Goal 1: Promote academic quality by building and supporting a distinguished faculty.

1.1 Increase average full-time faculty salaries at all ranks.

**Indicators**:  
- Median salary levels for each rank including professor, associate professor, assistant professor, and lecturer

1.2 Increase number of full-time faculty.

**Indicators**:  
- Number and percent of full-time faculty including tenured administrators

1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.

**Indicators**:  
- Merit increases awarded/not awarded

1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity.

**Indicators**:  
- Number and dollar value of facility upgrades made this year  
- Major equipment purchases and acquisitions  
- Number of Library expansions  
- Number of Technology Resource developments
1.5 Offer academic programs that are nationally and internationally competitive.

**Indicators***:
- List of current national/international program recognitions
- List of current national/international student awards and recognitions
- Number of academic programs accredited or reaccredited

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.

**Indicators***:
- Current grant expenditure dollars
- List of new cross-discipline collaborative grants

1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.

**Indicators***:
- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

1.8 Support faculty efforts in international research.

**Indicators***:
- List of new international research efforts and scholarly activities
- International travel funds provided (division and college)
- Number of Fulbright Research Scholars and other international fellowships
- Number of visiting scholars supported
- List of new technology support activities for international research

1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

**Indicators***:
• Number and total dollar amounts of TRIP eligible submissions/awards
• Total dollar amount of matching funds received from TRIP for the year
• NRUF Eligibility
  o Total restricted research expenditures
  o Total endowment funds
  o Number of doctor of philosophy (PhD) degrees awarded
  o Percentage of first-time entering freshmen in the top 25% of their high school class
  o Average SAT and ACT scores of first-time entering freshmen
  o Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  o Number of tenured/tenure-track faculty who have achieved national or international distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria.
  o Number of graduate level programs and graduation rates for master's and doctoral programs

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**Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.**

### 2.1 Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.

**Indicators*: 

- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Level of achievement compared to CTG enrollment target: overall, African American, and Hispanic
- Level of achievement compared to goals CTG goals and to prior year: participation (recruitment), success (retention), excellence (graduation), and research

### 2.2 Continue engagement in the economic and cultural development of the region.

**Indicators*: 

- List of current cultural collaborations with external constituents
- List of current economic collaborations with external constituents
- Number of clients in STAR Park
• Number of clients in Small Business & Development Center (SBDC)
• Number of clients in the Office of Commercialization and Industry Relations (OCIR)

2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.

**Indicators***:
• Number of new scholarships awarded
• Number of new merit scholarships awarded
• Total dollar amounts of new scholarships and average award amounts
• Other dollars contributed toward undergraduate and graduate student financial support (division and college)

2.4 Internationalize the curriculum.

**Indicators***:
• Number of new/revised courses with international content
• Number of faculty participants in globalization workshops

2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.

**Indicators***:
• Number of faculty-led study abroad programs
• Number of students studying abroad
• Number of Fulbright Teaching Scholars
• Number and list of student international research efforts and scholarly activities (presentations, papers, etc.)
• Number and list of student international teaching activities
• Number and list of student international service activities
• Dollars contributed toward study abroad scholarships
• Number of institutionally-recognized international exchange programs
• Number and list of countries impacted
• Number and list of staff-led international experiences
2.6 Maintain a vigorous, targeted recruitment and marketing campaign.

**Indicators***:
- List of new undergraduate and graduate recruitment initiatives introduced
- List of new marketing efforts implemented

2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.

**Indicators***:
- Number and list of new Texas State FBS advertisements placed
- Average number of attendees at home football games
- Total economic impact from athletic events on local community
- Product licensing income for the year
- Dollar amount and membership increase in Bobcat Club for the year

2.8 Enhance and support distance learning and Friday/Saturday course delivery.

**Indicators***:
- Number of new online and hybrid SCH as a percent of overall offered
- Number of SCH enrolled in Friday/Saturday courses offered

**Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.**

3.1 Increase student retention through collaborative programs across the university.

**Indicators***:
- Student retention rates compared to prior year (college and institutional)

3.2 Enhance quality and consistency of academic advising services.

**Indicators***:
- Number of students served (i.e., walk in, email, phone, appointment, social media)
- List of professional development opportunities provided to academic advisors for consistent messaging
- Number of external professional development opportunities attended by how many advisors
- Number and list of current internal and external awards and recognitions received by advisors

### Number of Students Served

- 52,789 individual advising appointments were served in 2013-2014
- An additional 9,199 new freshmen and transfer students were advised by academic advisors in summer 2014.

### List of Professional Development Activities Provided to Advisors

- Advising Conference, Fall 2013
- Assessment Summit, Spring 2014

### Number of External Professional Development Opportunities Attended by How Many Advisors

- Texas State University academic advisors attended and presented at the National Academic Advising Association (NACADA) Conference Annual Conference (Salt Lake City, UT), the NACADA Region 7 Annual Conference (St. Louis, MO), Texas Academic Advising Network (TEXAAN) Annual Conference (Waco, TX), and the UTSA Academic Advising Conference (San Antonio)
- Texas State University academic advisors made 40 presentations at national, regional, or state meetings last year!

#### NACADA (National Academic Advising Association) National Conference

Presentation Title: Let's Get Intentional About This: A Simple Approach to Creating and Implementing a Proactive Advising Center Communication Strategy
Presenters: Joya Konieczny (Supervisor) with Arin Ely

Presentation Title: It's Not Only What You Say but How You Say It
Presenters: Joya Konieczny (Supervisor) with Arin Ely

Presentation Title: That's Not My Job (Poster Session)
Presenters: Taylor Moore (Advisor I)

Presentation: Breaking Barriers Hispanic Student Success: Understanding the Underrepresented Student Demographics and Underlying Issues the Hispanic Student Faces Post High School Graduations & the effects of Retention within
Higher Education.
Presenters: Janet Reyes

Presentation Title: From Isolated Peaks to a Collaborative Summit: Elevating Advising Partnerships Across a University Campus!
Presenters: Claudia Trevino, Ashley Ransom, Staci Strauch

Presentation Title: Drawing the Line: Avoiding Copyright Infringement & Sketchy Designs
Presenters: Stephanie Pridgen (w/ Michelle Sotolongo)
Any Award or Recognition Associated with this Presentation: Sponsored by the NACADA Technology Committee

Presentation Title: In Limbo: Challenges Faced by Undocumented Students
Presenters: Michelle Sotolongo

Presentation Title: Increasing Motivation in Probation Students
Presenters: Allison Tifft

Presentation Title: When pressing mute says volumes: An advisors guide to nonverbal communication
Presenters: Temple Carter and Matthew Haynes (UT)

Presentation Title: Resurrect your training techniques: Wake up your zombie advisors
Presenters: Temple Carter and Matthew Haynes (UT)

Presentation Title: There's No Place Like Home: How Understanding Residence Life Can Help Advisors Pave the Yellow Brick Road to Academic Success
Presenters: Jeanette Pacheco and Adele Magnani

**NACADA (National Academic Advising Association) Regional Conference**
Presentation: !Ayuda! Lost in Translation: Latino Males in an Educational Crisis the affect Retention within Higher Education
Presenters: Janet Reyes and Juan Castillo

Presentation Title: From Isolated Peaks to a Collaborative Summit: Elevating Advising Partnerships Across a University Campus
Presenters: Ashley Ransom, Staci Strauch, Claudia L. Trevino

Presentation Title: Stand Up! Care for the Caregiver: How Academic Advisors Can Take Charge of Their Health
Presenters: Juan Castillo

Presentation Title: I'm looking for an academic advising job! Can I use you as a reference?
Presenters: Georgeann Calzada, Jeanette Pacheco, Taylor Jones

Presentation Title: Facebook is for old people: Exploring Social Media Platforms to Reach New Millennials
Presenters: Jaimie R. Reyes, JaCorey Mosely
Any Award or Recognition Associated with this Presentation: Best in Region 7 2014

Presentation Title: Drawing the Line: Avoiding Copyright Infringement & Sketchy Designs
Presenters: Stephanie Pridgen (w/ Michelle Sotolongo)

Presentation Title: Increasing Motivation in Probation Students (pre-conference workshop)
Presenters: Allison Tifft

Presentation Title: Increasing Willpower in your Professional and Personal Life
Presenters: Allison Tifft

Presentation Title: Between the pages: Creating a portfolio for the new age
Presenters: Temple Carter and Matthew Haynes (UT)

Presentation Title: Don't let it be game over! Strategies for securing confidential data
Presenters: Temple Carter and Matthew Haynes (UT)

Presentation Title: Advising the New Normal (2013)
Presenters: Rachel Trembley & Allison Skinner

Presentation Title: Collaboration: Working Together for Student Success
Presenters: Staci Strauch & Allison Tifft

Presentation Title: Link Up! Utilizing LinkedIn in Academic Advising
Presenters: Brittany Chrisman and Ross Wood

Presentation Title: Stand Up! Care for the Caregiver: How Academic Advisors Can Take Charge of Their Health
Presenters: Juan Castillo

Presentation: Show, don’t tell! Incorporating infographics into academic advising
Presenters: Temple Carter

Presentation: Work hard, play hard: Incorporating fun into academic advising
Presenters: Temple Carter and Matthew Haynes (UT)

Presentation: Walking the red carpet in style: Learning the multiple intelligences
of students
Presenters: Temple Carter and Matthew Haynes (UT)

**UTSA Academic Advising Conference**
Presentation Title: Advising According to Covey: Applying Covey’s 7 Habits to Academic Advising
Presenters: Brittany Chrisman, Annette Levario, Sarah Drennan and Bethany Mellum

Presentation Title: Core Values (2013)
Presenters: Rachel Trembly and Allison Skinner

Presentation Title: A Road Map for Success: A Working Guide for Advising Students with Asperger’s
Presenters: Yvette Morales

**TEXAAN (Texas Academic Advising Network) Conference**
Presentation Title: Core Values (2013)
Presenters: Rachel Trembly & Allison Skinner

Presentation Title: Confessions of a Former Administrative Assistant
Presenters: Bailey Verschoyle (Advisor II) and Naomi Wilson (Advisor I)

Presentation Title: Collaboration: Working Together for Student Success
Presenters: Staci Strauch & Allison Tifft

Presentation Title: Link Up! Utilizing LinkedIn in Academic Advising
Presenters: Brittany Chrisman and Ross Wood

Presentation Title: Stand Up! Care for the Caregiver: How Academic Advisors Can Take Charge of Their Health
Presenters: Juan Castillo

Presentation Title: Increasing Willpower in your Professional and Personal Life
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Presenters: Temple Carter and Matthew Haynes (UT)

Presentation: Walking the red carpet in style: Learning the multiple intelligences of students
Presenters: Temple Carter and Matthew Haynes (UT)
### Number of List of Current Internal and External Awards and Recognitions Received by Advisors:

<table>
<thead>
<tr>
<th>Conference/Merge</th>
<th>Award Type and Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas Academic Advising Network Annual Conference:</td>
<td>Outstanding Professional Academic Advising: Claudia Trevino, PACE Advising Center</td>
</tr>
<tr>
<td></td>
<td>Outstanding Faculty Academic Advising: Ms. Irene Hindson, Department of History</td>
</tr>
<tr>
<td></td>
<td>Outstanding Academic Advising Administrator: Dr. Dann Brown, Dean of University College</td>
</tr>
</tbody>
</table>

Best Academic Advising Presentation at NACADA Region 7 Annual Conference: Facebook is for old people? Exploring Social Media Platforms to Reach New Millennials. Presenters: Jaimie R. Reyes, JaCorey Mosely

### 3.3 Develop an Honors College to better attract and engage high achieving students.

**Indicators***:
- Number and percent of students enrolled in Honors College compared to prior year
- Number of honors sections offered
- Number of Honors College graduates compared to prior year

### 3.4 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.

**Indicators***:
- Number and list of events (athletic and artistic) provided for the year
- Number of attendees at each event provided
- Number and list of new academic support initiatives provided to student athletes

### 3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.

**Indicators***:
- Description of outcomes assessment process improvements
• Examples of new major program improvement efforts implemented as a result of assessment findings
• Number and percent of programs completing outcomes assessment
• Number and percent of completed audits
• Number and percent of programs showing improvement

3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.

Indicators*:
• Description of outcomes assessment process improvements
• Examples of new major service improvement efforts implemented as a result of assessment findings
• Number and percent of departments completing outcomes assessment
• Number and percent of completed audits
• Number and percent of departments showing improvement

3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.

Indicators*:
• Number of program reviews completed and number of academic program reviews submitted to THECB
• Examples of major program improvements made based on program review/accreditation findings
• Percent of reviews with all items scored a “2” (on a scale of 1 through 5) or higher

3.8 Foster an environment that cultivates students to become successful, engaged alumni.

Indicators*:
• Number and list of new academic-sponsored alumni outreach activities (e.g., guest speakers, faculty, advisory boards, judges, research)
• Number and list of new community outreach activities (e.g., Bobcat Build)
• List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
• Number and list of recognized alumni achievements
• Number and percentage of graduating seniors and alumni who have graduated in the last five years who join the Alumni Association this year

3.9 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education.

Indicators*:
• Number and list of career support programs provided
• Number and list of academic outreach and recruitment efforts
• Number and list of new companies recruiting at Texas State

3.10 Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.

Indicators*:
• Number of literacy sessions provided
• Number of faculty and students served

3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

Indicators*:
• Number of freshman students served
• Number and list of support programs provided
• QEP successes based on outcomes achievement and continuous improvement

• In 2013-2014, 5,179 freshmen received direct services from PACE Center faculty and staff. An additional 134 Emerging Star summer bridge students received services by the program.
• The following programs were provided by PACE Center faculty and staff:
  • Academic Advising
  • Career Exploration
  • Peer Mentoring
  • Academic Coaching
A total of 2,072 freshmen were received mentoring and/or academic coaching services in 2013-2014, the first full year of program implementation. This number represents a significant increase as only 859 freshmen received mentoring and/or academic coaching support in 2012-2013, the pilot year for the program.

Key outcomes observed included:

- The overall retention rate for freshmen receiving PACE MAC services was greater (78%) than that of students who did not receive services (75%).
- Similar results were obtained by gender, with 79% of females receiving PACE MAC services retained as compared to 76% of females not receiving PACE MAC services. The relative magnitude of impact was greater for males receiving PACE MAC services and being retained (77%) as compared to males not receiving PACE MAC services (72%).
- The impact of PACE MAC services was stronger with respect to female Hispanic students relative to male Hispanic students. 78% of Hispanic females receiving PACE MAC services were retained as compared to 72% of Hispanic female students not receiving PACE MAC services. For Hispanic males, the impact was less, with 72% of Hispanic males receiving services being retained as compared to 70% of Hispanic males not receiving PACE MAC services.
- Impacts on retention of white females was minimal; however, 80% of white males receiving PACE MAC services were retained as compared to 73% of white males who did not receive PACE MAC services.

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff.

Indicators*:

- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year
- Number of new external position postings advertised, including those targeting diverse candidates
4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.

**Indicators***:
- Number and percent of Hispanic student enrollment compared to prior year
- Number and percent of Hispanic student graduates compared to prior year
- Number and percent of Hispanic students retained compared to prior year

4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.

**Indicators***:
- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.

**Indicators***:
- Examples of new/modified academic programs that added multicultural or multi-perspective content
- Number of new/revised courses with multicultural or multi-perspective content
- Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience)
- Number of individuals served in academic, student support, and administrative programs/activities

4.5 Seek historically underutilized business suppliers.

**Indicators***:
- Number of active HUB vendors compared to previous year
• Percentage of construction value issued to HUB vendors
• Number of active mentor/protégé partnerships compared to previous year
• Percent of total university procurement with HUB vendors compared to previous year

Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university’s mission.

5.1 Increase average full-time staff salaries at all ranks.

Indicators*:
• Percent increase in average salary levels for all categories

5.2 Increase number of full-time staff.

Indicators*:
• Number and percent increase in full-time staff compared to prior year
• Number and list of newly-created positions

5.3 Attract and retain highly competent staff by providing annual merit increases based on performance.

Indicators*:
• Merit increases awarded/not awarded

5.4 Maintain a physical setting that presents Texas State as a premier institution.

Indicators*:
• Number and list of new repair and renovation projects completed
• Number and list of new campus enhancement projects completed
• Number and list of new ADA modification projects completed
5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.

Indicators*:
- Number and list of capital projects completed
- Total cost of capital projects completed
- Number and list of property acquisitions
- Number and list of new “gray to green” projects completed per the Campus Master Plan

5.6 Expand and support professional development opportunities for faculty and staff.

Indicators*:
- Examples of major new internal professional development workshops offered at main campus and Round Rock campus
- Examples of major new internal faculty development sessions offered
- Total number of faculty served through internal faculty development sessions
- Total number of staff served through internal professional development sessions
- Examples of external faculty development opportunities attended by faculty
- Examples of external professional development opportunities attended by staff
- Number of faculty developmental and supplemental leaves awarded

5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

Indicators*:
- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and/or dollar amount of new resources provided to support distance learning
- List and/or dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards
5.8 **Reduce deferred maintenance in existing facilities.**

**Indicators**:  
- List and total cost of deferred maintenance projects completed

5.9 **Improve processes outlined in SACS *Principles of Accreditation* to ensure ongoing compliance with standards, while continuously improving overall educational quality.**

**Indicators**:  
- Number and list of major process improvements made to address specific SACSCOC standards  
- IE Council meetings held and participation  
- Number of disseminations of SACSCOC-related information

5.10 **Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.**

**Indicators**:  
- Examples of new assessment-related process improvements made

5.11 **Effectively utilize alumni and external constituents to influence and generate human and financial capital opportunities.**

**Indicators**:  
- Number and list of alumni and new external constituent (parents, family, businesses) outreach activities  
- Number and list of alumni and other external constituents (parents, family, businesses) involved with Texas State  
- Total dollar amount of alumni and external donor contributions  
- Number and percent of alumni and external donors
5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes.

**Indicators***:
- Number and list of library assessment activities
- Number and list of library improvements made

5.13 Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.

**Indicators***:
- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/recognitions for environmentally responsible practices
- Number and list of new environmentally responsible activities implemented
- Number of new activities implemented as a result of external audit findings

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.

**Indicators***:
- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new/enhanced instructional support activities provided

5.15 Complete the Pride and Action campaign plan to achieve the goal.

**Indicators***:
- Total dollar amount raised for the year
- Total dollars raised per strategic fundraising priority area
5.16 Promote a safe and secure environment.

Indicators*:

- Number and list of new safety/security support activities introduced
- Increase/decrease in crime statistics
- Number of new educational activities related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Percent of required policy and procedure statements updated for the year as a result of applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Number and percent of faculty, staff, and students that have received training related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)