McCoy College of Business Administration 2016-2017 Plan Progress

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

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

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

1.2 Increase number of full-time faculty as a percent of all faculty FTE.

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

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty.

**Key Performance Indicators*:**
- Merit increases awarded/not awarded
- List of new recognitions received

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

**Key Performance 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

Drs. Mendez and Wierschem obtained grant funding from a one-time presidential research funding distribution for the purchase of two infrared...
motion capture cameras and supporting equipment valued at $25,000 for use in their research, "An analysis of the efficiency of human motion in the manufacturing environment."

1.5 Offer academic programs that are nationally and internationally competitive.

Key Performance Indicators*:

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

- The AACSB Continuous Improvement Review Committee concurred with the Peer Review Team’s recommendation for an extension of accreditation through 2021. The recommendation was subsequently ratified by the AACSB Board of Directors in February 2017. Likewise, separate AACSB accreditation for accounting programs offered by Texas State University was also approved and ratified by the Board of Directors in February 2017.

- The McCoy College Net Impact team, comprised of Nikita Demidov, Joseph Fischer and Tayler Walter, was selected to present their business model for expanding social media highlighting Unilever Food Solutions to a panel of judges on January 29-31 in Englewood Cliffs, New Jersey at Unilever headquarters. In the "Healthy Choices Challenge" initiative, the team addressed the needs of the overweight and obese population by tapping into the exponential growth of social media through a cooking competition, producing an e-cookbook, and creating a video cooking channel. The team won Phase 1 of the proposal assessment. In Phase 2 they came in 1st place in the popular vote, and were awarded 2nd place overall.

- The Texas State Collegiate Entrepreneurs' Organization (CEO) chapter attended the CEO Conference hosted in Tampa, Florida in October 2016. The Texas State team received 1st place in Best Marketing Plan, 2nd place for the Best Fundraising Chapter, and 3rd place in the Best Business Chapter category.

- The Texas State American Marketing Association (AMA) team of Carter Kalmbach, Nathan Loftus, Mathew Mazur, and Shelby Payne was awarded 1st place in the 2017 Collegiate Case Competition at the AMA Collegiate Conference in New Orleans, LA on March 18, 2016. The case challenge was to develop a marketing campaign to increase consideration and trial of eBay among Millennial and Generation Z non-users.

- Ms. Kiley Barry, marketing major with a sales concentration, won 1st
Kiley competed against Sales Universities from California, Arizona and Texas in the sales competition.

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in sponsored program expenditures including collaboration across disciplines.

**Key Performance Indicators***:
- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants.

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

1.8 Support faculty efforts in international research.

**Key Performance Indicators***:
- List of new international research efforts and scholarly/creative 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

- In summer 2017, Dr. Todd Jewell, Professor and Chair of the Department of Finance and Economics, was a Scholar in Residence at the University of Castile-La Mancha in Ciudad Real, Spain. He gave the keynote presentation entitled, "The Economics of Major League Soccer" at the Spanish Sports Economics Conference.

- Dr. Steven Rayburn, Assistant Professor of Marketing, conducted the first colloquium for the Transformative Service Research Workshop for the Universidad de Piura in December 2016. It was a two-day research workshop for Centro Investigacion de Servicios at Universidad de Piura in Lima, Peru that included various presentations and workshops.
• Dr. Ray Fisk, Professor and Chair of the Department of Marketing, co-authored a paper with an international mix of authors, "The MINDS Method: Integrating Management and Interaction Design Perspectives for Service Design," using data obtained in Portugal.

• International travel funds allocated for the McCoy College totaled: $66,323.65

• The Department of CIS & QMST supported visiting professor Dr. Yanan Sun from China.

• The Department of Marketing supported visiting professor Mr. Kotaiba Aal from Syria who is working on his doctorate at Karlstad University in Karlstad, Sweden.

1.9 Pursue National Research University Fund (NRUF) eligibility.

Key Performance Indicators*:
• 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

1.10 Increase Texas Research Incentive Program (TRIP) awards.

Key Performance Indicators*:
• Number and total dollar amounts of TRIP-eligible submissions/awards
• Total dollar amount of matching funds received from TRIP for the year
Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

2.1 Move forward on the goals of participation, success, and excellence.

**Key Performance Indicators***:

- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Overall African American and Hispanic enrollments compared to enrollments of previous year
- Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates)

2.2 Continue engagement in the economic development of the region.

**Key Performance Indicators***:

- List of current economic collaborations with external constituents
- Number of clients in STAR Park
- Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC)
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

• In FY ‘17, the Texas State University Small Business Development Center (SBDC) served 463 clients; provided 3,672 hours of client assistance; and conducted 47 professional business seminars, workshops, and conferences. It helped create 396 jobs and save 503 jobs through the creation of 28 businesses and expansion of another 49. The center provided training for more than 1,472 participants and facilitated more than $59.35 million of capital infusion to qualified businesses. SBDC offices are located in Austin, Round Rock and San Marcos.

2.3 Continue engagement in the cultural development of the region.

**Key Performance Indicators***:

- List of current cultural collaborations with external constituents (e.g., Wittliff program development, lecture series, performance and creative arts events)
2.4 Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students.

Key Performance 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)
- Percentage increase in salary levels for graduate assistants

- The McCoy College Development Foundation received $1,245,264 in total contributions in FY 2017. Eight new endowments were established. Additionally, the college received $476,690 in direct contributions.

-- Professorship
  Scott Emerson Professorship in Business Administration
-- Graduate Fellowship
  Mark Westerbeck Endowed Graduate Fellowship in Business
  Dorothy Jewell Leinneweber Endowed Graduate Fellowship in Bus.
-- Undergraduate Scholarship
  EY Scholarship Endowment
  Ruth and Dan Bates Endowed Scholarship in Business
  Brian and Nancy Gilchrist Scholarship Endowment
  Greater Austin Hispanic Chamber of Commerce Scholarship
  Dr. Jim Bell Scholarship in Entrepreneurship Endowment

- During fiscal year 2017 the Foundation received funds to establish two new graduate scholarships and six new undergraduate scholarships.

- The Accounting Club was recognized by the Pillar Society for its contributions of more than $100,000 to graduate and undergraduate scholarships made to the university over the last five years.

2.5 Internationalize the curriculum.

Key Performance Indicators*:
- Number and list of new/revised courses and programs with international content
- Number of faculty participants in globalization workshops

- The McCoy College of Business introduced BA2310 - Introduction to Business in a Global Environment, as a required core course for all business majors. This course introduces students to the business enterprise with an emphasis on the interdependence of the business
functions in a global environment.

2.6 Encourage faculty and students in pursuing global academic experiences.

Key Performance 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/creative 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

- The first full-time MBA Cohort enrolled in MGMT 5313 completed an international field project. The project was sponsored by Safety Vision and involved five teams evaluating the Mobile Video Landscape market and dominant suppliers for each of Safety Vision’s five market verticals (Law Enforcement, Mass Transit, Student Transportation, First Responders, and Over the Road Trucking) within the Peruvian market. Following their study abroad trip to Lima, Peru, the MBA Cohort students collaboratively presented their recommendations to Safety Vision. Each student who participated in the study abroad trip received a $1,500 scholarship.

- The McCoy College awarded $49,500 in scholarships to 33 graduate students to support their study abroad experience. The scholarships were funded by the McCoy Graduate Fee.

- McCoy College provided financial support for two students to complete their international study abroad internship with UPS in Barcelona, Spain in summer 2017. These study abroad internships were arranged and organized through the The Center for Professional Sales.

- In summer 2017, Dr. Vivek Shah, Professor of CIS & QM, Lecturer in Management Dr. David Cameron, and Mr. Wayne Noll, Senior Lecturer in Management, accompanied 55 undergraduate students to Barcelona, Spain to study international business in an international setting. Coursework was supplemented by visits to local businesses, historical places, and cultural events.

- Drs. Jack Mogab and Janet Payne, Professors in Finance and Economics, accompanied 20 undergraduate students to Prague, Czech Republic to study the financial and economic markets in Central Europe.
Coursework was supplemented by business visits as well as cultural events and excursions.

- Ellery Capuozzo completed a global accounting internship with KPMG, LLP. The internship began with training in international tax before spending four weeks in Paris, France working in KPMGs international Business Tax Services (BTS).
- The McCoy College Step-Up-for-State donation page raised $3,010 with 52 gifts for study abroad opportunities.

2.7 Maintain a vigorous, targeted recruitment and marketing campaign.

**Key Performance Indicators***:
- List of new or major modifications to undergraduate and graduate recruitment initiatives
- List of new or major modifications to marketing efforts implemented

- The Department of Accounting with members of the Accounting Club, hosted seven new student/recruiter events:
  -- “Mock Interviews” with representatives from 20 accounting firms
  -- A showcase event on opportunities provided by small and local CPA firms.
  -- Two showcases featuring 9 mid-tier firms.
  -- A showcase featuring Big Four Firms.
  -- The first Annual Accounting Excellence Banquet.
  -- A recruiter event providing a debriefing of the new recruiting events.

2.8 Recognize the role of Athletics in developing the image of the university and enhancing economic and cultural development.

**Key Performance Indicators***:
- Number and list of new Texas State athletic advertisements placed
- List of all athletic events on local or national television
- Average number of athletic events each year, home and away
- Total economic impact from athletic events on local community
- Product licensing income for the year and new licenses added around the State of Texas
- Increase in membership for Bobcat Club for the year

2.9 Expand delivery of distance learning.

**Key Performance Indicators***:
• Number of new online and hybrid SCH as a percent of overall offered

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

3.1 Increase student retention and graduation rates.

**Key Performance Indicators***:

• Student retention rates compared to prior year (college and institutional)
• Student graduation rates compared to prior year

3.2 Create and deliver co-curricular experiences to promote student success.

**Key Performance Indicators***:

• Number and list of new co-curricular activities provided
• Number of attendees at each co-curricular event

3.3 Enhance quality and consistency of academic advising services.

**Key Performance 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
• Advisor/student ratios compared to prior year

• Academic advisors conducted 6,600 individual advising appointments and assisted with 12,304 phone calls and 6,397 students at the front desk during the academic year. In response to the evaluation question “Overall, I was satisfied with the advising session,” 97 percent of 470 students answered “strongly agree” or “agree.” In response to the evaluation question “My advisor spent sufficient time listening and assisting me with my concerns,” 99 percent of 476 students answered “strongly agree” or “agree.”
• Laurie Brown, MAcy advisor, advised approximately 1050 students, including undergraduate and prospective program applicants.

• Six McCoy College academic advisors attended the 18th Annual Texas State Academic Advisors Conference. The six also attended the University of Texas – San Antonio Academic Advising Conference on October 21, 2016.

• Advising Center Director Bethany Mellum presented “Let’s Get Intentional: A Simple Approach to Creating and Implementing a Proactive Advising Center Communication Strategy” at the 2017 NACADA Annual Conference held in October 2016 in Atlanta, Georgia.

3.4 Enhance the Honors College to better attract and engage high achieving students.

Key Performance 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

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

Key Performance Indicators*:
- Number and list of events (athletic and artistic) provided for the year
- Average number of students that attend sporting events
- List of promotions and collaborations with student groups to engage them in athletics
- Number and list of new academic support initiatives provided to student athletes

3.6 Assess outcomes (student learning, administrative support, academic and student support, research, community/public service, and general education) to ensure continuous improvement and student success.

Key Performance Indicators*:
- Examples of new selected improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits

- The Department of Management changed the final course requirement for students who may not plan to launch a new business venture. For those students, MGT 4351 - Applied Entrepreneurship will be replaced with a choice of MGT 3362 - Family Business and Franchising, MGT 4351 - Applied Entrepreneurship, MGT 4353 - Integrative Field Project or MGT4393 - Entrepreneurial Internship.

- McCoy College added a new course BA 2310 - Introduction to Business in a Global Environment, to the BBA core requirements for all business majors entering the program under 2016 catalog.

- QMST 3339 - Introduction of Data Mining, was made a required quantitative course for all Computer Information Systems majors replacing QMST 3334 Statistical Modelling.

3.7 Utilize program review and accreditation processes to improve academic, administrative, and student support programs to foster student success.

Key Performance Indicators*:
- Number of program reviews completed and number submitted to THECB
- Examples of selected program improvements made based on program review/accreditation findings
- Percent of academic program reviews with all items scored “acceptable” or higher

- The Department of Accounting completed three program reviews in fall 2016. Two program reviews were sent to THECB for its two masters programs (MAcy and MSAIT). A third program review was conducted by AACSB for the accounting programs separate AACSB accreditation. All items scored acceptable or higher.

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

Key Performance 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
- Number and list of employers conducting on-campus interviews
- Number and list of career fairs, including number of employers attending fairs
- Number of internships completed by students
• Number and list of programs and events to prepare students for graduate/professional education
• Number and list of alumni-supported career events and initiatives to support student networking and career success
• Number and list of on-campus student employment career preparation programs and initiatives
• Number of face-to-face career counseling appointments
• Number of PACE career counseling sessions

• McCoy College successfully coordinated 17 internships for McCoy graduate students in the Flex MBA, Full-Time Cohort MBA, and MSHRM programs.
• McCoy College successfully coordinated 74 internships for McCoy undergraduate students.
• The McCoy College provided financial support for two students to complete their international study abroad internship with UPS in Barcelona, Spain in summer 2017. These study abroad internships were arranged and organized through the The Center for Professional Sales.
• The Department of Accounting hosted 20 recruiters representing 18 public accounting firms from Austin, San Antonio, and Houston during a Recruiter Luncheon on June 8.
• The Department of CIS & QM hosted four companies for corporate information sessions: Charles Schwab, ExxonMobil, HEB, and USAA.
• Bruce Howard, Career Services Liaison for McCoy College held 755 one-on-one advising appointments.
• The Center for Professional Sales and Enactus co-sponsored "Interview Express," where 45 corporate partners interviewed approximately 300 students resulting in multiple internships and career opportunities.
• The McCoy College Career Expo connected 362 students with 68 companies interested in hiring. The McCoy College partners with Career Services to host this event.

3.9 Continue faculty and student information literacy initiatives that support student learning.

Key Performance Indicators*: 
• Number of literacy sessions provided
• Number of faculty and students served
3.10 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

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

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.

Key Performance 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

4.2 Remain a Hispanic Serving Institution.

Key Performance 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 student recruitment, retention, and support programs for all racial, ethnic, gender-based, and international groups.

Key Performance Indicators*:
- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.

**Key Performance 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

- Floyd Quinn participated in the multicultural training integrated multicultural content into MGT 4373 - Human Resource Management

- The 7th Annual 360 Roundtable panel included: Sean Bauld, COO, City 24/7, LLC; Ms. Maria Rios, CEO, Nation Waste; and Lawrence Sampleton, Director of Admissions at St. Stephen’s Episcopal School and a former NFL player for Philadelphia Eagles. The panel addressed aspects of the 2016 Common Experience theme of “A Century of Conflict: Dialogues on the U.S. Experience of War since 1917” with a look at environmental, social and economic issues facing the Millennials.

- Approximately 3,594 students attended Business Leadership Week events with the theme “Inspired Leadership, Overcoming Conflict.” Events included the keynote speaker, Jonathan Silk, Executive Director of Leadership Development, University of North Texas Health Science Center (UNTHSC) and Executive Director of the UNTHSC Leadership Institute; and distinguished lecturer, Jeff Haynes, retired Colonel, USMC. Rey Arellano, Assistant City Manager, City of Austin; Koy McDermott, Leaders Inspire Leaders, LLC; and Amberly Russell, Fundraising and Development Consultant, Boys & Girls Clubs of South Central Texas participated in the Executive Leadership Panel. Twenty-five guest speakers and six panelists addressed students on conflict issues in the workplace and on leadership in a variety of classes.

4.5 Seek historically underutilized business suppliers.
Key Performance 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 in all categories.

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

5.2 Increase number of full-time staff as a percent of all staff FTE.

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

5.3 Provide merit increases and other recognitions based on performance in order to retain highly competent staff.

Key Performance Indicators*:
• Merit increases awarded/not awarded
• List of recognitions received

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

Key Performance 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.

Key Performance 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 Maintain compliance with Coordinating Board classroom and class lab space usage efficiency standards.

Key Performance Indicators*:
• Total hours of classroom type activity taught anywhere on campus divided by total number of classrooms must equal or exceed 45 hours per week
• Total hours of classroom lab type activity taught anywhere on campus divided by total number of class labs must equal or exceed 35 hours per week
• Total number of weekly minutes taught in classrooms divided by 50 minutes and divided by total number of classrooms must equal or exceed 38 hours per week
• Total number of weekly minutes taught in class labs divided by 50 minutes and divided by total number of class labs must equal or exceed 25 hours per week
• Student station occupancy in classrooms is 65% or above for classrooms
• Student station occupancy in class labs is 75% or above for class labs

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

Key Performance 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

• Six McCoy College academic advisors attended the 18th Annual Texas State Academic Advisors Conference. The six also attended the University of Texas – San Antonio Academic Advising Conference on October 21, 2016.

• Over $66,000 was allocated from the Faculty Development Endowment that is funded by the McCoy College of Business Foundation.

• Rob Konopaske (MGT), Ruby Kishan (ECO), Joni Charles (ECO), Cecily Raiborn (ACC) and Linda Campbell (ACC) were awarded faculty development leaves.

5.8 Support structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

Key Performance Indicators*:
• Examples of new web-based courses offered compared to prior year
• Number of faculty completing distance education training
• List and dollar amount of new resources provided to support distance learning
• List and 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

• Multiple instructors in the Management Dept. became certified and began adapting some of their course sections. BA 2310, MGT 3353 - Business Communication, MGT 3453 - Business Communication and Professional Development labs, MGT 4335 - Strategic Management and Business Policy, MGT 4373 - Human Resource Management, MGT 4379 - Organizational Staffing, MGT 4390G - Cross-Cultural Human Relations, MGT 4390R - Transformative Leadership for Nonprofits (NPs) and Non-Governmental Organizations (NGOs), MGT 5313 - Strategic Management and MGT 5314 - Organizational Behavior and Theory all had hybrid and/or online sections available.
• Kevin Jetton converted CIS3317 from face-to-face to hybrid format (pilot Summer I, 2016 and full implementation with enhancements/modifications Fall 2016).

• Dr. Shivam Gupta has developed new content in BA 5353 using hybrid mode.

• Dr. Leyuan You converted BA 5352 and Dr. Sherwood Bishop converted BA 5302 to a hybrid format.

5.9 Reduce deferred maintenance in existing facilities.

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

5.10 Ensure compliance with SACSCOC standards to continuously improve overall institutional effectiveness.

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

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

Key Performance Indicators*:
- Number and list of alumni and new external constituent (parents, families, businesses) outreach activities
- Total annual value of alumni and external constituent contributions
- Number and percent of alumni donating to Texas State
- Number and percentage of alumni who have graduated in the last five years that donate to Texas State
- Number of alumni volunteering their time on behalf of Texas State (e.g., board participation, Chapter leadership, guest speakers, faculty, advisory boards, judges, research)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
• Number of events and total participation at Alumni Association sponsored and co-sponsored events
• Number of recognized alumni chapters, number of alumni chapter hosted events, and annual participation at these events

- Three Texas State marketing students: Gina Goss, Brenda Erickson, and Sarah Goodfellow, were on the 3M Frontline internship teams presenting their work at 3M headquarters. All three students received job offers from the various divisions of 3M.

- MBA Cohort students completed an international field project for Safety Vision. The project involved 5 teams of 2-3 students evaluating the Mobile Video Landscape market and dominant suppliers for each of Safety Vision’s five market verticals (Law Enforcement, Mass Transit, Student Transportation, First Responders, and Over the Road Trucking) within the Peruvian market. Following their study abroad trip to Lima, Peru, the MBA Cohort students collaboratively presented their recommendations to Safety Vision. Each student who participated in the study abroad trip received a $1,500 scholarship.

5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instruction and research.

Key Performance Indicators*:
• Number and list of library assessment activities
• Number and list of library improvements made

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

Key Performance 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.**

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

5.15 **Implement fundraising initiatives to help achieve strategic plan goals.**

**Key Performance Indicators***:
- Total dollar amount raised for the year
- Total dollars raised per strategic fundraising priority area

5.16 **Promote a safe and secure environment.**

**Key Performance 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)