



TEXAS A&M UNIVERSITY-KINGSVILLE®

STRATEGIC PLAN

FY 2025 - 2027



FROM THE PRESIDENT

As the first institution of higher learning in South Texas, Texas A&M University-Kingsville has transformed the lives of students and their families, while moving South Texas forward for nearly 100 years. The 2025-2027 Strategic Plan reaffirms our commitment to our North Star—student success—into our next century of service.

This plan is the result of an intentional and collaborative process inclusive of input from valued stakeholders including students, faculty, staff and community members.

It reflects who we are, defines who we want to be and establishes a framework for how we will get there together. Central to our strategic plan is the following:

- The core values that ground us;
- The mission that inspires us;
- The vision we aspire to as one Javelina Nation.

The strategic priorities outlined in this document are rooted in our commitment to excellence and to meeting our responsibility to South Texas—educating the next generation of leaders who will meet the challenges of tomorrow with courage, innovation and integrity.

Ensuring we continue to meet that commitment is at the heart of our University's Wildly Important Goal—growing enrollment to **10K students by 2028**. By targeting enrollment growth and student success, we set the foundation for a prosperous future for our region.

I am confident this plan will be the blueprint that channels our collective efforts toward realizing our goal. Key performance indicators (KPIs) will be utilized to measure our progress towards attaining our priorities and goals. The Strategic Plan will operate in conjunction with a new Operational Plan, which will detail timelines and accountability for implementation.

A century ago, we were among the very first institutions to believe in the promise of South Texas. Since then we have doubled down on our backyard, opening wide the doors to opportunity and success for generations. We remain laser-focused on expanding those possibilities for the students of South Texas and beyond.

¡Jalisco!

Dr. Robert H. Vela Jr.



MISSION

The founding public institution of higher education in South Texas, Texas A&M University-Kingsville transforms lives and creates well-rounded leaders through a commitment to excellence in teaching and learning and the pursuit of research and discovery. With a focus on student success, the University offers high-quality undergraduate, graduate, and doctoral education. Our graduates advance the vitality of their communities, both locally and globally, with courage and integrity.



VISION

Students are the heart of our Javelina family. We will provide the highest levels of engagement in relevant and dynamic learning experiences that establish life-long success and multi-generational prosperity.



SHARED VALUES

CARE • INTEGRITY • PRIDE • INNOVATION • EXCELLENCE





CARE

- ★ We embrace a culture of genuine care and prioritize the success and well-being of our students, faculty, staff, and community.
- ★ Our commitment to caring is what makes us a Javelina Family.
- ★ We remove barriers on students' paths to transformation and success, fostering a sense of belonging and community.
- ★ We are guided by a strong sense of service and respect for one another.



INTEGRITY

- ★ Integrity, as the foundation for a culture of personal and collective accountability, guides our daily actions. We understand that our behaviors have far-reaching consequences.
- ★ We uphold the highest standards of ethical and responsible practices and behaviors.
- ★ We never settle for "That's not my job" when it comes to serving our students and each other.
- ★ We possess the courage to do the right thing.
- ★ Javelinas play fierce and play fair. We compete with integrity, respecting the rules and embracing fair play.



PRIDE

- ★ Pride runs through the veins of our university and we honor the Javelina legacy of transforming generations.
- ★ Like the mighty Javelina, we harness our tenacity, courage, and strength to thrive and fiercely defend our pack.
- ★ We embrace a collective responsibility, knowing that "It's our campus, my concern."
- ★ We carry the torch of our rich legacy forward, building upon the foundations laid by those who came before us.



INNOVATION

- ★ Innovation drives us forward, propelling us to advance the frontiers of knowledge through discovery and interdisciplinary collaboration.
- ★ We foster an environment where varied perspectives inspire ideas and approaches.
At our university, innovation goes beyond technological advancements and research.
- ★ It encompasses novel approaches to leadership, teaching and learning, and creative scholarship.
- ★ We empower our students, faculty, and staff to think creatively, take strategic risks, and pursue bold ventures.
- ★ We constantly seek opportunities for strategic growth and partnerships. We proactively identify emerging trends, challenges, and needs, leveraging our expertise and resources to make a meaningful impact.



EXCELLENCE

- ★ Excellence is a lifelong journey, characterized by continuous improvement in all that we do.
- ★ We always strive to exceed expectations.
- ★ We set ambitious goals and systematically work to achieve them while understanding that the journey is defined by progress, not perfection.
- ★ We seek to be intentional and proactive as we assess our progress and strategically redirect our focus to ensure institutional success.
- ★ We celebrate our achievements along the way.

★ STRATEGIC PRIORITY ACCESS

Goal 1: Recruitment and Onboarding

Recruit and effectively onboard new and returning students to our undergraduate, graduate and doctoral programs.

Goal 2: Educational Offerings and Modalities

Assess the effectiveness of existing academic programs to meet the needs of students, the community and the labor market. Develop new programs and deploy new modalities to prepare students for emerging and in-demand fields.

Goal 3: Affordability

Support access to higher education by providing opportunities for financial assistance, scholarships and employment.

Goal 4: College-Going Culture and Community Partnerships

Cultivate a college-going culture in the South Texas region that opens doors to educational and economic opportunities. Build and sustain strong partnerships and communication to ensure a seamless integration of the University within the community.



🔗 Key Performance Indicators 🔗

- + Enrollment funnel metrics
- + New Student Headcount: undergraduates (first-time-in-college (FTIC), transfers, dual credit), master's students, doctoral students
- + Semester Credit Hours (SCH): undergraduates, master's students, doctoral students
- + Number of low-producing degree programs, as defined by the Texas Higher Education Coordinating Board
- + Percentage of courses offered in face-to-face, online and hybrid modalities
- + Percentage of undergraduate students that receive financial aid
- + Average student debt
- + Scholarships for undergraduate (new and transfer), graduate and doctoral students– number and amount issued
- + Lightcast Economic Impact Research Study



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★ STRATEGIC PRIORITY SUCCESS

Goal 1: Retention

Deliver robust support services that create a home-away-from-home environment where students can thrive and persist on their educational journeys.

Goal 2: Completion

Facilitate seamless and efficient pathways to degree completion, increasing the number of students earning their degree or credential.

Goal 3: Post-Graduate Success

Advance successful outcomes for TAMUK graduates as they enter the workforce and/or continue their education.



🔗 Key Performance Indicators 🔗

- + Student retention (fall-to-fall and fall-to-spring): undergraduates (FTICs and transfers), master's students, doctoral students
- + Number of degree completers: undergraduates (FTICs, transfers and dual credit), master's students, doctoral students
- + Undergraduate graduation rates (4, 6 and 8 years) disaggregated by gender, ethnicity and Pell eligibility
- + Scholarships for enrolled and continuing students– number and amount issued
- + RNL Student Satisfaction Inventory (SSI) results
- + Auxiliary Services survey approval rating
- + Graduates found to be working or enrolled in Texas (THECB data)
- + Average graduate salaries



Texas A & M University - Kingsville



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★ STRATEGIC PRIORITY

TEACHING & LEARNING EFFECTIVENESS

Goal 1: Teaching Development for Quality & Innovation

Provide teaching development that empowers faculty to deliver high-quality and innovative instruction in all modalities.

Goal 2: Student Learning

Effectively collect and leverage student learning outcome data to inform continuous improvement inside and outside of the classroom. Provide students with needed academic supports.

Goal 3: College Readiness

Accelerate student attainment of college readiness status and successful completion of college-level coursework.



🔗 Key Performance Indicators 🔗

- + Productive grade rates (A, B, C)
- + General education (core curriculum) competency attainment
- + ETS Proficiency Profile results (Critical Thinking, Writing, and Math)
- + College readiness attainment rates
- + First college-level course completion rates
- + National Survey of Student Engagement (NSSE) results
- + Faculty Survey of Student Engagement (FSSE) results



★ STRATEGIC PRIORITY RESEARCH & INNOVATION

Goal 1: Research Performance Metrics

Increase the university's overall research performance metrics to support the attainment of the Carnegie R1 research classification, the highest tier of research and development activity.

Goal 2: Research Administration

Provide knowledgeable, efficient, data-driven and service-oriented research administration support to faculty and staff researchers.

Goal 3: Research Culture

Promote a dynamic culture of innovation, entrepreneurship and research engagement university-wide.



👁 Key Performance Indicators 👁

- + Total amount of funding requested
- + Total number of proposals submitted
- + Total amount of funding awarded annually
- + Total number of awards received
- + Total research expenditures
- + Stakeholder satisfaction with research administration services
- + Reduction in processing time for research administration tasks
- + Number of training sessions conducted for faculty
- + Number of collaborative projects or initiatives with Texas A&M University System institutions



STRATEGIC PRIORITY OPERATIONAL EXCELLENCE

Goal 1: Employee Development, Compensation and Well-Being

Foster productive and supportive working environments in which employees can thrive.

Goal 2: Facilities

Improve and maintain university facilities for optimal functionality and welcoming aesthetics.

Goal 3: Technology Infrastructure

Improve the University's technological infrastructure and services to support productivity and efficiency for all stakeholders.

Goal 4: Safety

Provide a safe and secure environment that is conducive to learning and engagement.

Goal 5: Healthy Financial Standing

Safeguard financial health and demonstrate fiscal stewardship.

Goal 6: Compliance

Ensure that the University complies with all requirements and regulations of the Texas A&M University System, the State of Texas and the federal government.

Key Performance Indicators

- + Employee retention
- + IT Help Desk ticket response rates
- + Satisfaction survey results
- + Clery Act data
- + RNL Student Satisfaction Inventory (SSI) results
- + RNL Institutional Priorities Survey (IPS) results
- + Annual fundraising and donations
- + Annual financial contribution to campus reserves from auxiliary services
- + Historically Underutilized Business (HUB) spending





