



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, MD  
Chancellor

June 29, 2007

Dr. Rinaldo Juárez  
President  
Texas A&M University-Kingsville  
700 University Blvd., MSC 101  
Kingsville, Texas 78363-8202

Dear Dr. Juárez:

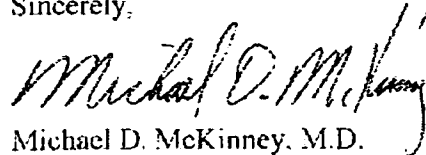
Now that the Legislative Session is behind us and I am more than halfway through my first year as Chancellor, I am seeking your input on my annual evaluation of your performance. I see this process as a collaborative opportunity to review past achievements, evaluate the challenges that you face, set 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.

sip  
Attachment

R.J.

- + Good relationship & Community +1.5
- Works well w/ HSC (L & School)
- o Emphasizing Research (faculty inconsistent in adoption)
- o Improved retention rate (still low!)
- Emphasis on Academics (MBA needs) & requirements
- O Advisor Program - Mas special (Students) Fed as well as others
- o Improved relations & Faculty Senate
- o SAC, accessible / Reaffirmation (last yr '06)
- o Good Engineering Programs (Graduate - very high (wide) interest)
- o Wildlife + Topics Center - Internationally recognized
- o Tuition controlled but Salaries & # faculty ↑ (Cap Δ this but  
horrid takes had etc)

Capital Campaign (not over - ~~on track~~ <sup>on track</sup>)  
Suffers from town & community self-image

- Failed to build buy-in (Parent etc) - quality of staff / faculty
- o Worries too much about CC → too good programs to compete
- o Some disgruntled faculty - Don't want to be research Dept
- o Minimal legislative support (New Dept, Sen have & intelligence)
- o low graduation rate (No real plans to improve)  
(No plan to R eye School though)

**Rumaldo Z. Juárez, President  
Texas A&M University-Kingsville  
Evaluation for FY 2006-2007**

Chancellor McKinney Item 1: What are your major accomplishments for the past year?

(Note: these are goals that I submitted to Chancellor McTeer for FY2006-2007.)

**Goal 1. Implement and monitor the new Strategic Plan for FY 2006-2011**

Beginning in September 2006 all division/unit supervisors should be on-board with the new Plan and, via each division/unit's Institutional Effectiveness Plans, be on track for meeting their objectives for the first year.

**Objective 1.1** Commensurate with available resources, implement Institutional Effectiveness Plans.

**Measure 1.1** End-of-year evaluation of each of the Vice President's IEP's from their respective Divisions.

Overall, I was pleased with the accomplishment or significant progress made by the goals set by each (Academic Affairs, Student Affairs, Finance and Administration, and Institutional Advancement) of the Divisional Vice Presidents for their respective Divisions.

After a few setbacks and delays, we finally launched the first year plans of our FY2006-2011 Strategic Plan (*Vision 2011: Nationally Recognized*). The process for developing *Vision 2011* involved every single unit in the University to ensure ownership by everyone and ultimately its successful implementation and success. The public version of *Vision 2011* is scheduled for release on August 20, 2007 at the University's Annual Convocation. Division Vice Presidents have begun the transition and implementation of *Vision 2011* by converting their individual Institutional Effectiveness Plans (IEPs) to coincide with the new goals of the Plan. Specific accomplishments for these goals thus far are indicated below.

*Vision 2011*: Goal 1. Broaden the base of productive and educated citizens.

- Perhaps the most significant accomplishment toward this goal during FY07 was a major restructuring in our Enrollment Management process. This involved some changes in key personnel, the purchase and implementation of state-of-the-art recruitment software and significant improvements in our methods for awarding financial aid.
- Specific enrollment targets have been identified for both of our campuses (Kingsville and System Center-SA) and this past year we did some very aggressive recruitment trips into geographic regions that had been neglected in the past. Preliminary indications are that these outreach efforts have rendered successful enrollment yields. The final proof of these efforts will be in our Fall 2007 enrollment figures.

- One of our enrollment strategies was to develop new degree programs to meet the needs of our students and industry and this past year we introduced a Bachelor of Science in Biomedical Sciences and also a Master of Science in Ranch Management.
- Recruitment is only one part of the equation of succeeding in Goal 1. The other part of the equation is Retention. In this regard, last Fall's freshmen to sophomore retention rate was 54%, the highest it has been in the last ten years. This summer, we introduced a math "boot camp" for students who are performing at below algebra level in their math. It is our hope that students who attend this program in the summer will perform better in their math courses when they come in the fall.
- We will not succeed in Goal 1 without a strong marketing/public relations campaign. The addition of Ms Jill Scoggins as our new Director of Public Relations has brightened our horizons and enormously improved our image and visibility. We have increased our news coverage regionally, state-wide and nationally. Her office has helped us promote and present our news-worthy projects to the public in ways that had not been realized in the previous four years prior to her taking this position.
- Steps were implemented this past year to help our students graduate in a timely manner. These include the reduction of the number of hours required for graduation to 120 hours, where possible and justified, and have placed added emphasis on improving our advising and mentoring programs. The outcomes of these steps have yet to be realized but we expect they are going to yield positive results that can be measured in Fall 2008. We also made a decision this past year to go to a more specialized and centralized academic advising program which will go into effect this coming Fall 2007. This program is going to be more efficient and responsive to the advising needs of our students.

Vision 2011: Goal 2. Enhance student learning through civic, professional and research engagement.

- This past year was our first year of full implementation of the *Quality Enhancement Plan: A Discipline-Based Approach to Student Engagement*. This plan was a major component of our reaffirmation by SACS in 2006 for the next ten years. We are extremely pleased with the results of our first year after witnessing the results of what our faculty is doing in their courses with this plan and definitely a new level of student engagement in comparison to past years.
- Another major step that was begun this past year was the phasing in of the requirement for faculty to develop *Student Learning Objectives* for each of their courses. This was another requirement by SACS and we are pleased, even though we encountered some initial resistance, that this necessary step is well underway along with pre-post test assessment measures.

*Vision 2011: Goal 3. Support the development and maintenance of nationally prominent undergraduate, graduate and professional programs.*

- Our Wildlife program in the College of Agriculture, Natural Resources and Human Sciences continues to excel in their national and international image of scholarship successes, their increases in external research funding, and publication track record.
- The Natural Toxins Research Center in the College of Arts and Sciences continues to conduct high level research and produce undergraduate students that are highly prepared to move on to graduate or biomedical related programs.

*Vision 2011: Goal 4. Promote the development of scholarly, research and creative endeavors that are nationally recognized.*

- This past year's *Discovery and Scholarship Magazine* highlighted our faculty's scholarship accomplishments. Faculty in all of our colleges were involved in significant scholarship activities and together they generated more than 150 publications of various types in addition to the approximately \$12 million external funding. We will continue to support, reward and encourage this level of scholarship outcomes and productivity.

*Vision 2011: Goal 5. Provide a learner-centered environment in which the contributions of students, faculty and staff are valued.*

**Goal 2. Increase the enrollment and retention during FY 2006-2007**

Objective 2.1 Increase TAMU-K's enrollment to 2.6%-6.1%

Measure 2.1 Enrollment report for Fall 2007

While we do not have our enrollment figures for Fall 2007 yet, we did experience about a 2% increase in enrollment this Spring '07 and expect that our final enrollment figures for Fall 2007 will be in the range of 3%-6%.

**Goal 3. Increase the current Capital Campaign pledges from \$4.4 Million to \$8.8 Million by end of FY 2006-2007.**

Objective 3.1 Start Phase II of Capital Campaign

Measure 3.1 Number of donor activity contacts

The end of our campaign is scheduled for March 2008 and we are now beginning to focus more of our time on donors with the potential for significant contributions. The campaign has been a learning and rewarding experience for TAMU-K and all of us involved in this campaign, especially since it is the first capital campaign in the history of this institution. We are still working with increasing the number of contributions from within the University community.

Objective 3.2 Solicit and obtain pledges of \$4.4 Million

Measure 3.2 Pledges of \$4.4. Million

As of July 2007, our campaign has raised \$8.5 million of our \$10 million target and we expect to reach our target in the next 6 months remaining in our campaign.

**Goal 4. Seek the necessary state appropriations for advancing on the plan to make the System Center San Antonio an independent campus.**

Objective 4.1 Proceed with architectural planning for new TRB for the SCSA.

Measure 4.1 Start of approval processes and possible architectural plan for the new building.

Thus far, no architectural planning has begun other than securing the site for the new campus.

Objective 4.2 Develop and implement the necessary strategy for the pursuit of state appropriations for next biennium inclusive of new academic programs for the new campus.

Measure 4.2 Work with TAMU System Office of Governmental Relations and number of visits to appropriate legislators and other stakeholders/supporters.

The 80<sup>th</sup> Legislature has appropriated an additional \$6.6 million for the start-up of the new campus. Planning is underway to start an intensive recruiting faculty/staff phase and the expansion of new academic programs.

**Goal 5. Develop and promote a "culture of student success."**

Objective 5.1 In collaboration with Senior Faculty, Faculty Senate, and key staff and administration, develop a Plan of Action for creating and promoting a "culture of student success."

Measure 5.1 Plan of Action for Development of Culture of Student Success.

This objective was not realized this past year but through our *Vision 2011* plan, we will eventually realize a Culture of Student Success.

**Chancellor McKinney Item 2: What goals and projects were not addressed, are incomplete, or have suboptimal results?**

- Objective 5.1 was not completed. Nevertheless, a number of the objectives in *Vision 2011* will be in line with this objective and it is still a matter of developing the "Culture of Student Success."
- One of my objectives in Goal 5 of *Vision 2011* is to introduce and implement Continuous Quality Improvement (CQI) methods in the delivery of all academic programs and services to all stakeholders. While a few units have implemented these methods, we have not been able to go university-wide with them yet. Our primary hindrance in the success of this objective is the lack of trained personnel who are aware of CQI and the lack of understanding of what the use of these methods can do to improve the quality of our products and services.

- For about five years, we have been having discussions about the university pursuing the Baldrige Award for Higher Education but have not been able to move it beyond the discussion table into an action plan. It is quite possible that many of the objectives of *Vision 2011* will assist us in getting closer to this type of objective in the near future. Our primary hindrance toward this objective has been not having personnel with this type of expertise to help lead this major initiative.

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

- This past year was a particularly difficult one from a personnel stand point. We had key personnel turnover and relied heavily on Interim appointments. We had vacancies in the VP for Finance and Administration, VP for Student Affairs, Athletic Director, Dean of Agriculture, Natural Resources and Human Sciences, and Director of Financial Aid. All of these positions have now been filled with the exception of Director of Financial Aid. We are extremely pleased with the qualifications of our new senior administrators and have high expectations that they are going to make some exciting contributions to the university.
- The lack of personnel with expertise that is needed to move toward a higher level of excellence has also been a hindrance. Nevertheless, through professional development programs, we have been making some slow progress in addressing these weaknesses.
- Regional demographics that are not conducive to increasing our enrollment have presented some good challenges. We continue to struggle with the objective of increasing our enrollment but seem to have made good progress this past year in addressing some of the weaknesses that were hindering our ability to recruit.

**Chancellor McKinney Item 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.**

- On a scale of 1 to 10 I would rate myself about a 7 or 8. In the area of professional development, I have been greatly influenced by two experiences: (1) my military service and (2) my experience as a fellow of the Kellogg National Fellowship Program. Both of these experiences have taught me the importance of "investing in people."
- This philosophy is reflected in a number of management decisions that I have made:
  - (1) Goal 3, Objective 3.3 of our *Vision 2011* specifically addresses the provision of professional development opportunities for faculty, administrators and staff.