



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, MD  
Chancellor

June 29, 2007

Dr. Flavius Killebrew  
President  
Texas A&M University-Corpus Christi  
6300 Ocean Drive  
Unit 5756  
Corpus Christi, Texas 78412-5756

Dear Dr. Killebrew:

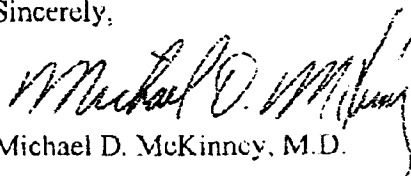
Now that the Legislative Session is behind us and I am more than halfway through my first year as Chancellor, I am seeking your input on my annual evaluation of your performance. I see this process as a collaborative opportunity to review past achievements, evaluate the challenges that you face, set new goals and objectives, and develop new ideas on how we can continue progress toward excellence in education, research and service for the state of Texas.

Review for accuracy the attached "Presidential Evaluation Measures" form for your institution. Fill in any shaded areas for which we did not have data available. In addition, please answer the following questions:

1. What are your major accomplishments for the past year? (Attach supporting data as deemed appropriate.)
2. What goals and projects were not addressed, are incomplete, or have suboptimal results?
3. What barriers do you regularly encounter that prevent you from achieving your institutional goals?
4. As a manager, how would you rate yourself in the way you have nurtured and developed your administration and staff? Please include examples and identify any strengths or weaknesses.

Please send your responses to Janet Smalley at [janetsmalley@tamu.edu](mailto:janetsmalley@tamu.edu) by Friday, July 20<sup>th</sup>. After I have reviewed them, we will schedule a face to face meeting to discuss. It is my intent that in the future, the compacts that are being developed in the Strategic Planning process will be used for evaluations.

Sincerely,



Michael D. McKinney, M.D.

slp  
Attachment

F.K.

- + - ↑ accountability within budgeting process
- Enrollment growth (250% growth)
- Construction projects continuing
- Part of C.P.A.C. leadership (Budget)
- K-12 <sup>Qualifying elements</sup> (early coll. HS @ Flower Bluff) [Wed 11]
- Acting personnel mgmt (Provost)
- Fundraising
- Financial Mgmt (Provost/Bookstar)

? Community relations

- Hispanic complaint (Provost, "Nestle" etc)
- Engineering Bill
- + Baseball fields
- 050 golf course - insufficiently vatted

- • Community guidelines & recognition [doesn't seem to be recognized as a source of info for growth - eg Engineering]
- Some tensions between C.C. & Kingville (2000?)
- Unable to complete Horte Bldg (don't think anyone could @ this pt)
- Assign issues to original design
- Student S.S.A. lab + Report time (F&D)
- ~~Multi~~ Multi. Area in Provost (initial decisions?)
- Legislative Support (much more responsive to community bodies)
- ~~Multi~~ Multi. Traction. + subject to Party label

## 1. Major Accomplishments for Past Year

The university goals established for this year were organized under our rubric of Excellence, Engagement and Expansion. I also had a set of personal goals. The goals, in both areas, that have been accomplished, or are well on their way to being accomplished, are below.

### Excellence

- *Further the goal of being nationally known for coastal and marine science by developing a master's degree in geographic information systems and joint Ph.D. programs in marine resource management and marine biology with Texas A&M University and Texas A&M University-Galveston.*
  - Our proposal for a master's degree in geospatial surveying engineering has been approved by the board of regents and is awaiting approval by the Coordinating Board.
  - We have received preliminary authority for a joint Ph.D. in marine biology, and the site visit is being planned. We have deferred development of the joint Ph.D. in marine resource management to a future date.
  - Recognition of the Harte Research Institute was instrumental in the Ocean Security Conference being held here. The conference brought scientists and policy makers from throughout Latin America and beyond to discuss ocean security issues and propose solutions.
- *Target the Texas Spatial Reference Center for development as a nationally recognized center of excellence.*
  - The Texas Spatial Reference Center was recognized by the Governor as the state's official entity for modernization of elevation markers and was made an official center by legislation passed this session. These designations will help it to continue recognition by the National Oceanic and Atmospheric Administration (NOAA) and other national entities as a center of research excellence.
- *Continue to refine the planning and budgeting process and fully integrate assessment into the cycle during FY 2007.*
  - We have rewritten our mission statement and established measurable goals that are related to our long-term plan, Momentum 2015. These goals are the basis for the shorter-term (3-5 year) strategic plan. We are in the process of defining measures and targets for this plan, a process that will be complete by fall. We have installed WEAVE Online, software that will allow us to tie assessment of progress on our strategic plan unit by unit as well as at the university level to budgeting. Funding increases will be a direct result of a review of the department's assessment data and determining if they are meeting their objectives each year. This ensures that departments are accountable for the resources they request.
- *Successfully implement SCT Banner (student information center) in Fall 2007.*
  - We are on track for the full implementation of Banner.

- *Continue to rank above the state average of all state agencies in the percent of business done with HUB vendors.*
  - With 27.8 percent of total expenditures with HUB vendors, we ranked number 10 out of all state agencies with total expenditures of more than \$5 million.
- *Continue to rank above the state average on each of the five dimensions of the Survey of Organizational Excellence.*
  - On the five dimensions of the Survey, we score above institutions with a similar mission, institutions of similar size and all respondents. The dimensions are work group, accommodations, organizational features, information, and personal.

### Engagement

- *Score above the national average for similar institutions on all five benchmarks of the National Survey of Student Engagement (odd-numbered years).*
  - Results from the spring 2007 administration of NSSSE will not be available until late fall. On the 2005 administration, we were above the average for master's institutions on academic challenge, active/collaborative learning, student-faculty interaction, and enriching educational experiences. We were very slightly below the average for supportive campus environment. As mentioned below, we believe that there may be an issue with advising that is affecting retention, and I have organized a review of issues related to student success and support, including advising.
  - With seniors, we were at or above the average on active/collaborative learning, student-faculty interaction, enriching educational experiences and supportive campus environment, and very slightly below the average on academic challenge.
- *Score above the national average for similar institutions on all dimensions of the Noel-Levitz Student Satisfaction Inventory (even-numbered years).*
  - For the 2006 administration of Noel-Levitz, we were well above the national average on 11 of the 12 dimensions. The eleven we scored above national average on were: safety & security; instructional effectiveness; registration effectiveness; recruiting and financial aid; concern for the individual; support services; campus climate; student centeredness; service excellence; campus life; and responsiveness to diversity. The one dimension that we were slightly below the national average on was academic advising. We feel this may be part of the reason for a decline in retention, and I have organized an effort to review the causes of the retention decline, which will include a review of academic advising.

### Expansion

- *~~Continue progress toward goal of enrolling 10,000 students representative of the demographics of high school graduates in the state by 2010. Target for fall 2007 is 8,800.~~*

- We will not know until later this fall if we have achieved this target, but enrollment figures up to this point are running 11 percent ahead of last year on a comparable date.
- Fall 2006 enrollment was 8,585, which was close to our forecast of 8,596.
- *Continue evaluation of programmatic needs that will serve the area and allow expansion to continue.*
  - Although this has been slowed somewhat by the departure of the provost, we have identified and are working on some program initiatives. The need for a Bachelor of Applied Arts and Sciences (BAAS) degree to help us serve community college graduates in the area was identified, and this degree program is under development. We have also identified the need for a master's degree in communication and this program is also moving through the approval process.
  - ★ ○ A bill was filed during the Legislative Session to create an engineering school at Texas A&M University-Corpus Christi. With the Chancellor's and Board's guidance, I will proceed with working with the community and A&M-Kingsville to find a mechanism to move forward in a positive fashion.
- *Finalize design and begin construction of Secure Facility and begin construction on the Wellness Center in fall 2006. Get debt service approved for the Nursing/Health Sciences building.*
  - The Secure Facility and the Wellness Center were combined and construction started in spring 2007. The start was slightly delayed by the combining of the two facilities into one in order to meet costs.
- *Work with donors to secure land for expansion off the island.*
  - We have continued to work with the city to secure nearby land for expansion. The first proposal, for the Oso Golf Course, ran into difficulties because of a reversionary deed restrictions and opposition from golfers. The city has identified a second property that we are evaluating. We have been doing individual briefings of newly elected city council members and a public presentation to the City Council is planned for July 17, with a possible first vote by the Council on August 22.
- *Complete feasibility study for capital campaign and launch silent phase in late fall.*
  - The results of the feasibility study are almost complete and we expect to launch the silent phase this fall.
- *Launch early college high school through a Gates Foundation grant with Flour Bluff Independent School District.*
  - We have successfully launched the early college high school. We started with 86 freshmen last fall, and finished with 82. Two moved away and only two decided to return to regular high school. Reading and writing are a major emphasis. For example, in addition to their regular work, the students are required to read 600 pages every six weeks. On the TAKS, 92 percent passed all the reading, with 30 receiving "commendable," the highest rating. We will admit 100 new freshmen

this fall. The sophomores will be taking 12 dual credit hours that will count toward the core curriculum requirements.

### Personal Goals

- ***Complete building administrative team.***
  - A new provost was named last August, which completed the administrative team. However, problems began surfacing within a couple of months. After eight months, numerous discussions of the issues and attempts at mentoring, I made the decision to cut our losses and move on. We are in the process of completing a second search.
  - A new athletic director was named last July, and he has been very successful in turning athletics around.
  - A new assistant vice president for marketing and communications has been hired. He has reorganized the area, and is having greater success in many arenas, from publicity to recruiting communications to crisis communication.
  - A new chief of staff added last April has been valuable in providing continuity for and organization of the multitude of projects currently being followed by the president's office.

- ***Mentor new senior staff.***

Provost hired in August failed to meet goals established for performance, despite repeated efforts to mentor her in the job. Her service was terminated in March.

Athletic Director, Brian Teter, has become a valuable member of the Senior Staff. He has generated a great deal of excitement for the teams and led the Islanders to a very successful year in their inaugural year in the Southland Conference and NCAA contests. Student attendance at games has reached record levels and the students supported a request to increase the athletic fee.

Dr. Mary Sherwood joined A&M-CC as the president's Chief of Staff in April of last year. She has become a significant asset to the president's office by ensuring successful follow up on our projects and activities. She has done this by becoming an accepted member of the President's team.

- ***Work to achieve legislative agenda, including student scholarship endowment bill, TRB debt service, restoration of 10 percent cut and funding for exceptional items supporting programmatic development.***
  - With the exception of new exceptional item funding, we achieved our legislative agenda. The student scholarship endowment bill required successful passage of a student referendum.
- ***Continue cultivating friends and potential donors.***

Successes include:

  - Endowment has increased from \$25.9 million to \$36.9 million from March 2005 to March 2007.

- Major Gifts in past year
  - \$1 million gift for the baseball/softball complex
  - \$1 million gift for the Wellness Center
  - \$5 million bequest for scholarships
  - \$1.5 million pledge for fellowships for the Harte Research Institute
  - \$330,000 in scholarships from CITGO
  - \$1.5 million for repairs to the Philip Johnson building
  - \$9.5 million capital campaign for the Legaretto Building at the Art Museum
  - \$500,000 through the Ambassador Dinner for the Art Museum.
- Annual Fund
  - In 2006 exceeded \$1 million and expect to exceed again this year.
- Campus Campaign
  - 26 percent increase in dollar amount so far in 2007. Participation is at 31 percent so far. Ended last year with 50 percent participation.
- Alumni Participation
  - 145 percent increase over 2006 this year and last year a 194 percent increase over 2005.
  
- *Continue playing leadership roles in higher education organizations, including American Association of State Colleges and Universities (AASCU), Association of Texas Colleges and Universities (ATCU), Council of Public University Presidents and Chancellors (CPUPC), Texas International Education Consortium (TIEC), and the A&M Press*
  - AASCU – Council of State Representatives (January 2006)
  - ATCU – board member (October 2005-present)
  - CPUPC – secretary-treasurer and executive committee member (October 2005-present)
  - TIEC – Executive Committee member (Spring 2005-present)
  - A&M Press – Advisory Board member (Spring 2005-present)
  - Society for the Advancement of Management, International Board-Advisory Board Member (Spring 2005-present)
  - Southland Conference Board – board member (2006-present)
  
- *Serve the community and increase the visibility of the university through membership on local boards such as the USS Lexington, Texas State Aquarium, Mayor's Interagency Council and American Bank.*
  - USS Lexington – board member (Spring 2006-present)
  - Texas State Aquarium (Fall 2005-present)
  - Mayor's Interagency Council, member (January 2005-present)
  - American Bank, Advisory Board member (Spring 2005-present)
  - Botanical Gardens, Advisory Board member (Fall 2005-present)
  - Art Museum of South Texas, Ex Officio board member (Spring 2005 to present)
  - Coastal Bend Redevelopment Planning Committee, Port of Corpus Christi, member (January 2006-present)

- Texas A&M University-Corpus Christi Foundation Board, Ex Officio board member (Spring 2005-present)

#### **Other Accomplishments**

- Privatizing book store resulted in going from a deficit of \$250,000 to a return to the University of \$400,000.

## **2. What goals and projects were not addressed, are incomplete, or have suboptimal results?**

### **Excellence**

- *Determine the future direction of E-Line, the online nursing program, and commercialization potential.*
  - E-Line has been copyrighted. The company we were in negotiations with had internal changes and the talks ended. We are continuing to investigate opportunities for licensing E-Line.
- *Evaluate the first-year experience and establish a research-based plan to continue the program's success and national recognition. Present results of evaluation at national conferences.*
  - The departure of our provost delayed implementation of this goal.
- *Maintain administrative cost ratio below 8.5 percent.*
  - Our administrative cost ratio went from 9.6 to 8.9. It was reported as 8.2 last year. In looking at why it had increased, we discovered that it had been calculated wrong last year and was actually 9.6 at that time. With this correction in mind, a more realistic target would be to keep this cost below 10 percent, which is more in line with other similar institutions. We will continue to look for ways to reduce our administrative costs and run as efficient an operation as possible.

### **Expansion**

- *Integrate results of master plan into planning and begin implementation.*
  - When the plan was presented for feedback to campus, several changes were required. The final draft is due before the end of the fiscal year. If the new land is acquired, we will need to extend this project.

### **Personal Goals**

- *Achieve the FY 2006 targets in the Momentum 2015 plan.*
  - As indicated above, the Momentum 2015 plan is being used to guide the development of a strategic plan with shorter-term, measurable goals. This process is expected to be completed in the fall.