

# Status of “Top 10 in 2010”

*(Through December 2001)*



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## **Executive Summary**

In December of 2001, the Council for Assessment and Planning (CAP) was charged by Interim President Clayton with determining the extent of implementation of the goals set forth in the Top 10 by 2010 report at Texas A&M University-Kingsville. Because the Council is made up of a diverse group of faculty and staff representing numerous units on campus it was selected to undertake the assessment of implementation of the 2010 report. Early in January the Council met for an all-day retreat to discuss the university's implementation of the 2010 report. The Council decided to only recognize implementation strategies that actually have taken place. We would not acknowledge rumor and myth regarding implementation strategies. This resulted in in-depth discussion regarding whether certain implementations had really occurred. It was evident from these discussions that campus-wide communication was clearly a problem. Consequently, the Council recommended that communication across the campus be given a high priority in the 2010 report.

For the Top 10 by 2010 plan to be successful it will take a campus-wide effort. It will be critical for communication to move not only vertically throughout the campus community, but horizontally as well. Each member of the university community will need to know where we are headed and how we plan to get there. The entire campus must embrace these goals. Results of our discussions revealed "pockets" of implementation taking place on campus, but little campus-wide effort. CAP recommends that short-term and mid-range goals be developed and publicized to the campus community. Enclosed you will find a goal by goal breakdown of where the university is in implementing the goals of the 2010 report. We acknowledge that our report may have missed some implementation strategies because it is impossible for any Council or committee to represent every department and unit on campus. However, we believe this report provides a detailed and accurate assessment as to where Texas A&M University-Kingsville currently stands regarding the implementation of the Top 10 by 2010 report.

## Report on Status of “Top 10 by 2010”

	Implemented	Priority	Comments
<b>TOPIC 1: ACADEMIC PROGRAMS</b>			
<b>ISSUE: ENSURE A HIGH-QUALITY DEGREE MIX.</b>			
Develop a mechanism for periodic review of all degree offerings that realistically assesses the viability of existing programs and proposes development of new programs.	Yes	High	Partially implemented. Program review processes have been developed for all levels. Clarification of the process is needed. This issue may need to be reexamined. Is there a review process for new programs at the undergraduate level? Need to include as a goal in Strategic Plan.
Consider a “90/10” program for reallocation of open faculty positions to University priority established through a participatory process. When a faculty position becomes vacant, 10% of the salary goes to the department and 90% into a pool for competitive distribution based on established priorities. Departments may compete for return of their position.	No	High	Faculty allocation process has been implemented but not in this format.
<b>ISSUE: ENHANCE THE BASIC ARTS AND SCIENCES.</b>			
Explore implementation of a foreign language competency requirement for all students that could be satisfied by traditional credit courses, an international internship, or pre-existing knowledge of a second language.	Partial	Low	Some programs do require foreign language competency but not all. CAP doesn’t know if there has been any work toward institutionalizing this. Caps on SCH limit the possibility of this being implemented uniformly.
Develop a number of interdisciplinary, globally relevant, and value-oriented synthesis courses and require that each student take one during the junior or senior year.	Limited	High	Most programs do not have a capstone course.
Require all students to pass a minimum of two laboratory courses in a single science.	No	Low	Not in core curriculum

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Include a community service requirement in all freshman orientation courses.	Partial	Low	Some 1201 classes have a community service component but not all. Recommend that this issue be included in the review of the 1201 program.
<b>ISSUE: ENSURE HIGH ACADEMIC STANDARDS.</b>			
Assess entrance exam performance in comparison with professional licensure exam performance. Set a minimum entrance exam score or grade point average for acceptance into junior-level courses in any program.	Partial	Low/High	While some programs do require entrance exam performance, this is a low priority for the Strategic Plan. The use of entrance exams or GPA for acceptance into upper level courses is being used in some programs and should be included in the strategic plan. Implementation of these standards should impact the quality of graduates.
Effectively integrate technology with teaching. Teaching should be aligned with expectations of industry when practical. Reallocate equipment funds to provide advanced computers and internet connections to students and faculty. Renovate classrooms to provide advanced computer and internet connections.	Partial	High	The integration of technology and teaching is spotty across campus. It is strongly recommend that a Technology Plan be implemented by the university.
Enhance and maintain teaching quality. Through a Teaching Excellence Center, administer a program that requires extensive writing in courses across the curriculum. Similarly administer a program for learning through participation in public service activities in courses across the curriculum.	Yes/No	High/Low	We looked at this goal as 2 components. The Center for Teaching Effectiveness has been implemented on campus and should be included in the strategic plan. Writing across the curriculum has not been implemented uniformly across campus but should be. The issue of learning through public service activities has not been implemented across the curriculum and is not seen as a priority for the strategic plan

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Encourage student practices such as writing term papers of 20 pages or longer, rewriting a paper several times, discussing ideas from readings or classes with a professor outside of class, working with a faculty member on a research project, and applying theories to practical problems and new situations.	Partial	High	Some programs may be doing this but it is not uniform across campus. This is viewed as a worthwhile goal and should be included in the curriculum, possibly in a capstone course, and in the strategic plan.
Develop mechanisms to guarantee the quality of courses offered over the internet, interactive TV, or cable TV. Develop a focused plan for offering such courses.	No	High	There is no evidence that any such mechanism exists but there should be. Additionally, there should be some type of program review, or guidelines to ensure quality control. There should be a plan for implementing new distance learning courses. Needs assessment should play a role in the implementation of new courses. This should be included in the strategic plan.
<b>ISSUE: ENHANCE LIBRARY SERVICES.</b>			
Update reference materials, especially to support new doctoral programs.	Yes	High	Updated library materials are most evident in the increase of electronic journals and online databases. The quality of the library collection should continue as a priority of the university.
Reallocate resources to increase staffing.	No	Low	Staffing issues should be based on needs assessment rather than strictly on ACRL formula.
Improve seating comfort and reduce noise in study areas.	Yes	High	There has been some improvement in this area. Efforts should be continued.

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Provide more study rooms with appropriate equipment.	No	High	The number of study rooms has decreased because existing rooms have been converted into office space. Additionally, facilities for the Center for Teaching Enhancement and Academic Advising are being added to the library rather than student study rooms. There has been no change in the equipment available in study rooms.
<b>TOPIC 2: FRESHMAN ADMISSION POLICIES.</b>			
<b>ISSUE: STRENGTHEN FRESHMAN ENTRANCE REQUIREMENTS.</b>			
Set quality admission standards that consider a required high school curriculum, high school grade average, and college entrance test score. Implement quality standards in a manner that minimizes negative impact on enrollment.	No	High	This is not being done at this time but should be implemented gradually. Additionally a study should be conducted to determine which indicators of success are appropriate for our students.
Develop a special relationship with selected community colleges and refer students not meeting entrance requirements to one near their home town. Guarantee admission to the university after specified requirements are met at the community college.	No	High	
Develop a summer bridge program to encourage and assist students not meeting the entrance requirements, especially those who lack a community college near home.	No	High	
<b>TOPIC 3: ATHLETICS.</b>			
<b>ISSUE: PROVIDE ATHLETES THE OPTIMAL UNDERGRADUATE EXPERIENCE.</b>			
Nurture student athletes to ensure the highest probability of academic success.	Yes	High	

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Facilitate interaction between faculty and student athletes.	No	Low	There is some question about the issue of athletes being treated differently than other students. Athletes should not receive special treatment. Interaction between faculty and students in general should be improved. This issue should not be addressed separately in the strategic plan.
<b>ISSUE: PROGRESS TO NCAA DIVISION I-AA.</b>			
Appoint an athletic improvement task force to recommend conditions and timing for advancing to NCAA Division I-AA. During this effort, set targets for University enrollment and athletic fund-raising.	No	Low	This is not being done at this time.
Increase private donations and revenues from athletic events.	Partial	Low	Only one fund raising activity has been reported.
Improve athletic facilities to comply with Division I-AA requirements.	No	Low	It is recommended that a committee study this issue. This issue should not be included in the strategic plan at this time.
<b>TOPIC 4: FACULTY</b>			
<b>ISSUE: IMPROVE FACULTY SALARIES, RECRUITMENT, AND RETENTION.</b>			
Improve and align faculty salaries consistent with top 10 university peers.	Yes	High	
New hires should have the highest priority for a competitive salary. In the short run, compress salaries if needed to attain the best in new hires.	Yes	High	New hires have highest priority for a competitive salary. There is concern as to the effect on the morale of existing faculty.
Formulate goals of incremental salary increases over a specified time-line to ensure that all faculty and staff salaries are realigned to be competitive and attractive.	No	High	A plan needs to be developed and implemented.
In recruiting new faculty, define clearly the University's expectations for teaching quality, research, grant writing, and other scholarship pursuits.	Yes	High	Need to emphasize quality and include senior faculty. It is believed that this is being done; however, CAP is not sure if it is practiced uniformly across campus.

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Develop and implement a semester-long academic orientation that is interdisciplinary and provides new faculty with information and opportunity for assimilation into the University community	Yes	High	Center for Teaching Effectiveness
Expand the mentorship program for new faculty with opportunities to seek professional advice, assistance, guidance, and support in a constructive and confidential manner	In progress	High	
Implement a plan immediately to prevent the loss of valuable faculty, including competitive counter offers.	Partial	High	As Provost, Dr. Clayton had a standing policy that if faculty received an offer from elsewhere, they were to be referred to her. Exit interviews are conducted. If this is still in effect, this information is not being disseminated and is not being uniformly applied. It is not known if there is a plan in place.
<b>ISSUE: EXPECT QUALITY RESEARCH (AND SCHOLARLY ACTIVITIES)</b>			
Encourage the hiring of faculty with research and grant-writing expertise.	Probably	High	Should include scholarly activity.
Increase the number of faculty with externally funded grants and re-institute the Research Council to provide internal seed grants.	Unknown	High	There should be a Research Council. We are not sure if the provision of internal seed grants has been reinstated.
Increase the number of externally peer reviewed publications or peer-reviewed creative activities.	Unknown	High	Revise to “Encourage and support”. There is no benchmark.
Establish endowed chairs in all research productive departments.	Partial	High	Only one endowed chair is known. This goal is biased toward research.
Reward faculty who excel in scholarly activities recognized at the national level.	No	High	
Establish means to provide for sabbaticals for research and creative activities.	No	High	The university does not fund sabbaticals.

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Increase campus infrastructure for research including support personnel such as grant writers, graduate assistants, and statisticians.	No	High	The university is thinking about seeking a grant writer.
Reward inter-departmental, inter-college, and inter-university scholarly collaborations.	Isolated cases	High	Encouraged but not rewarded other than isolated cases which received grant monies.
Balance teaching loads with increased research expectations. Release time from teaching increases revenues to the university if it results in increases in graduate students to help with the scholarly activities and new grants and gifts. However, there should be high accountability to justify reduced teaching.	Partial	High	Not practiced uniformly.
<b>ISSUE: ENCOURAGE INTERDISCIPLINARY FACULTY COMMUNICATION, LEADERSHIP, AND PARTNERSHIPS</b>			
Increase the number of interdisciplinary faculty teams and collaborative projects	Yes	Medium	A benchmark needs to be established to determine if such activities increase.
Establish campus-wide opportunities for dialogue that encourage open communication and sharing of ideas.	No	High	Nothing formalized. Not being done.
<b>TOPIC 5: FINANCIAL CONSIDERATIONS</b>			
<b>ISSUE: INCREASE FUNDING FROM TUITION AND FEES</b>			
By 2010, the University will be at the median of the nine comparison universities in tuition and fees	In Progress		Strategy, not a goal.
Obtain increased state higher education funding by increasing significantly the number of graduate students, particularly doctoral students	No	High	See Topic 7: Graduate Programs. Include this in the area of the strategic plan that deals with graduate programs.
Augment resource-producing services such as distance education and traditional continuing education	Yes	High	The number of distance education programs has increased.
<b>ISSUE: BUILD A PRIVATE GIVING PROGRAM</b>			
Fund and support a development campaign comparable to a private university	No	High	

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Increase the university's endowment to a minimum of \$50 million by 2010.	No	High	
<b>ISSUE: ENHANCE RESEARCH AND COLLABORATIVE OPPORTUNITIES.</b>			
Develop a culture of grantsmanship across a broader spectrum of the university.	Some activity	High	Activities in this area need to be enhanced.
Increase sponsored research from business and industry.	Some activity	High	We do not know if this has increased. Consider enhancing the Office of Research and Sponsored Programs.
Double the number of partnership and collaborative agreements with other institutions in the state that increase resources to faculty, staff, and students.	Unknown	High	
<b>ISSUE: SET A STANDARD FOR EFFICIENCY AND ACCOUNTABILITY</b>			
Utilize the existing University committee structure, and develop new structure where needed, to measure accountability and track progress for university goals.	Yes	High	CAP SACS Leadership Team
Make efficiency and accountability a part of marketing the University to external publics, including the state legislature	Yes	High	Starting to reduce faculty numbers to better align with formulas.
<b>TOPIC 6: GRADUATE PROGRAMS</b>			
<b>ISSUE: ADMISSION TO GRADUATE PROGRAMS</b>			
The University's Graduate Council should thoroughly review graduate admission standards to ensure they are consistent with those at a top 10 university.	No	High	Should be doing.
A distinct and separate College of Graduate Studies catalog should be published.	No	Low	
<b>ISSUE: DOCTORAL PROGRAMS.</b>			
Develop new programs so that the University has a total of 10 doctoral programs by the year 2010.	In progress	High	Almost half way there.

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Consider the following among the possibilities for additional doctoral programs: pharmacy, systems engineering, environmental engineering, biology, criminology, human nutrition, biochemistry, horticulture, kinesiology, business administration, and a joint veterinary medicine degree with Texas A&M University			This information is supplementary to the previous item. The joint vet. Med. Degree is in process.
Although not a doctoral program, a Master of Fine Arts should be established	In progress	Low	Low priority on the strategic plan as this is in progress.
<b>ISSUE: OFFER COMPETITIVE GRADUATE STUDENT STIPENDS.</b>			
Develop more graduate assistantships to support expanded graduate programs.	No	High	Not supported by the university. Grants support most assistantships.
Pay graduate assistants at a rate competitive with comparison universities.	No	High	Proposed but not implemented.
<b>ISSUE: DISTINGUISH BETWEEN GRADUATE AND UNDERGRADUATE TEACHING LOADS.</b>			
Increase the teaching load credit of all master's courses at the University to 1.33 times the value of an undergraduate course to account for the amount of faculty time expended	No	High	Link to faculty hiring, retention and research issues. Address doctoral courses.
<b>TOPIC 7: MARKETING THE UNIVERSITY</b>			
<b>ISSUE: Stakeholders are Unable to Describe What the University is Best Known For.</b>			
Reallocate resources to increase relevant, focused marketing of the University. Hire a full-time, well-paid marketing professional.	No	High	Hired a marketing company rather than an individual.
Develop the best university web page in Texas.	In Progress	High	The web page is not "the best". A full-time web master was hired.
<b>ISSUE: MARKET THE "2010" EFFORT AS THE OVERRIDING CHARACTERISTIC OF THE UNIVERSITY.</b>			
Widely publicize the top 10 by 2010 goals. Release frequent updates on progress featuring relevant programs and accomplishments.	No		Focus on an image of being a quality institution, (the best regional institution in South Texas).Publicize the goals but not Top 10 in 2010.

	Implemented	Priority	Comments
<b>ISSUE: INCREASE INTERNAL MARKETING.</b>			
Increase opportunities for communication about quality programs within the university.	Yes	High	Hog eWeekly Student Affairs Newsletter.
Increase inter-college cooperation and reduce inter-college competition	No	High	Develop esprit de corps. Current practices contribute to the inter-college competition, such as the competition for faculty positions. This is also a faculty retention issue.
Develop for each day a “good morning” e-mail message about quality programs throughout the university	No	High	Hog eWeekly is not daily. Communication is a high priority.
<b>TOPIC 8: STUDENT SERVICES</b>			
<b>ISSUE: INCREASE STUDENT ACCESS TO CAMPUS AND COMMUNITY SERVICES</b>			
Develop an external transportation system in cooperation with the Kleberg County Human Services Department and the Texas Department of Transportation.	No	Low	Needs assessment to determine if such a service would be used. Shuttle bus service on weekends to Wal-Mart, HEB and the movies has not been regular. Student Affairs should conduct a study to determine the need and feasibility of such a service.
Currently, the University has 4,800 parking slots and 5,900 students, making parking adequate, although not always convenient. When the student population reaches 7,000, there will be a need to develop additional parking.	No	Medium	This situation is getting worse. The Pharmacy School will decrease the number of existing parking spaces.
The University should encourage the use of bicycles to alleviate traffic problems by placing more securely fastened bicycle racks through the campus, developing more bicycle lanes and paths, and establishing a bicycle rental plan operated by students as a service for students.	No	Low	An announcement was made that additional bicycle racks would be installed but there is no evidence of this. Has a needs assessment been done to determine if the students would use bicycles as a mode of transportation?
<b>ISSUE: Increase and Centralize Space for Student Services Offices.</b>			
Consolidate the location of all student services in one new building to be located on the site of the current Eckardt Hall	In Progress	High	Funding has been received. Eckardt Hall is scheduled to be remodeled.

	<b>Implemented</b>	<b>Priority</b>	<b>Comments</b>
Expand the facilities of the physical education center to provide for additional recreation and fitness services by 2004.	No	High	What assessments have been conducted?
Operate facilities offering student services on a more flexible schedule to accommodate both traditional and non-traditional students.	No	High	Conduct needs assessment and implement. While some offices do offer extended hours, this is not the norm.
Expand Jones Auditorium to provide additional opportunities for entertainment, including live cultural presentations and a movie theatre by 2006.	No	Medium	
<b>ISSUE: MAXIMIZE USE OF THE STUDENT UNION FOR STUDENT ACTIVITIES.</b>			
Move university administrative offices out of the Student Union as quickly as possible, beginning in 2001.	No	High	Offices will be moved into Eckardt Hall following renovation.
Form a Student Union Governing Board of elected students and a minimal number of university officials to authorize services offered and activities conducted	No	Medium	There has been some discussion of this issue in Student Affairs.
Expand food services by providing auxiliary food vendors. Develop a plan for a food court offering a variety of fast foods and a coffee shop by 2001.	In Progress	Low	A food court should open in March, 2002. There will be no auxiliary food vendors. Sodexo only.