



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, MD  
Chancellor

June 29, 2007

Dr. Stephen R. Hensley  
President  
Texas A&M University-Texarkana  
P.O. Box 5518  
Texarkana, Texas 75505-5518

Dear Dr. Hensley:

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

S.H.

- + . Separate / New Campus
- . P-16 initiative (Engineering Elementary) (Vertical Alignment of curricula)
- . Community Relations: <sup>ISD</sup> Women for TAMU-T <sup>Basics?</sup> Alumni?
- . Legislative - stable ( $\downarrow$   $\Rightarrow$   $\downarrow$  special items) - Very Successful in so.
- . Student body internally
- . Collaboration (Common) Doctor
- . SAC & Accreditation
- .  $\uparrow$  enrollment
- . Emphasis on Research & Scholarly work
- . Agreement c Texas College re: downward expansion
- . ~~to~~ Retaining leader
- . 70% 1st generation graduates

- .  $\downarrow$  funding (Spent items) ( $\downarrow$  350K)
- . Delay in EE program
- . Non-accredited College of Business (AACSB)
- . Delayed downward expansion



# TEXAS A&M UNIVERSITY-TEXARKANA

*Office of the President*

P.O. Box 5518 • 2000 N. Robinson Rd. • Texarkana, TX 75505-5518  
(903) 223-3002 • FAX (903) 832-2072

## MEMORANDUM

TO: Chancellor Michael McKinney

FROM: Dr. Stephen R. Hensley *Stephen R. Hensley*

DATE: July 16, 2007

SUBJECT: Presidential Evaluation Measures

---

Attached you will find my response to the Presidential Evaluation Questions and the Informational Accountability Measures for Texas A&M University-Texarkana for 2006-07.

Please note in paragraph 3B on page 5, I reference a report called "Shaping the Future". That report has been forwarded to Janet Smalley under separate cover.

Should you have any questions regarding our submission, please do not hesitate to call me at 903.223.3001.

## PRESIDENTIAL EVALUATION QUESTIONS

July 20, 2007

### 1. What are your major accomplishments for the past year? (Attach supporting data as deemed appropriate.)

#### A. New Campus Construction

The Science and Technology (S&T) Building is under construction on the new campus site. The site consists of 375 acres, 300 of which were donated by the City of Texarkana, Texas with the remaining acreage donated by Anita and Truman Arnold. This completes a significant involvement of time and effort over five years to obtain the new campus site at no cost to the university, complete a 20-year master plan and start construction on the first building.

The City of Texarkana, Texas has begun construction on the first phase of the new boulevard that will extend through the campus and connect to the two main traffic arteries in Texarkana, Richmond Road and Summerhill Road. The construction is on schedule to be completed at the same time as the S&T building in the spring of 2008. When the boulevard is complete, the City will have invested approximately \$30 million in the new university campus. This completes another five-year project and goal.

#### B. SACS Accreditation

The university completed the ten-year SACS reaffirmation of accreditation in December, 2006. The visit was successful and the accreditation for the university was reaffirmed without sanction. For historical purposes, the 1995 SACS Committee placed the university on probation. That probation coincided with my first year as president of the university. Attaining this accreditation goal completes ten years of successful work by all colleges and departments of the university.

#### C. Enrollment

The university had a record headcount enrollment in the fall and spring semesters of 2006 and 2007. The spring semester of 2007 was also a record for the university in credit hours generated. Enrollment remains a long term goal of the university. We are pleased that our enrollment continues to grow.

#### D. Collaboration with Texarkana Independent School District

The university has had several major collaborative projects with Texarkana Independent School District (TISD). The most recent project was developed this

past year and is probably the project generating the most state-wide interest. The collaborative involves a K-16 project in mathematics and engineering. TISD is opening an elementary magnet school in mathematics and engineering in the fall of 2007. TISD and A&M-Texarkana are collaborating on a vertical alignment of the curriculum in order to prepare those students that want to pursue a degree in engineering. A&M-Texarkana is also working with the faculty in the magnet school to enhance their skills for teaching in the mathematics and engineering areas. Texarkana College has joined in this project to provide the freshman and sophomore level courses. The ultimate goal is to allow high school seniors the opportunity to complete their freshman year of college before high school graduation. This project has the potential to serve as a model for vertical alignment for curriculum in K-16 for other school districts and institutions of higher education. The U.S. Secretary of Education, Margaret Spellings, has indicated an interest in visiting Texarkana to observe this model in action.

#### **E. Student Leadership Development Program**

In January 2007, we implemented the Student Leadership Development Program based on the Stephen Covey College Student Signature Program and community service. The program resulted from the university-wide, three-year development of the Quality Enhancement Plan (QEP), a SACS 2006 reaffirmation requirement. The initial student cohort was limited to 15 students for stronger interaction within the class. Eleven students successfully completed the semester-long program and community project. Current student representatives from the student government, known as the Student Affairs Council (SAC), are now recommending that their student members participate in the SLDP as a requirement for SAC officers. Students wishing to participate in the SLDP must apply and be selected. Participants earn Leadership Honors, with recognition on their academic transcripts and at graduation. The program is currently voluntary and is provided free of charge for participating students. Our long-range goal is to require the course for all graduates of the university. Officials from THECB visited our campus and were involved in the development of this project which resulted in a good collaboration with THECB.

#### **F. Student Scholarship Growth**

For the sixth year in succession, we experienced an increase in the dollars awarded in student scholarships. Each year has resulted in a new record for student scholarships and the endowment at the university. We have been relatively successful in raising private monies to support scholarships. Obviously, our goal is to be even more successful in this regard. Scholarships and financial aid is a must for our students. Increasing the scholarship dollars is a major factor for our continuing enrollment increase.

## **G. New Degree Programs**

Three new degree programs were approved by the A&M Board of Regents:

- MS in Instructional Technology – implemented Fall 2006
- MS in History is approved for implementation – Fall 2007
- BS in Political Science is awaiting approval from the Texas Higher Education Coordinating Board. If approval is given this summer, it will be implemented in the fall semester of 2007.

Providing new programs not only allows more educational opportunities for our students, but is a major factor for our continued enrollment growth and moves us closer toward our participation and success goals for “Closing the Gaps.”

## **H. Expansion of Distance Learning**

Another factor in enrollment growth is the expanded delivery of programs at a distance to better serve the students in the Upper East Texas Region. We implemented a biology program on the campus of Northeast Texas Community College (NTCC), located in Mt. Pleasant, TX. The biology program included the addition of a faculty member located primarily on the NTCC campus. The MED in Educational Administration is approved to be implemented in the fall semester on the campuses of Hallsville Independent School District and Hughes Springs Independent School District.

### **I. Scholarly Activities**

University faculties continue to increase their scholarly output. The funding for faculty research enhancement was doubled, with the approved projects being more research oriented than in the past. The number of faculty presentations and publications doubled over the past year. Faculty research and scholarship continues to grow and will be needed as a means to supplement increased funding through grants and contracts.

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

### **A. Special Item Funding**

We were unable to obtain special item funding to start a new program in electrical engineering. We had requested the item from the 80<sup>th</sup> Legislature which would have allowed the program to begin in the fall semester of 2008. We will continue to raise private funds to begin the program on our time line; however, it appears

doubtful we will be able to begin the program by the fall semester of 2008. However, on a positive note, the university has hired very accomplished faculty members in the computer science and electrical engineering programs.

**B. Achieving National Accreditation in the College of Business**

The inability to obtain funding of the special item addressed in the previous paragraph also did not allow the university to add additional lines in the College of Business. These additional lines are needed to allow the College of Business to achieve national accreditation by AACSB. We are the only university in the A&M System, and in our region, without this accreditation. Accreditation is necessary to achieve the excellence goal in "Closing the Gaps."

**C. Cooperative Doctoral Program**

We have been unable to start a cooperative doctoral program with another doctoral granting institution in the State of Texas. However, thanks to the Chancellor and his staff, we are having some very positive discussions with A&M-Commerce. We believe we will be able to implement this program no later than the fall semester of 2008.

**D. Downward Expansion**

The university had to, once again, delay the request to the 80<sup>th</sup> Legislature for the funding to provide for downward expansion. Downward expansion cannot occur without special item funding and the completion of the \$75 million multi-purpose library and central plant project. It appears the timeline could be as late as the fall semester of 2011.

**3. What barriers do you regularly encounter that prevent you from achieving your institutional goals?**

**A. Lack of Funding**

The major deterrent is the lack of funding. We were hit particularly hard on operational funding from the 80<sup>th</sup> Legislature. We lost approximately \$350,000 annually in operational funding. We cannot eliminate faculty because that would allow the problem to continue to worsen. We have to maintain staff to help serve the faculty and students. When you look at the budget that can be cut, it amounts to a 30% cut for all of the operational budgets. Thankfully, the Chancellor decreased the assessments to the System by \$150,000 annually. That was a catalyst to enable us to get through this very tough time.

Lack of funding hurts the university on many fronts. Enrollment growth is slow because of the inability to downward expand and a limited number of educational

programs. Downward expansion cannot occur nor can new programs be added without additional new faculty. New faculty cannot function effectively without the addition of new staff, and the list continues on. The university will not grow to its potential without an infusion of funds to add new programs, new faculty and new staff. We are not whining—this is just the factual operation of a small, underfunded university. However, it is even more of a concern in a region that is also educationally underserved.

#### **B. Recruitment of Freshman and Sophomores**

As an upper level university, the inability to recruit students at the freshman and sophomore level creates some additional barriers toward growing enrollment. High school students do not perceive Texarkana College and A&M-Texarkana as a four-year institution. (See page 2 of the research report “Shaping the Future”). The university is limited to the students that transfer from community colleges and from other universities.

#### **C. Under-Staffing**

Our staff is very small in number and each staff member has to do two or three jobs, each of which would be handled by one person in a larger institution. This does not allow for a depth of staffing or cross training, so if a person is out because of an illness, their job is added to a staff that is already overloaded. We are still expected to respond to inquiries from the legislature, file reports and all other duties in the same time frame as institutions with a much larger staff. This is not meant to be a complaint, but again, just a factual observation about the operation of a small university.

#### **4. As a manager, how would you rate yourself in the way you have nurtured and developed your administration and staff?**

##### **A. Management of Faculty & Staff**

I believe I have been very successful in working with the administration and staff. I have always been very straightforward with all employees. I maintain an open door to all employees and students. Each member of the Administrative Council is encouraged to express all ideas and concerns for us to discuss regarding any issue. I work to arrive at consensus on decisions and expect everyone to support the decision once it has been determined.

##### **B. Communication**

I believe one of my strengths is communication. If a communication is not critical, frequently an email to all employees is used. If the matter is critical, a meeting of all employees is held to speak to them directly and provide time for



Program. Also, we provided help to our Dean of Arts and Sciences and Education, Dr. Rosanne Stripling, to be a part of Leadership Texas.

Each year, we provide the funding for an employee to attend Leadership Texarkana. The application process is open to all faculty and staff with the Administrative Council reviewing the applicants to determine who would best represent the University and benefit from the Leadership Texarkana Program. In 2006-07, the Dean of Business, Dr. Ed Bashaw was selected to participate in the program.

Also, during the past year, funding was provided for the Provost, the Vice President for Student Services and five other staff members to attend the National Conference on the First Year Experience. The purpose of this conference was to better prepare everyone for the downward expansion of the university.

#### Summary

Overall, the past year has been an excellent year. Although no salary increases were given in FY 2007, the employees continued to excel and help move the university toward its goals. All employees have a clear vision of the direction of the university and look forward to the development of the new campus and the corresponding expansion downward. Communication will continue to be a key factor as the university moves forward to achieve new goals.

(3 to be for '08)

I have tried to nurture our administration by helping them receive professional development. When possible, the university has tried to assist financially with this development. In the past year, the university provided the funding to help send our Provost, Dr. Ann Lotven, to the Governor's Executive Leadership

E. Provision for Professional Development

I have also done my best to be a positive part of the community by serving on the Board of Directors for the Chamber of Commerce, serving on the Christus St. Michael Hospital Board, serving as the campaign director for the United Way and serving on many other community boards. Working with and being a respected community partner is a never ending job and if you ever let up, the relationship will begin to wither.

*Stephen Hensley*

Building and maintaining community relationships is another area that I believe is a strength. Everyone at the university has worked hard to keep A&M-Texas at the forefront of the community. The community has come to the realization that the growth and expansion of the university will be a major factor for economic development and quality of life for the citizens of Northeast Texas. (Once the community embraced the university, it became an even more difficult job to keep the development of the university as the first priority of the community. I have worked hard to help get State leaders to Texas and to allow community leadership the opportunity to express the issue of making the university a top priority. It takes many meetings and a great deal of communication to make the community feel a part of the university and its development.

D. Community Relationships

I believe another strength is my background and experience. I have been involved in higher education in Kansas, South Dakota, Oklahoma and Texas. I have worked as a staff member, faculty member and administrator. I very seldom have something occur in the university that I have not previously experienced at one time or another during my career. I believe this broad background and experience makes me a more effective leader for the university.

C. Experience

them to ask questions and express any concerns they may have. Many times, I will hold a meeting of supervisors to inform them and let them ask questions, so they will be able to answer employee questions. Communication is always viewed as a weakness by most employees, because no employee ever feels they have received enough communication. I continually work on improving my communication skills with the employees and students.