

**Division: Academic Affairs**  
**Plan 2012-2017**  
**2015 2-year Review**

**I. Introduction**



State your administrative department/unit/division mission statement.

Texas State University-~~San Marcos~~ is a public, student-centered, Emerging Research University dedicated to excellence in serving the educational needs of the diverse population of Texas and the world beyond.

Outline briefly your “vision” for the 2012-2017 planning cycle.

Our strategic plan initiatives for 2012-2017 reinforce our recent successes and further improve our standing as an Emerging Research University. Going forward, we will focus our attention on measures that reflect institutional excellence relating to students and faculty that ultimately trigger eligibility for National Research University status.

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 priorities that support the mission and goals of the University.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

**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.

Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2012-2013 fiscal year and in the remaining 2-5 years.

The Office of the Provost requests no new staff. Reporting administrative and academic requests are contained in college and department plans.

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 fiscal year and in the remaining 2-5 years.

The Office of the Provost requests no new funding. Reporting administrative and academic requests are contained in college and department plans.

State the facilities (e.g. offices, work space) that will be required for anticipated growth and new initiatives.

During the life of the plan, we will seek a new engineering and science building, a health professions building #1 in Round Rock, a music building, ~~and~~ a health professions building #2 in Round Rock, and a multi-purpose general classroom and lab building.

## II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

The Academic Affairs plan reflects the input of deans, academic schools and departments, and administrative offices within Academic Affairs. A formal planning session with the Council of Academic Deans was held to review and finalize initiatives included in the division plan. Academic deans ensured that college plans are linked to the Academic Affairs plan and broader goals of the University. These plans are flexible and will be revisited each year.

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**III. Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
Maintenance Needs for the Division of Academic Affairs are contained in administrative and academic college and department plans.			

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**IV. Planning Categories**

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote academic quality by building and supporting a distinguished faculty.</b>								
	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.	X		TBD	TBD	E&G		1.1 1.3
	The University will increase the number of full-time faculty, especially tenured and tenure-track faculty.	X		TBD	TDB	E&G		1.2
	The University will provide a university infrastructure to support teaching, research and scholarly and creative activity including a new engineering and sciences building, a health professions building #1 in <u>Round Rock</u> , a music building, <del>and</del> a health professions building #2 in <u>Round Rock</u> , and a <u>multi-purpose general classroom and lab building</u> . We will modify and renovate existing facilities to accommodate instructional and research needs.			TBD	TBD	TRB or HEAF		1.4
	The University will offer academic programs that are nationally and internationally competitive.	X		TBD	TBD	E&G		1.5
	New faculty, graduate assistant, and staff positions for existing programs will be prioritized on an ongoing basis annually.	X		TBD	TBD	E&G		1.2, 2.3, 5.2
	New academic programs provisionally targeted for out-of-cycle requests to the THECB <ul style="list-style-type: none"> <li>• MS in Engineering</li> <li>• Masters in Nursing</li> <li>• DNP in Nursing (years 2-5)</li> </ul>	X	X	TBD	TBD	E&G		1.5
	New academic programs targeted for inclusion in the Fall 2016		X	TBD	TBD	E&G		1.5

<p>Table of Programs</p> <ul style="list-style-type: none"> <li>• PhD in Applied Anthropology</li> <li>• <del>PhD in Public Administration</del></li> <li>• PhD in Computer Science</li> <li>• BS in Civil and Environmental Engineering</li> <li>• BS in Civil <u>and Environmental</u> Engineering Technology</li> </ul>							
<p>Potential programs provisionally targeted for further strengthening and continued planning and preparation during this five-year planning cycle <u>(not in ranked order)</u>:</p> <ul style="list-style-type: none"> <li>• <del>PhD or DLSP in Communications Disorders</del></li> <li>• <del>DSW, PhD in Social Work</del></li> <li>• <u>PhD in Nutrition</u></li> <li>• <u>PhD in Communication</u></li> <li>• <u>Doctoral programs for research and professional preparation in Education</u></li> <li>• <u>PhD in technical and scientific communication (Department of English)</u></li> <li>• <u>PhD in health promotion (interdisciplinary – Department of HHP)</u></li> <li>• <u>DMA in Music</u></li> <li>• <del>There are six doctoral proposals from the College of Education. Further review will take place in an effort to elevate a program for prioritization and inclusion in this category.</del></li> <li>• <u>.</u></li> </ul>		X	TBD	TBD	E&G		1.5
<p>Other major and minor programs at the master’s level and baccalaureate level, and certificate programs, will be prioritized on an ongoing basis annually. Programs <u>initially</u> accorded higher priority status include the following <u>(not in ranked order)</u>:</p> <ul style="list-style-type: none"> <li>• Online MSIS Program in Occupational Education</li> <li>• MFA in Theater</li> <li>• Master’s in Health Information Management</li> <li>• Undergraduate minor in International Business</li> </ul>	X		TBD	TBD	E&G		1.5, 2.8

<ul style="list-style-type: none"> <li>• Online undergraduate minor in Business</li> <li>• <u>Web-based BA and BS in Psychology</u></li> <li>• <u>Master’s in Dementia and Aging Studies</u></li> <li>• <u>Master’s in Respiratory Care</u></li> <li>• <u>MA in Art History</u></li> <li>• <u>MFA in Photography</u></li> </ul>						
<p>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:</p> <ul style="list-style-type: none"> <li>• Adding support staff in various offices, including <u>the colleges and OSP</u>.</li> <li>• <u>Providing competitive start-up packages.</u></li> <li>• <del>Creating</del><u>Increasing a new research seed REP funding</u> using Texas Research Incentive Program [TRIP] funds. (years 2-5)</li> <li>• <u>Attracting nationally recognized researchers and adding new endowed chair and professor positions.</u></li> <li>• Supporting Fulbright and other international research and scholarly/creative activity opportunities.</li> <li>• Preparing a proposal for a Phi Beta Kappa chapter <u>and a Phi Kappa Phi chapter</u>, and continuing to strive toward achieving Association of Research Libraries membership.</li> </ul>	X		TBD	TBD	E&G	1.6, 1.7, 1.8, 1.9, 5.2
<p>The University will enhance its status as an Emerging Research University <u>by making progress toward meeting requisite National Research University Fund eligibility requirements.</u></p>	X		TBD	TBD	E&G	1.9
<p><b>Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.</b></p>						
<p>The University will continue engagement in the economic and cultural development of the region by:</p> <ul style="list-style-type: none"> <li>• <del>Opening the</del><u>Adding facilities at</u> STAR Park, <del>beginning with</del><u>including building out shelled space in</u> the STAR One Building <u>and adding a 16,000 square foot addition to it</u>, and providing adequate staffing and resources for commercialization and research activities <u>undertaken by</u> <del>through</del> its tenants and Texas State partners.</li> </ul>	X		TBD	TBD	E&G	2.2, 1.4, 1.6, 1.7



	<ul style="list-style-type: none"> <li>Adequately staffing the new Performing Arts Center and providing box office and ticketing management software. (years 2-5)</li> </ul>							
	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.			TBD	TBD	E&G and Endowment Funds		2.3, 4.3, 5.2
	The University will internationalize the curriculum, especially by funding curriculum transformation/infusion workshops.	X		TBD	TBD	E&G		2.4
	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, <u>and leveraging the new Assistant VP for International Affairs position.</u>	X		TBD	TBD	E&G		2.5, 5.2
	The University will maintain a vigorous, targeted recruitment and marketing campaign.	X		TBD	TBD	E&G		2.6
	The University will enhance and support distance learning <u>and Friday/Saturday delivery.</u>	X		TBD	TBD	E&G		2.8
<b>Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.</b>								
	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.			TBD	TBD	E&G		3.5, 3.11, 5.1
	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.	X		TBD	TBD	E&G		3.3, 2.1, 5.2
	The University will revise the Texas State core curriculum.	X		TBD	TBD	E&G		3.5
	The University will recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.	X		TBD	TBD	E&G		3.4, 2.7
	The University will refine student learning, administrative and educational support, research, and public service outcomes and	X		TBD	TBD	E&G		3.5, 3.6, 5.10

	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.	X		TBD	TBD	E&G		3.10
	The University will implement Personalized Academic and Career Exploration (PACE) to foster retention and success.	X		TBD	TBD	E&G		3.1, 3.2, 3.11
<b>Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.</b>								
	The University will attract and retain a diverse faculty and staff, especially by continuing successful practices and the Target of Opportunity faculty hiring program.	X		TBD	TBD	E&G		4.1
	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.	X		TBD	TBD	E&G		4.2, 4.3, 2.1
	The University will enhance recruitment, retention, and support programs for all racial, ethnic, and international groups, especially by: <ul style="list-style-type: none"> <li>• Contracting with appropriate international student recruitment firms.</li> <li>• Developing and expanding programs through the International Office, including new student orientation and acculturation programming.</li> </ul>	X		TBD	TBD	E&G		4.3, 3.10
	The University will expand efforts to promote diversity and inclusion among all faculty, administrators, staff, and students.	X						
<b>Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.</b>								
	The University will increase the number of full-time staff and average full-time staff salaries to support the university's mission.	X		TBD	TBD	E&G		4.1, 4.3, 4.4
	The University will attract and retain highly competent staff by providing annual merit increases based on performance.			TBD	TBD	E&G		5.1, 5.2, 5.3
	The University will expand and support professional development opportunities for faculty and staff, including faculty mentoring initiatives.	X		TBD	TBD	E&G		5.3

	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.	X		TBD	TBD	E&G	5.7, 2.8
	The University will improve processes outlined in SACSCOC <i>Principles of Accreditation</i> to ensure ongoing compliance with standards, while continuously improving overall educational quality.	X		TBD	TBD	E&G	5.9