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

| N/A |

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

| N/A |

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

| N/A |

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

| English
--FH 341, sound improvements $35,000 |
--FH G04, renovation of seminar room and furnishings, cost TBD
--Nueces 233 and 234: renovated faculty offices (cost unknown)

History
--The History Department added electronic billboards to Taylor Murphy to advertise talks, classes, events.
--All classrooms were upgraded by ITAC.

Modern Languages
--35 Dell Optiplex 5050 computers were deployed in CENT 225 for general use, which allowed us to provide Modern Languages lecturers and GTAs with upgraded workstations.
--purchased 2 HP LaserJet Enterprise M608 printers for use in CENT 225.
--provided mobile devices (tablets) for the French Chamber of Commerce student testing program, and for use by study abroad faculty to aid in their connectivity while abroad.

Political Science
--Political Science purchased computers/access (4,471.35), software (364.99), color printer (2,546.13), 3 commercial shredders (12,022.77), renovated UAC 326 to accommodate 16 Adjuncts (Department cost share 7,500.00).

Psychology
--REDn Eye Tracking System made by SensoMotoric Instruments plus Experiment Suite Software ($20,500)

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

Center for International Studies:
--Peace Corps named CIS to be a Peace Corps Undergraduate Certificate Program and the first academic unit at Texas State to offer the Coverdell Fellowship.
--Two IS graduate students won the prestigious Boren Scholarship and one undergraduate won the Gilman Scholarship.

English
--MFA - Alumna Amelia Gray (fiction) received the 2016 NY City Public Library’s ‘Young Lion’ Award
--MFA - Alumnus James Knippen (poetry), received a 2017
Discovery/Boston Review prize
--MA Technical Communication - Miriam Williams, named a Fellow of the Association for Teachers of Technical Writers, a life-time achievement award
--Susan Morrison’s book, A Medieval Woman’s Companion: Women’s Lives in the European Middle Ages, won three 2016 Foreward INDIES Book Awards (Adult Nonfiction in Women’s Studies, History, and Young Adult)
--Susan Morrison’s novel Grendel's Mother: The Saga of the Wyrd-Wife received the Top Honors Book Award for Young Adult Fiction from Literary Classics
--The Bellingham Review selected faculty member John Blair’s poem, "The Art of Forgetting," as winner of the 2017 49th Parallel Award for Poetry
--BA - Recent alumna Kay Iguh received a NYC Emerging Writer’s Grant, was awarded the Disquiet Literary Prize, for her story “House Girl” (published in Guernica), and traveled to Lisbon, Portugal to attend the Disquiet International Literary Program.

Geography
--PhD applications have increased by about one third since the PhD name change from “Environmental Geography” to “Geography” and continue to raise: Fall 2016: 30; Fall 2017: 34.
--Out of our current 32 Ph.D. students who are on funding, 16 are international (Nepal, Costa Rica, Iran, China, Greece, France, Chile, Mexico, Nigeria, Cameroon, Russia, and Bangladesh). Out of our 15 currently funded Master students (two more than last year), one is from Bangladesh, one is from Nigeria, and one is from Sudan.

Political Science
--Hosted the 20th Annual Eugene Scassa Mock Organization of American States (ESMOAS) Summit of the Americas Competition and Conference. The event brought some 200 hundred students and faculty members to campus from across the southwestern United States and northern Mexico.
--Texas State students won numerous awards at the Eugene Scassa Mock Organization of American States (ESMOAS) competition, including the 1st Place Overall individual award and 2nd Overall team award.
--New Model United Nations (MUN) program sent a delegation of a dozen students to participate in the Harvard National Model United Nations Competition as well as the Model United Nations Emory.
--Texas State students participated in the first annual Western Civ Challenge Bowl sponsored by The American Heritage Educational Foundation. Each Texas State student received a $500 scholarship from the foundation for their efforts.
--Texas State students attended the 62nd annual Student Conference on National Affairs (SCONA) at Texas A&M University.
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

In case it is needed, this information for Liberal Arts departments supplements that provided by Dr. Horton:

<table>
<thead>
<tr>
<th>Unit</th>
<th>Direct</th>
<th>Indirect</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthropology</td>
<td>$245,783</td>
<td>$45,757</td>
<td>$291,540</td>
</tr>
<tr>
<td>English</td>
<td>$69,508</td>
<td>$2,811</td>
<td>$72,319</td>
</tr>
<tr>
<td>Geography</td>
<td>$582,774</td>
<td>$78,403</td>
<td>$661,177</td>
</tr>
<tr>
<td>History</td>
<td>$39,918</td>
<td>$ -</td>
<td>$39,918</td>
</tr>
<tr>
<td>Philosophy</td>
<td>$8,567</td>
<td>$ -</td>
<td>$8,567</td>
</tr>
<tr>
<td>Political Science</td>
<td>$6,641</td>
<td>$61</td>
<td>$6,702</td>
</tr>
<tr>
<td>Psychology</td>
<td>$31,833</td>
<td>$15,386</td>
<td>$47,219</td>
</tr>
<tr>
<td>Sociology</td>
<td>$45,845</td>
<td>$1,748</td>
<td>$47,593</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1,030,868</td>
<td>$144,166</td>
<td>$1,175,034</td>
</tr>
</tbody>
</table>

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

Psychology

--Dr. Kate Warnell: PSY funded start up cost of $1750 in addition to Provost funds

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

Anthropology

--1 faculty Fulbright scholar, 1 graduate student Fulbright scholar
Center for International Studies
--hosted Dr. Przemyslaw Osiewicz (Adam Mickiewicz University, Poznan, Poland, as Fulbright visitor in February 2017.
--hosted over fifty national and international scholars to explore the foreign and domestic legacy of President Barack Obama in February 2017.

English
--Visiting scholar Dr. Ying Fang, from Ningbo University, China

Geography
--Two visiting scholars;
--ERASMUS+ grants received from the European Union in partnership with the University of Rennes in France. The grant pays for the exchange of two faculty members, three students, and one staff member per university;
--New collaborations started with UNIMINUTO in Colombia, UAEM in Mexico, and Capitol Normal University in China;
--International travel faculty expenses supported by the department: over $13,000.

History
--The History Department brought in a Fulbright Scholar from Turkey for the 2017-18 academic year.
--Department is hosting a visiting scholar from Brazil.

Modern Languages
--Department provided $48,619.53 in international research travel funds to faculty.
--Multiple faculty organized panels, delivered papers, and conducted research in a total of 23 international trips.
--Two faculty initiated the establishment of a Texas Delegation of the North American Academy of the Spanish Language.
--Faculty member edited a scholarly collection with several international Hispanic contributors.
--Faculty member collaborated with Canadian scholar to propose an edited collection to include contributors from the US, Canada, UK, and Europe.
--Faculty member conducted extensive research in Spain with a Spanish historian to complete a co-edited critical edition and biography now in submission.
--Faculty member participated in a grant-funded working group with Spanish colleagues in Mallorca.
--Faculty member participated with Spanish colleagues at the University of Malaga on the submission of a grant proposal.
--Faculty member received funding for a digital manuscript project through the Social Sciences and Humanities Research Council (SSHRC) in Canada with a group of researchers from the US, Canada, and Spain.
--Co-hosted (with International Affairs) a representative of Miguel Hernandez University in Elche, Spain to explore an MOU agreement involving faculty and student research initiatives. The representative met with several deans and chairs, as well as faculty and students. This initiative coincided with a distinguished alumnus from Modern Languages receiving an honorary doctorate from U. Miguel Hernandez.

Philosophy
--Dr. Yuan pursued departmentally funded research in Beijing, China;
--Dr. Lewis pursued departmentally funded research in London, UK, and in South Africa;
--Dr. Luizzi pursued departmentally funded research in South Africa;
--Rebecca Raphael pursued departmentally funded research in Germany and South Africa;
--Jonathan Surovell pursued departmentally funded research in Germany and Canada.

Political Science
--Dr. Willard Fields Oxford, England - Transportation Resilience - Center for Urban and Environmental Solutions.
--Dr. Thomas Longoria Oxford, England - Women's Leadership Symposium
--Dr. Dianne Rahm Vienna, Austria - International Journal of Arts & Sciences Multidiscipline Conference.
--Dr. Omar Sanchez-Sibony Peru - Latin American Studies Assoc. Conference.
--Dr. Wilam DeSoto Cairns, Australia - Crime and Justice in Asia & Global South.
--Foreign travel funds spent - $11,807.
--Mr. Choong-hee Park extended his appointment as a visiting scholar through December 31, 2016. His stay continued to be funded by The Korean Society for Journalism & Communication Studies.

Sociology
--Kotarba, Joseph. Recipient: Visiting Faculty Distinguished Lecture, Department of Sociology, Uppsala University, Sweden.
--Kotarba, Joseph. Named Honorary Professor of International Studies by Center for International Studies, Texas State University.
--Smith, Chad L. Named Honorary Professor of International Studies by Center for International Studies, Texas State University.
--Kotarba, Joseph. Travel Grant Award for International Travel for Honorary Professor of International Studies. Center for International Studies. $500
--Pino, Nathan. Travel Grant Award for International Travel for Honorary Professor of International Studies. Center for International Studies. $500
--Smith, Chad L. Travel Grant Award for International Travel for Honorary Professor of International Studies. Center for International Studies. $500
1.9 Pursue National Research University Fund (NRUF) eligibility.

Key Performance Indicators*:

- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
  - Number of doctor of philosophy (PhD) degrees awarded
  - Percentage of first-time entering freshmen in the top 25% of their high school class
  - Average SAT and ACT scores of first-time entering freshmen
  - Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  - 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.
  - 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

Anthropology

--$184,500 TRIP match

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)

Anthropology
-- RFP for an Army Corps of Engineers and Department of Defense (DoD) 5-year agreement with a total funding amount of $45,000,000 for cultural and natural resource projects

English
-- Two funded external grants (totaling $45,000), supporting fire services and public safety
-- Faculty member participating in interdisciplinary teaching grant ($100,000) to teach computer programming skills to middle and high school teachers

Sociology

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)

**Center for International Studies**
--hosted Dr. Przemyslaw Osiewicz (Adam Mickiewicz University, Poznan, Poland, as Fulbright visitor in February 2017.
--hosted over fifty national and international scholars to explore the foreign and domestic legacy of President Barack Obama in February 2017.

**English**
--First awarding of the nationally-visible J. D. and Laverne Harrell Clark Fiction Prize, to novelist Jim Shepard, with a reading from his work
--Sandra Cisneros Symposium (day-long gathering of leading national scholars, attended by Sandra Cisneros, in conjunction with the reception of her archives)
--continued cultural collaboration of the TKL's Lindsey Literary Series with the Katherine Anne Porter Foundation in Kyle
--NEA-supported performance of bi-lingual Shakespeare play, The Comedy of Errors

**Geography**
--Department colloquium series (about 8-10 events in FY 2017);
--Sponsorships of various community events, including the San Marcos River cleanup, the Mermaid Society, and others;
--Hosted K12 groups of students and teachers.

**History**
--The Public History program, in conjunction with the Common Experience program, sponsored a display on Texas prisons in the Library;
--The department’s Center for Texas Music History has collaborated with the Witliff Collection to build up holdings on Texas music.
--The department has worked with the Center for Southwest Studies on numerous lectures and exhibits open to the public.

**Philosophy**
--The Philosophy Dialogue Series collaborated with the San Marcos Public Library on the Library Dialogues for 15 Library Dialogues in 2016-17.
--The Philosophy Dialogue Series collaborated with the LBJ Museum in San Marcos to program the Summer Dialogues on Activism, three day-long workshops in June 2017.
--The Department of Philosophy collaborated with the Program in Dance to co-host "Engagement: Philosophy and Dance" a four day international symposium and dance festival featuring the Mark Morris Dance Company in September 2017.
Political Science
--Political Science co-sponsored the following events at the LBJ Museum in San Marcos: Dr. George W. S. Abbey delivered the latest talk in the LBJ Museum of San Marcos’ Fall Lecture Series and the showing of Richard Kidd’s documentary on the true story of Texas Ranger John "Jack" Coffee Hays.

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

Center for International Studies
--Added new Javier Mere Scholarships that is matched by his employer--PrC (PricewaterhouseCoopers accounting)

Geography
--In FY 2017 we distributed over $57,000 over approximately 55 scholarships to undergraduate and graduate Geography students;
--Instituted two new scholarships for graduate and undergraduate students in Geography: 1) the National Center for Farmworker Health Award in Geography (non-endowed); 2) the Giordano-Mastroianni Family Scholarship (endowed).

History
--A new scholarship was brought in through the Center for Texas Music History.

Modern Languages
--increased the number of GIA/GTA positions awarded from one (in 2015-2016) to six (in 2016-2017), including providing International Studies a GIA position for an MAIS student.

Philosophy
--created and funded a new graduate scholarship in honor of a former student - the Victor Holk Scholarship in Creativity and Sustainability - open to all graduate students in philosophy or sustainability studies.
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

Center for Diversity and Gender Studies
--Program change for undergraduate Diversity minor
--Added DVST 3320-Introduction to Global Diversity Issues as a required course.
--Added DVST 5388-Independent Studies to course offerings for Graduate Diversity minor.

Modern Languages
--added 6 new courses and developed 15 new courses with international content.

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

Anthropology
--Study Abroad to England, Dr. R. Jon McGee
--Study Abroad to Belize, Dr. James Garber

Center for International Studies
--Started Wilson Research Fellowship for Latin America.
English
--Two faculty-led study abroad programs, one to Spain and one to Ireland, with a total of approximately 25 students

Geography
--Two faculty abroad programs to Italy and the Netherlands

History
--Faculty-led study abroad programs in both India (10 students) and Great Britain (15 students.)
--The department received a Fulbright scholar from Turkey.
--Graduate student conducted research in Italy for her thesis.

Modern Languages
--1 undergraduate student (Yolanda Fierro Ulloa) and 2 graduate students (Mohit Mehta and Andres Carlin Esquer) presented research talks at the annual SCOLAS conference in Campeche, Mexico.
--9 summer study abroad programs in 8 countries with 185 students enrolled.

Political Science
--The department hosted its first visiting scholar from the Autonomous University of Zacatecas (UAZ), a university located in Central Mexico.
--Thirteen mediators from the Autonomous University of San Luis Potosí visited Central Texas to participate in a course entitled “The Culture and Practice of Mediation in Texas.”
--The department signed a Memorandum of Understanding between Texas State University and the Autonomous University of San Luis Potosi to establish the general bases of collaboration between the two universities for purposes of planning and developing specific academic projects; facilitating academic cooperation; promoting mutual understanding; promoting student mobility and exchanges among academics; promoting internationalization as one of the universities’ priorities; and sustaining multicultural understanding through educational activities and research.
--Mr. Choong Hee Park, a senior reporter for Munhwa Broadcasting Corp. in South Korea, was a visiting scholar in the department.
--Political Science organized the following study abroad programs:
Netherlands (Dr. Willard Fields): 20 students
Barcelona (Dr. Hassan Tajalli): 28 students
Peru (Dr. Omar Sanchez): 6 students

Psychology
--a new study abroad summer program in Greece

Sociology
--Study Abroad in London, England for Summer 2018 in development
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

<table>
<thead>
<tr>
<th>English</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>--ads for graduate recruitment placed in new local and national venues</td>
<td></td>
</tr>
<tr>
<td>--increased interventions with prospective graduate students in all</td>
<td></td>
</tr>
<tr>
<td>programs, before and after admission</td>
<td></td>
</tr>
<tr>
<td>--increased recruitment of graduate students among qualified</td>
<td></td>
</tr>
<tr>
<td>undergraduates at Texas State</td>
<td></td>
</tr>
<tr>
<td>--increased recruitment of undergraduate and graduate students at local</td>
<td></td>
</tr>
<tr>
<td>higher education fairs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>History</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>--hosted table at National Council on Public History conference to advertise program</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Modern Languages</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>--advertised the Spanish MA in the Austin-American Statesman and Ahora</td>
<td></td>
</tr>
<tr>
<td>si Hispanic journal in Austin in 2017.</td>
<td></td>
</tr>
<tr>
<td>--promoted undergraduate majors and minors at the Ronald Reagan High</td>
<td></td>
</tr>
<tr>
<td>--hosted the annual Texas-wide German Contest with 700+ junior high and</td>
<td></td>
</tr>
<tr>
<td>high school students participating.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Political Science</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>--For the Master of Arts Legal Studies, faculty participated in recruiting fairs at other campuses, beginning with UTSA in 2016 and UT-Austin in 2017.</td>
<td></td>
</tr>
<tr>
<td>-We designed a pull-up banner for recruiting events and program logo water bottles.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master of Public Administration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>--As part of our graduate recruitment efforts, we got pens with the Texas State University and MPA program names on them. We also created flyers targeted for women in Public Administration to distribute at the Executive Women in Texas Government Conference. Then we followed up with an individual email to each person who left their name.</td>
<td></td>
</tr>
<tr>
<td>--Master of Political Science</td>
<td></td>
</tr>
<tr>
<td>--Representatives of the program will be visiting colleges within a three-hour drive which do not have graduate political science programs.</td>
<td></td>
</tr>
<tr>
<td>-The MA Political Science Program developed new marketing material for the Teacher’s Emphasis, acquired new recruiting materials for the MA</td>
<td></td>
</tr>
</tbody>
</table>
program, researched available data regarding state mandates pertaining to dual credit course availability in all Texas high schools to identify potential markets, developed new and updated current program materials on MA website such as study abroad options, emphases relating to career goals.

Psychology
--Graduate program hosted a recruitment table at the Southwest Psychological Association Conference for the first time in April 2017.

Sociology
--Sociology Graduate Student Association organized a luncheon with faculty, graduate students, faculty nominated undergraduates, and students with 3.5 and above Sociology and Applied Sociology undergraduate students

--Department chair conducted a graduate programs recruitment presentation for St. Edwards sociology undergraduates

--The graduate advisor, chair and support staff began working with Marketing to develop a new webpage for the MA/MS in Sustainability Studies

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

N/A

2.9 Expand delivery of distance learning.

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

N/A
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

N/A

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

Center for Diversity and Gender Studies
--Center hosted International Symposium -- Century of Conflict: Dialogues on Women, Gender, Intersectionality and Militarism. Approximately 100 people attended.

English
--12 new co-curricular activities provided by bringing in 8 guest speakers with national and international reputations (30-50 attendees at each), developing a day-long symposium (attended by 50), screening films (attended by 400), offering performances of a bilingual adaptation of a Shakespeare play (attended by 200)

History
--The department, in conjunction with the NEH professorship held by one of its members, sponsored a cross-curricular event on music and race in Fall 2017.

Modern Languages
--Hosted guest speaker from the University of Miami on Golden Age Spanish literature with 60+ attendees.
--Hosted guest speaker from the UNAM in San Antonio on the etymology of "Texas" with 40+ attendees.
--Presented three film series: French, German, and Spanish.
--Hosted two "Intercambio" events bringing together students in Spanish classes with TSIE students (60+ attendees).
--Hosted weekly conversation events open to all students in language classes.
--Hosted a Peace Corps presentation with 20+ students attending.
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

<table>
<thead>
<tr>
<th>Modern Languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>-- Graduate Advisor worked with 39 students.</td>
</tr>
<tr>
<td>-- Undergraduate Spanish Advisor answered 1,475 emails from undergraduate students.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Political Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>-- Undergraduate Political Science and Public Administration Faculty Coordinator advised approximately 500 students each semester, including summer.</td>
</tr>
<tr>
<td>-- Graduate Legal Studies Program Director met with and advised approximately 50-75 students during the long semesters.</td>
</tr>
<tr>
<td>-- Director of Masters Programs in Political Science had approximate 400 contacts with students via walk-ins, email, phone, appointment.</td>
</tr>
<tr>
<td>- Director attended the following professional development opportunities: Reframing the Future: Establishing Student Outcomes and Assessment (1 attended) Foundations of Online Course Design and Development (2 attended)</td>
</tr>
<tr>
<td>- Advisor/student ratio increased slightly from last year.</td>
</tr>
<tr>
<td>-- Director and Admin. Asst. of MPA met with, talked to and advised at least 90 students in the study period. Answered several hundred emails received via that dedicated mailbox for potential applicants.</td>
</tr>
</tbody>
</table>

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

English
--TKL’s Lindsey Literary Series brought in 8 major writers and scholars to read and discuss their work at the Wittliff and other venues.

Philosophy
--Engagement: Philosophy and Dance” included four dance performances, three master classes, and several movement and dance therapy workshops.

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

English
--MA in Rhetoric and Composition adjusted measures for learning outcomes

Political Science
--In the core curriculum (POSI 2310 and 2320) a faculty committee implemented new common reading/assessment in fall 2016. Improvement was noted in all student learning outcomes at the end of the academic assessment cycle.
-Undergraduate political science program learning outcomes were reviewed. During the academic cycle 2016-2017, enhanced rubrics were used to evaluate student learning outcomes by faculty members. The results showed that using a standardized rubric more accurately evaluated
student learning and, thus, outcomes improved.
-The in the graduate political science program, faculty met to review and revise measurements for student learning outcomes. At the end of the assessment cycle modest improvement was noted.
-At the undergraduate level in Public Administration, interns and students engaged in capstone research were provided with an expanded set of instructions that aided them in connecting their internships or research to evidence of student learning outcomes. As a result, improve was noted in most outcomes at the end of the assessment period.
-At the graduate level, the reaccreditation team’s observation that our sole instrument of assessment was the applied research project. To improve the likelihood of success, two new pathways to graduation have been created namely the thesis and comprehensive exam. These additional pathways to graduation are pending approval from university authorities.
-The Legal Studies program made changes to curriculum to include incorporating the use of more technology as a result of assessment findings and also continued to add more role-play exercises utilizing the moot courtroom and guest speakers from the profession.

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

Political Science
--Two programs were externally reviewed: Legal Studies - As a result of reaccreditation findings, the program is making a number of improvements. The program is expanding its advisory board and reviewing the library’s collection of legal resources to make sure we have the optimal collection of resources for the students. The program is also continuing its efforts to develop a more diverse faculty, which it has been able to do with recent adjunct hires for 2018 and the Masters of Public Administration. The NASPAA accreditation committee before the site visit had requested that we craft a diversity plan for the MPA program. We have a very detailed diversity plan as a result of that recommendation. We propose to try and achieve the goals we had laid out for ourselves in terms of infusing diversity into our teaching, research and other activities.

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

Anthropology

--21 completed undergraduate internships
--How to Apply for Graduate School Workshop for majors
--How to Prepare for the Job Market Workshop for majors

English

--Honors Society and Departmental collaboration brought in three speakers to discuss careers using skills of English majors in law, business, and political science
--10 undergraduate internships completed; 40 graduate internships completed
--Writing Center offered 4 workshops to assist students applying to graduate programs
--Department offered 3 workshops for master's students preparing applications for doctoral programs
--MFA faculty provided a workshop for students seeking information about publishing

Philosophy

--Hosted two workshops on "What's next?" one directed at undergraduate students, the other at MA students.
--Sponsored a student internship for a sustainability student, with support provided by the Environmental Defense Fund and funding from Staples.
--Our in-department faculty advisor for undergraduate students held over 50 face-to-face counseling sessions that included post-graduation planning.
--We hosted a banquet for alumni and current department members, and involved alumni in a crowdfunding campaign to support "Engagement: Philosophy and Dance."
Political Science
-- Undergraduate internships completed - 20
--Graduate internships completed - 2
--Career support activities included Graduate student presentations to faculty and fellow graduates and Career Counseling Appointments.
--Public Administration Undergraduate internships completed - 39
--Public Administration Graduates internships completed - 5
--Alumni-supported career networking events included Centex ASPA mixers; Alumni mixers; Advisory Board Meetings where current students mingle with alumni and practitioners.
--Legal Studies Graduate internships completed - 23
- Career networking events included resume writing and interviewing workshops as part of the internship course and job postings distributed through student and graduates email list maintained by the program

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

N/A

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

N/A

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

N/A

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

N/A

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
• Number and list of new recruitment activities
• Number and list of new academic, student support, and administrative retention activities

Sociology
--DREAMERS Training for 19 faculty and staff

--Graduate advisor helped develop our new Sociology Graduate Student Association (graduate advisor is current faculty supervisor for SGSA)

--Graduate advisor developed a new Tracs site for MA/MS in Sustainability Studies that has resources on writing, presenting at conferences, job resources, etc.

--Graduate advisor wrote a new handbook for MA/MS in Sustainability Studies

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

Center for Diversity and Gender Studies
--Program change for undergraduate Diversity minor
--Added DVST 3320-Introduction to Global Diversity Issues as a required course.
--Added DVST 5388-Independent Studies to course offerings for Graduate Diversity minor.

Philosophy
--One faculty member participated in the MultiCultural Curriculum Transformation Workshop.
--One faculty member serves on the national committee on Hispanics in Philosophy.
--One faculty member serves on the national committee on the Black Experience in Philosophy.
--One faculty member serves on the national committee on International Cooperation in Philosophy. -- all committees of the American Philosophical Association

Psychology
--One faculty member completed the Multicultural Curriculum Transformation and Research Institute to transform her sections of PSY 1300 General Psychology.

Sociology
--Pan, Xi. Completed Transforming the Curriculum Course from the Multicultural Institute

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

N/A
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

N/A

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

N/A

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

N/A

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

N/A

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

N/A

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

N/A

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
COLA Advising Center
--All Liberal Arts Advising Center staff members (13) attended a minimum of two internal (university-offered) professional development workshops.
--Nine advisors attended TEXAAN, the state-wide academic advising conference.
--Four advisors attended and presented at the regional NACADA conference.
--Three advisors attended and presented at the national NACADA conference.

English
--Director of Writing Center traveled to 6 leading writing centers affiliated with learning commons, as possible models for participation in a learning commons at Texas State

Modern Languages
--Four department staff members (100%) attended a total of 20 internal professional development and/or training sessions.
--One faculty member attended 2 internal faculty development sessions.
--Two faculty received developmental leaves.

Philosophy
--Initiated new series of Faculty Development workshops, four workshops each long semester.

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

Anthropology
--Hybrid ANTH 4310 Theories and Issues in Anthropology

Philosophy
--6 faculty members completed some on-line course training, three of these completed the semester-long on-line course development workshop offered by ITS.
Psychology

--1 new faculty member completed distance education training
Approximately $24,000 spent from PSY ECF funds to pay 2 GIAs for distance courses

5.9 Reduce deferred maintenance in existing facilities.

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

N/A

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

N/A

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

Center for International Studies
CIS inaugurated an Alumni Newsletter online and created a Linkedin organization for its alumni.

English
Department of English Donor and Alumni Council have determined to participate in a careers day for English majors
7 English department donors and alumni participate on the Department of English Donor and Alumni Council

Psychology
1 alumni event in Spring 2017

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

N/A

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

N/A

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
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

N/A

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)

N/A