The Academic Affairs plan reflects the input of deans, academic schools and departments, and administrative offices within Academic Affairs. I congratulate my administrative and faculty colleagues for your excellence in creating plans to address our mission and ensure our students’ successful educational experience. These plans are linked to the Academic Affairs plan and broader goals of the University. These plans are flexible and will be revisited each year.

The plan also reflects a broader vision of what Texas State can become. Building on our current accomplishments, the 2012-2017 Division of Academic Affairs plan includes the following priorities that support the mission and goals of the University.

**Top Priorities**

**Faculty Support**
- Attract and maintain highly competent faculty through increased starting salaries, annual merit raises based on performance, and targeted salary adjustments.
- Increase the number of full-time, tenured, and tenure-track faculty.

**Academic Programs**
- Develop new nationally and internationally competitive doctoral, masters, and undergraduate programs.
- Seek new funding for buildings and other infrastructure needs to support new and continuing programs.

**Research/Scholarly Activity**
- Enhance research efforts through increasing grant expenditures
- Provide competitive start-up packages for new faculty hires
- Encourage a broad range of scholarship using funds from the Texas Research Incentive Program (TRIP)

**Diversity**
- Expand efforts to promote diversity among faculty, students, staff, and administrators.
- Remain a Hispanic Serving Institution.

**Student Support**
- Increase support for Graduate Assistant stipends, scholarships, and fellowships.
- Establish and build support for undergraduate student scholarships.
- Internationalize the curriculum especially by increasing Study Abroad opportunities.
- Enhance the quality of student advising with a special emphasis on development of Personalized Academic and Career Exploration (PACE)

**Staff Support**
- Support the university’s mission through increases in the number of full-time staff.
- Attract and retain highly competent staff by providing higher base salaries and annual merit increases.
All strategic plan initiatives for 2012-2017 must reinforce our recent successes and further improve our standing as an Emerging Research University and continue our progress toward attaining status as a National Research University. Within this framework initiatives outlined below are directly related to University goals and initiatives.

2012-2017 Initiatives

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

• The University will attract and retain highly competent faculty by providing annual merit increases based on performance, paying competitive starting salaries, and strategically implementing targeted salary adjustments.

• The University will increase the number of full-time faculty, especially tenured and tenure-track faculty.

• The University will provide a university infrastructure to support teaching, research and scholarly and creative activity.
  • Regarding new facilities, we will seek a new engineering and sciences building, a health professions building #1 in Round Rock, a music building, a health professions building #2 in Round Rock, and a multi-purpose general classroom and lab building.
  • We will modify and renovate existing facilities to accommodate instructional and research needs.

• The University will offer academic programs that are nationally and internationally competitive.
  • New faculty, graduate assistant, and staff positions for existing programs will be prioritized on an on-going basis annually.
  • New academic programs especially include the following:
    1) Programs provisionally targeted for out-of-cycle requests to the THECB:
      a. MS in Engineering
      b. Masters in Nursing
      c. DNP in Nursing
    2) Two doctoral programs were priorities in previous strategic plans and deliberately strengthened in the recent past to better prepare them for candidacy. These programs are specifically targeted for inclusion in the Fall 2016 Table of Programs cycle:
      a. PhD in Applied Anthropology
      b. PhD in Computer Science
    3) Two baccalaureate programs are specifically targeted for inclusion in the Fall 2016 Table of Programs cycle:
      a. BS in Civil and Environmental Engineering
      b. BS in Civil and Environmental Engineering Technology
    4) Potential programs provisionally targeted for further strengthening and continued planning and preparation during this five-year planning cycle (not in ranked order):
      a. PhD in Social Work
b. PhD in Nutrition

c. PhD in Communication

d. Doctoral programs for research and professional preparation in Education

e. PhD in technical and scientific communication (Department of English)

f. PhD in health promotion (interdisciplinary – Department of HHP)

g. DMA in Music

5) Other major and minor programs at the master’s level and baccalaureate level, and certificate programs, will be prioritized on an ongoing basis annually. That said, programs accorded higher priority status include the following (not in ranked order):

a. Online MSIS Program in Occupational Education

b. MFA in Theater

c. Master’s in Health Information Management

d. Undergraduate minor in International Business

e. Online undergraduate minor in Business

f. Web-based BA and BS in Psychology

g. Master’s in Dementia and Aging Studies

h. Master’s in Respiratory Care

i. MA in Art History

j. MFA in Photography

• The University will strengthen and enhance research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines, including faculty efforts in international research, in part by:

1) Adding support staff in various offices, including the colleges and OSP.

2) Providing competitive start-up packages.

3) Increasing REP funding using Texas Research Incentive Program [TRIP] funds.

4) Attracting nationally recognized researchers and adding new endowed chair and professor positions.

5) Supporting Fulbright and other international research and scholarly/creative activity opportunities.

6) Preparing a proposal for a Phi Beta Kappa chapter and a Phi Kappa Phi chapter, and continuing to strive toward achieving Association of Research Libraries membership.

• The University will enhance its status as an Emerging Research University by making progress toward meeting the requisite National Research University Fund eligibility requirements.

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

• The University will continue engagement in the economic and cultural development of the region by:

1) Adding facilities at STAR Park, including building out shelled space in the STAR One Building and adding a 16,000 square foot addition to it, and providing adequate staffing and resources for commercialization and research activities undertaken by its tenants and Texas State partners.

2) Adequately staffing the new Performing Arts Center and providing box office and
ticketing management software.

• The University will increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students. It is imperative to provide competitive graduate assistant stipends, scholarships, and fellowships. Likewise, it is imperative to provide adequate staffing for the Financial Aid Office so that services can be improved.

• The University will internationalize the curriculum, especially by funding curriculum transformation/infusion workshops.

• The University will support faculty and students in pursuing global academic experiences, especially by increasing study abroad opportunities and providing adequate support staffing in the Study Abroad Office, and leveraging the new Assistant VP for International Affairs position

• The University will maintain a vigorous, targeted recruitment and marketing campaign.

• The University will enhance and support distance learning.

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

• The University will enhance quality and consistency of academic advising services by implementing satisfactory evaluation procedures, adding new academic advisors to address enrollment growth, improving the academic advisor salary structure, and implementing the PACE Center and its programs.

• The University will develop the Honors College to better attract and engage high achieving students, especially by providing adequate staffing and funding to expand course offerings.

• The University will revise the Texas State core curriculum.

• The University will recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.

• The University will refine student learning, administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified units to ensure improvement and provide evidence of success.

• The University will continue faculty and student information literacy initiatives that support achievement of student learning outcomes.

• The University will implement Personalized Academic and Career Exploration (PACE) to foster retention and success.
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

• The University will attract and retain a diverse faculty and staff, especially by continuing successful practices and the Target of Opportunity faculty hiring program.

• The University will remain a Hispanic Serving Institution that emphasizes retention and graduation, especially by seeking external funds that promote recruitment, retention and graduation of Hispanic students.

• The University will enhance recruitment, retention, and support programs for all racial, ethnic, and international groups, especially by:
  1) Contracting with appropriate international student recruitment firms.
  2) Developing and expanding programs through the International Office, including new student orientation and acculturation programming.

• The University will expand efforts to promote diversity and inclusion among all faculty, administrators, staff, and students.

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

• The University will increase the number of full-time staff and average full-time staff salaries to support the university’s mission.

• The University will attract and retain highly competent staff by providing annual merit increases based on performance.

• The University will expand and support professional development opportunities for faculty and staff, including faculty mentoring initiatives.

• The University will continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

• The University will improve processes outlined in SACSCOC Principles of Accreditation to ensure ongoing compliance with standards, while continuously improving overall educational quality.

• These represent the priorities identified through the strategic planning process for Academic Affairs. There are additional initiatives that will be pursued by academic and administrative support units. Furthermore, the President’s Cabinet followed up on reports from the read across committees for distance education, research, internationalization, and HSI initiatives.