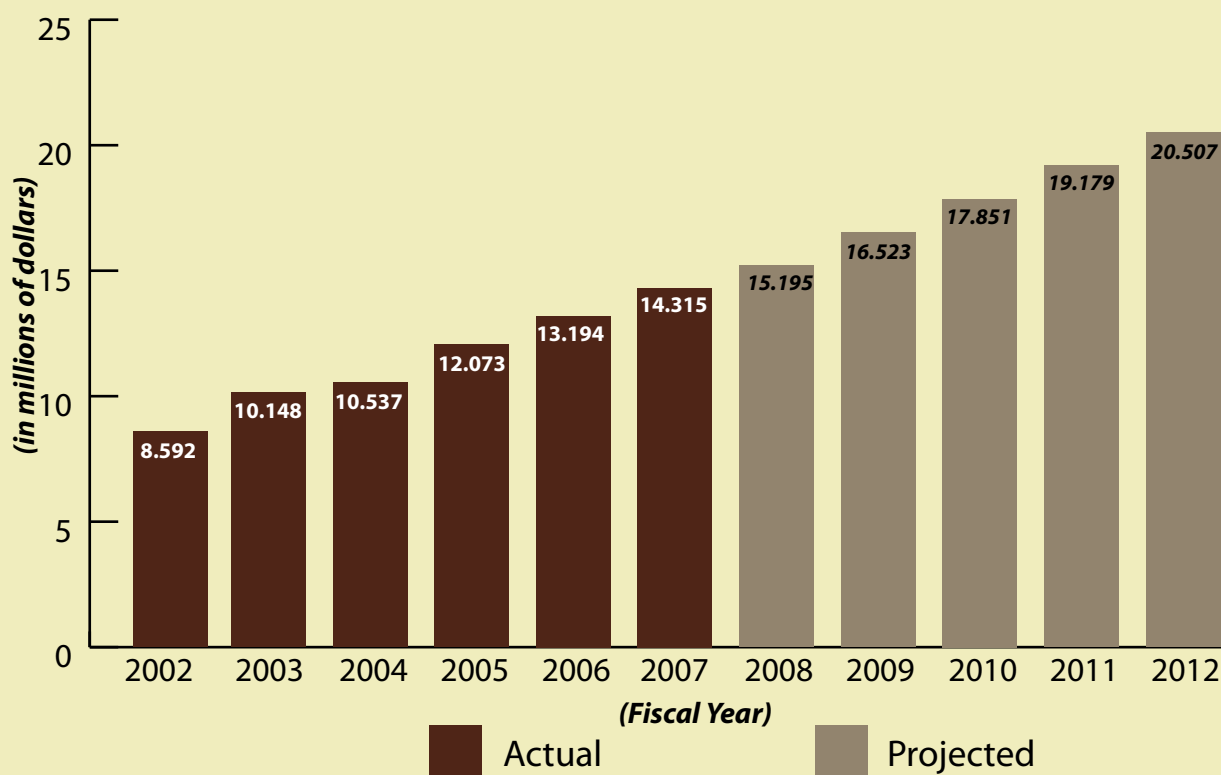




PROMOTE THE DEVELOPMENT OF SCHOLARLY, RESEARCH AND CREATIVE ENDEAVORS THAT ARE NATIONALLY RECOGNIZED

Advancing the body of knowledge is what creates both excitement and fulfillment at a university. By increasing the quality and quantity of its contributions to the advancement of knowledge, Texas A&M-Kingsville will widen its national recognition. External funding has always been crucial to support these activities, and it will become more so as state support is expected to continue to remain at current levels in some areas and decrease in others. The awarding of external competitive funding also gives the University additional opportunities to achieve national recognition. In addition, funded research affords graduate and undergraduate students invaluable preparation for their future careers. By enhancing the research infrastructure, increasing opportunities for recognition of faculty, staff and students and celebrating their scholarly, research and creative contributions, we will continue to build upon our status as the only Doctoral/Research University in South Texas as classified by the Carnegie Foundation for the Advancement of Teaching.

EXTERNAL FUNDING FOR RESEARCH AND DEVELOPMENT



WE WILL INCREASE FUNDING FOR RESEARCH AND DEVELOPMENT TO \$20 MILLION ANNUALLY.

We will build new collaborative research opportunities both within the University and with external partners. Donors to the *Building on Our Traditions* capital campaign will be shown the benefits their gifts can create through endowed chairs and professorships, research and professional development. Junior faculty will be supported in developing their research agendas through increased internal grant funding. Opportunities for increased external grant funding will be fully leveraged for both veteran and junior faculty.

WE WILL INCREASE THE NATIONAL RECOGNITION OF OUR FACULTY AND PROFESSIONAL STAFF.

We will increase funding for presentation and publication of research, scholarly and creative activities. Faculty and staff who serve in appointed and elected state and national leadership roles in professional organizations will be supported in their efforts. The number of state, national and international conferences hosted on our campus will increase.



WE WILL INCREASE THE NATIONAL RECOGNITION OF RESEARCH AND SCHOLARLY ACTIVITY.

The quantity and quality of scholarly and creative activities will be increased, and we will seek additional avenues to promote these activities. Recognition of scholarly and creative activities will continue to be integrated in the University's marketing communications strategies.

WE WILL EXPAND THE RESEARCH AND DEVELOPMENT INFRASTRUCTURE OF THE UNIVERSITY.

Collaboration among faculty and professional staff will be encouraged and supported. Incentives for developing new research initiatives will be developed. We will provide opportunities for faculty and staff to develop grant-writing skills and enhance the infrastructure for grant-writing and the administration of grants and contracts. Our technology, equipment and facilities supporting research and development will be updated and improved.



GOAL 5

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



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

Success in the teaching and learning process can only be fully realized with attention to the characteristics of the students, the preparation and capabilities of the faculty and staff, and the environment in which they carry out their work. Synthesizing these tasks is challenging but both necessary and enormously satisfying. Unifying various activities, programs and systems and continually monitoring them for improvement will be effective in creating a learner-centered environment for students of today and tomorrow. Assuring competitive faculty and staff salaries will contribute to our culture of student success and reward our employees for their contributions to that effort.

WE WILL CREATE AN INCREASINGLY LEARNER-CENTERED ENVIRONMENT.

Continuous quality improvement methods will continue to be introduced and implemented for all academic programs and services. We will assess and improve the process for evaluation of teaching as well as integrate best practices for effective teaching. Our learning spaces will be both functional and appealing. Interaction among faculty, staff and students will be encouraged in all facets of campus life. We will strengthen and increase avenues to connect graduates with employers. Our students will be inspired to freely and responsibly express their points of view. A high level of excellence will be maintained in all student services, and we will foster the development of campus traditions and ceremonies.



WE WILL CREATE A UNIVERSITY ENVIRONMENT OF EXCELLENCE.

Our entire campus physical environment – facilities and grounds – will be safe and aesthetically pleasant. Our working conditions will focus on the health, safety and welfare of students and employees. Our work environment will be responsive to the needs of all students, faculty and staff. We will maintain high standards of excellence in all institutional audits.

WE WILL RECOGNIZE AND REWARD EXEMPLARY STUDENTS, FACULTY AND STAFF.

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

TOT HOURS

CLIENTS
||||

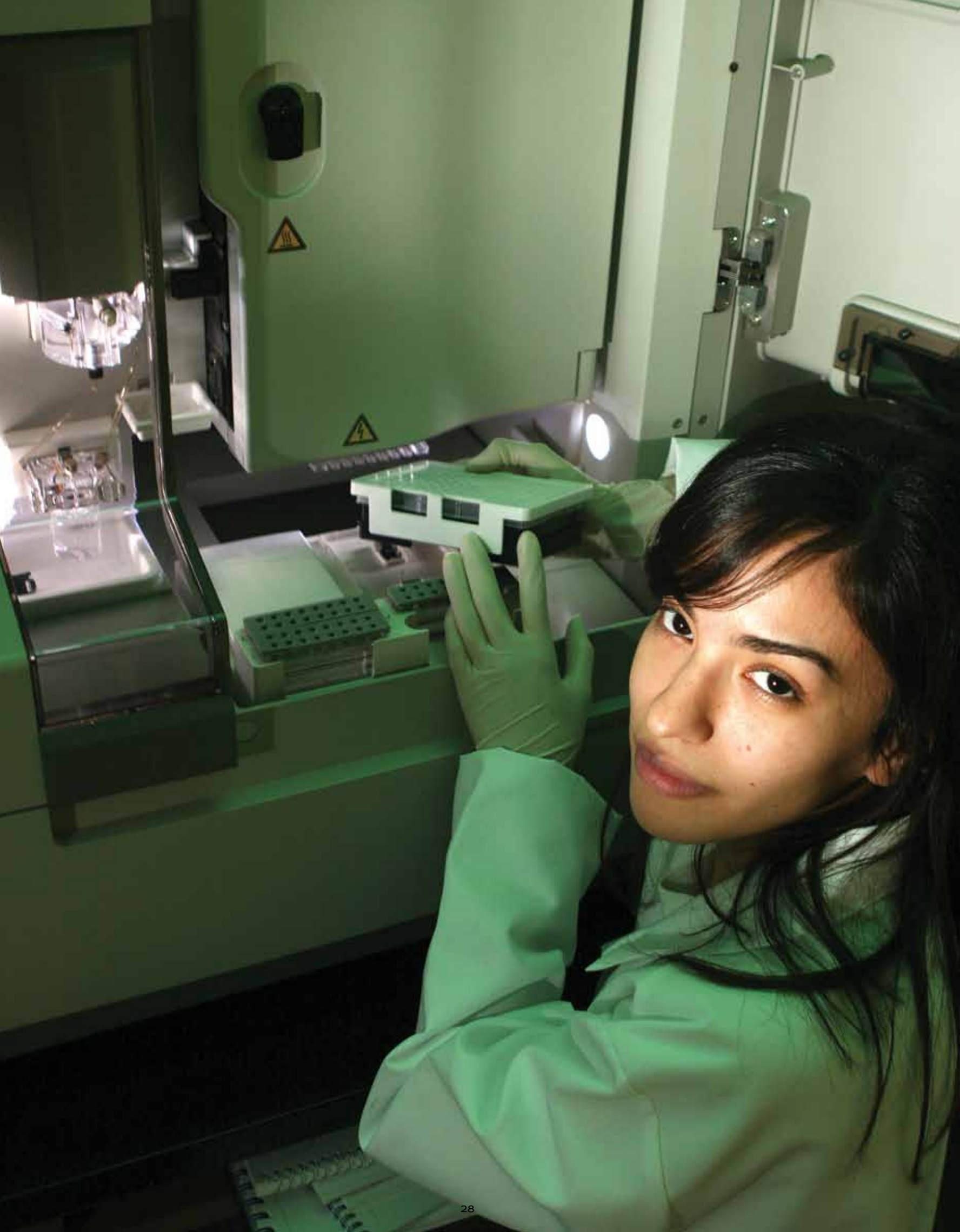
TOT HOURS @ \$350 ✓

TOT HOURS @ \$200 ✓

TOTAL FEES

1-20 - \$350/h
Rest - \$200/h







**TEXAS A&M UNIVERSITY-KINGSVILLE
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ACCREDITATIONS & APPROVALS

Texas A&M University-Kingsville is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia, 30033-4097; telephone number 404-679-4501) to award bachelor's, master's and doctoral degrees.

Texas A&M University-Kingsville is listed as a doctoral/research university in the Carnegie Classification of Institutions of Higher Education.

It is the only university south of San Antonio to have this distinction. The classification is based on seven correlates of research activity, including research and development expenditures in science and engineering or non-science and engineering; postdoctoral appointees; non-faculty research staff; doctoral conferrals in humanities fields, social science fields and in fields other than science, engineering, technology and mathematics.

Texas A&M University-Kingsville is a member of The Texas A&M University System, one of the largest systems of higher education in the nation. Through a statewide network of nine universities, seven state agencies and a comprehensive health science center, the A&M System educates more than 103,000 students, conducts almost \$620 million in externally funded research and makes more than 15 million additional educational contacts through service and outreach programs each year.

Accreditations, certifications and approved programs

Department of Human Sciences' Didactic Program in Dietetics by the Commission on Accreditation for Dietetics Education of the American Dietetic Association (120 South Riverside Plaza, Suite 2000, Chicago, IL 60606-6995, 312-899-0040, ext. 5400)

Chemistry Program by the American Chemical Society (certified program)

Graduate Program in Communication Sciences and Disorders accredited by the Council on Academic Accreditation in Audiology and Speech-Language Pathology of the American Speech-Language-Hearing Association

Department of Music by National Association of Schools of Music

Program in Social Work by the Commission on Accreditation of the Council on Social Work Education

College of Business Administration by Association of Collegiate Business Schools and Programs

Teacher/Educator Certification Accredited by the Texas State Board of Educator Certification

Programs in Chemical, Civil, Electrical and Mechanical Engineering by the Accreditation Board for Engineering and Technology

Program in Industrial Technology by the National Association of Industrial Technology

A catalyst is an agent that provokes significant change or action. By focusing and guiding Texas A&M University-Kingsville, this strategic plan will be the catalyst that enables us to attain our vision to be a nationally recognized public university.



TEXAS A&M
UNIVERSITY
KINGSVILLE

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