



## **Texas State University Boilerplate**

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Prepared by the C3 Research Coordinator



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If you have questions or suggested improvements, please contact the [C3 Research Coordinator](#).

## HOW TO USE THIS GUIDE

The intention in creating this reference guide is to provide language that may be copied and pasted into proposals. The Guide uses some repetitive language with the idea that you select the response that best fits your proposal needs. By providing boilerplate language, you are able to focus more on the research sections. The words “researcher” or “faculty” may be interchanged with “Principal Investigator” or “PI”.

The Guide includes website links, references, and notes to ensure you have accurate statistics and documentation.

<b>CONTACTS</b>
<a href="#">OSP/ AVPR Contact List</a>

Please direct your questions to the Research Coordinator, Office of Sponsored Programs (OSP), and the Office of the Associate Vice President of Research (AVPR) and Federal Relations.

<b>NOTE</b>
<b>CONTACTS</b>
<b>REFERENCE</b>

## ABOUT TEXAS STATE

Texas State University is a public, student-centered, Emerging Research University located halfway between the Austin and San Antonio metropolitan areas. It ranks the largest public university in the Texas State University System and one of the 50 largest in the country. Texas State's more than 35,500 students choose from 96 bachelor's, 87 master's, and 12 doctoral degree programs offered through nine colleges. Texas State's Round Rock Campus, located just north of Austin, opened in 2005 and offers junior- and senior-level classes to complete bachelor's degrees in 8 programs; 11 graduate degrees and 8 post-baccalaureate certificate programs are also available to students.

Created by the Texas Legislature in 1899, Southwest Texas State Normal School opened its doors in 1903 for the specific purpose of preparing new teachers. Over the years, the Legislature broadened the institution's mission and changed its name multiple times to reflect the university's growth from a small teacher preparation school to a major, multipurpose university. Texas State University continues to honor its original mission through its nationally-acclaimed teacher preparation program while at the same time supporting nationally-recognized programs in other disciplines.

<b>REFERENCE</b>
<a href="#">Marketing – Texas State Facts</a>
<ul style="list-style-type: none"> <li>• History of Texas State Name Changes</li> <li>• Degree Programs</li> <li>• Rankings by Public University Size</li> <li>• Acreage, buildings, and parking</li> <li>• Students, gender, ethnicity graduation/retention rates, class size, tuition &amp; fees, financial aid</li> <li>• Alumni</li> <li>• Faculty and staff</li> <li>• City of Marcos Profile</li> </ul>
<a href="#">OSP - About Texas State</a>
<ul style="list-style-type: none"> <li>• Texas State University System</li> <li>• President's roster of committees and teams</li> <li>• University Plan</li> <li>• Campus Master Plan</li> <li>• Strategic Planning</li> </ul>

## HISTORY, MISSION & VISION

### Our History

Authorized by the Texas Legislature in 1899, Southwest Texas State Normal School opened its doors in 1903. Over the years, the Legislature broadened the institution's scope and changed its

name, in succession, to Normal College, Teachers College, Southwest Texas State University, and now Texas State University.

### Our Mission

Texas State University 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.

NOTE
The mission statement was approved by The Texas State University System Board of Regents on August 24, 2012 and by the Texas Higher Education Coordinating Board at its January 24, 2013 meeting.

### Our Shared Values

In pursuing our mission, we, the faculty, staff, and students of Texas State University, are guided by a shared collection of values.

Specifically, we value:

- An exceptional undergraduate experience as the heart of what we do;
- Graduate education as a means of intellectual growth and professional development;
- A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life;
- The cultivation of character and the modeling of honesty, integrity, compassion, fairness, respect, and ethical behavior, both in the classroom and beyond;
- Engaged teaching and learning based in dialogue, student involvement, and the free exchange of ideas;
- Research, scholarship, and creative activity as fundamental sources of new knowledge and as expressions of the human spirit;
- A commitment to public service as a resource for personal, educational, cultural, and economic development;
- Thoughtful reflection, collaboration, planning, and evaluation as essential for meeting the changing needs of those we serve.

### Goal Statements

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

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

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

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

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

*Note: Details of each goal statement can be found in question #4 under Language for Proposal Questions.*

### DIVERSITY – HISPANIC-SERVING INSTITUTION

Texas State is home to a diverse campus community where ethnic minorities make up 42% of the student body and 30% are Hispanic. Texas State is recognized by the federal government as a Hispanic-Serving Institution (HSI), the largest in Texas, and ranks among the top 20 universities in the nation for the number of bachelor's degrees awarded to Hispanic students.

NOTE
When a federal funding eligibility requirement is for a Hispanic-Serving Institution, contact OSP to ensure the statistics are presented accurately.

### EMERGING RESEARCH UNIVERSITY STATUS

In 2012, Texas State University was designated an “Emerging Research University” by the Texas Higher Education Coordinating Board, making it eligible to tap into special state funds designed to bolster higher education research. This designation affirms Texas State’s commitment to support faculty as active scholars in their respective disciplines and to involve both undergraduate and graduate students in their creative pursuits. To achieve “National Research University” status, Texas State has developed a 10-year [strategic plan for research](#) and is investing institutional funds to support increased research activity across the University.

## **UNIVERSITY RESEARCH RESOURCES/CAPABILITIES**

The primary commitment of the Office of the Associate Vice President for Research ([AVPR](#)) and Federal Relations is to support and promote the research needs of faculty while ensuring shared responsibility, compliance, and scholarly integrity. AVPR staff assist faculty members in their research endeavors, encourage interdisciplinary activities across campus, and provide matching funds to support new programs and initiatives. To ensure that all externally-funded programs are developed and administered in accordance with applicable federal, state, and University regulations, the Office of Sponsored Programs provides pre- and post-award administrative support for all research activities.

## **TEXAS STATE UNIVERSITY RESEARCH FOUNDATION**

The [Texas State University Research Foundation](#) conducts research, promotes higher education, provides public service and promotes economic development in Texas, all in furtherance of the mission of Texas State University. The Foundation is organized and operated exclusively for charitable, scientific, and educational purposes under Internal Revenue Code § 501(c)(3). It facilitates the acquisition of sponsored research funds from public and private sources.

## **INITIATIVE FOR INTERDISCIPLINARY RESEARCH DESIGN AND ANALYSIS**

Texas State’s [Initiative for Interdisciplinary Research Design and Analysis](#) (IIRDA) is the primary point of contact for faculty seeking expertise in the design, analysis, and publication of research at the highest levels. IIRDA statisticians support faculty by providing assistance with: (1) development and articulation of research projects’ technical components (i.e. specific aims/goals, research questions, hypotheses); (2) selection of appropriate analytic method(s); (3) identification and creation of appropriate measurement instruments; (4) data management protocols; and (5) data analyses and interpretation of results.

## **ALBERT B. ALKEK LIBRARY**

The Alkek Library is located on the San Marcos Campus and supports the Round Rock Campus through online services and an onsite satellite library. The Library holdings consist of more than 1.5 million printed volumes of books, documents, and serials, over 122,922 electronic journals, and more than 491,291 eBooks. As of 2010, the Library had 431 databases covering all subjects. The Library maintains cooperative borrowing agreements with other libraries in the region. Through TexShare, a statewide resource sharing program, faculty and students may borrow materials at most of the public and private university libraries as well as community college libraries in the state.

## **CENTERS AND INSTITUTES**

Texas State University is one of eight institutions in the Texas State University System. Beginning as an administrative means to consolidate the support and management of state teacher colleges, the System has evolved into a network of higher education institutions stretching from the Texas–Louisiana border to the Big Bend region of west Texas.

The [Institute for the Study of Invasive Species](#) (ISIS), a TSUS system-level institute, is the first comprehensive effort in Texas that is focused on research and coordinating the effective early detection and rapid response to multiple new invasive species that currently impact, or have the potential to impact, ecosystems and produce major economic effects. ISIS currently draws from the expertise of over 40 researchers within TSUS enabling the application of effective measures currently lacking in Texas when dealing with detection and rapid response to primarily new invasive species.

## University-level Centers & Institutes

<b>CONTACTS</b>
<a href="#">University-level centers &amp; institutes, Director emails</a>

The [Center for Children & Families](#) (CCF) is a center for education and information about children and families. It has national recognition as an interdisciplinary resource center for education and for best practices information about children and families across the lifespan. Its mission is to foster collaborative research, grant proposal-writing and experiential student learning to improve the quality of life for children and families. The Center provides consultation and support for faculty members and community practitioners to write interdisciplinary grant proposals and to manage grants. The grants offer learning opportunities for university students as well as research opportunities for faculty members and practitioners. Center activities promote comprehensive, collaborative services for children and families across the lifespan.

The CCF has had Title IV-B and Title IV-E grants continuously since 1988 and funding from the U.S. Department of Education, the U. S. Department of Health and Human Services, the Robert Wood Johnson Foundation, the Hartford Foundation, and others. Since inception, it has received more than \$16 million in funding in the areas of child welfare, school social work, and community partnerships. The Council for Interdisciplinary Research and Grants (CIRG) is the advisory group to the center. The CCF Director reports directly to Office of the Vice President for Research and has the administrative and technical support of the Office of Sponsored Programs

The [Center for P-16 Initiatives](#) is a university-level aims to bridge the gaps in the educational pipeline by engaging students in college awareness activities and shining the light on areas of academic need. Recently, Texas Campus Compact awarded 16 Student-in-Service positions to the Center to aid in their work of Closing the Gaps in Central Texas.

The [Meadows Center for Water and the Environment](#) is a leadership initiative to coordinate and further university-wide efforts in the field of aquatic resource management. The Meadows Center started out as International Institute for Sustainable Water Resources in January 2002, and was renamed the River Systems Institute in 2005. Following a large gift from the Meadows Foundation in August, 2012, The Meadows Center will continue the mission to develop and promote programs and techniques for ensuring sustainable water resources for human needs, ecosystem health and economic development. The Meadows Center aims to promote a holistic approach to the management of natural systems where key principles of sustainability and equitable use guide sound water policy.

The [Texas School Safety Center](#) (TxSSC) is tasked in Chapter 37 of the Texas Education Code with key school safety initiatives and mandates that include planning, training, and drilling, and in the Governor's Homeland Security Strategic Plan. Toward this aim, the TxSSC serves as the central location for the dissemination of safety and security information, including research, training, and technical assistance for K-12 schools and junior colleges throughout the state of Texas. Specifically, the Center provides universal and regional services to students, educators, administrators, campus-based law enforcement, community organizations, state agencies, and colleges/universities in an effort to increase safety and security in Texas schools. In addition, the TxSSC also builds partnerships among youth, adults, schools, law enforcement officers, and community stakeholders to reduce the impact of tobacco on all Texans through prevention, training and enforcement initiatives.

The [Xiphophorus Genetic Stock Center](#) provides more than 70 genetic strains to scientists and aquarists around the world including more than 30 laboratories in the United States, Canada, Mexico, Japan and Germany. In addition to providing research animals and consultation on husbandry and genetic stock management, the center makes custom fertile inter-species hybrids for a variety of projects and purposes including models for etiologies of many different cancers. Recently, three Xiphophorus genomes have been sequenced making this model even more useful for genetic studies and gene mapping. Most strains have been bred to carry diagnostic morphological traits such as red and black pigment patterns making this model not only beautiful but highly resourceful to geneticists around the globe.

**College-level Centers & Institutes**

[Center for Communication, Collaboration & Creativity](#)

[Edwards Aquifer Research & Data Center](#)

[Center for International Studies](#)

Center for Migrant Education

[Center for the Study of the Southwest](#)

[EPIC \(Education Policy Information Center\)](#)

LBJ Institute for the Improvement of Teaching and Learning

[Texas State Sleep Center](#)

[Texas State Small Business & Development Center \(SBDC\) serving Austin and Central Texas](#)

[The Education Institute](#)

[Center for Entrepreneurial Action](#)

[Center for Latin American Commerce](#)

[Center for Autism Research, Evaluation, and Support \(CARES\)](#)

<b>CONTACTS</b>
College-level centers & institutes, <a href="#">Director emails</a>

**Department-level Centers & Institutes**

[Advanced Law Enforcement Rapid Response Training \(ALERRT\)](#)

[Center for Diversity and Gender Studies \(CDGS\)](#)

[Center for Archeological Studies](#)

[Center for Geospatial Intelligence and Investigation](#)

[Center for Mathematics Readiness](#)

<b>CONTACTS</b>
Department-level centers & institutes, <a href="#">Director emails.</a>

[Center for Texas Music History](#)

[Gilbert M. Grosvenor Center for Geographic Education](#)

[Institute for Criminal Justice Studies](#)

[James and Marilyn Lovell Center for Environmental Geography and Hazards Research \(JMLC\)](#)

[Research Center for River Recreation and Tourism](#)

[Texas Center for Geographic Information Science \(TxGISci\)](#)

[Texas Justice Court Training Center](#)

[Texas Mathworks](#)

[Texas State Sleep Center](#)

[William P. Hobby Center for Public Service](#)

[Richter Research Institute](#)

[Center for Social Inquiry](#)

Shell Center for Polymer Science and Technology

[Center for the Study of Latino Media and Markets](#)

## LANGUAGE FOR PROPOSAL QUESTIONS

*The following language was compiled from the Texas State University website and AVPR's Strategic Plan for Research. These types of questions are more likely requested by foundations rather than state or federal agencies.*

### **1. Looking back at the past three years, what achievements or accomplishments are you most proud of as an institution?**

In January 2012, the Texas Higher Education Coordinating Board (THECB) reclassified Texas State University as an Emerging Research University (ERU). In light of its new classification, the university has developed a long-term research strategic plan to accomplish two goals: (1) achieving eligibility to receive National Research University Funding (NRUF) and (2) achieving recognition as a Tier One Research University.

A minimum level of \$45M in restricted research expenditures is one of the two mandatory criteria for NRUF eligibility. Research expenditures correlate to an institution's potential for discovering new knowledge and making an economic impact through technology transfer and commercialization of intellectual property. Expenditures also link to the teaching mission of the university because faculty researchers present cutting edge knowledge to students in the classroom and laboratory.

From fiscal year 2009 through fiscal year 2013, Texas State experienced a 57 percent increase in restricted research expenditures, the second fastest rate of growth and third largest gross increase of all Emerging Research Universities during that period. A similar increase occurred in the number of research proposals submitted to and awards received from external agencies. In particular,

expenditures from federal research awards grew by \$9 million, which represents a 178 percent increase.

Our plan to increase research funding and productivity rests on a three-pronged strategy: (1) sustaining institutional funding commitments, (2) targeting external sources, and (3) leveraging existing resources.

This strategy includes the following features:

- hiring and retaining high quality researchers-scholars;
- providing competitive start up packages;
- balancing faculty workloads to promote research while sustaining quality teaching;
- developing research-related programs that encourage student participation;
- maintaining a safe, well-equipped research infrastructure;
- ensuring that faculty evaluation criteria are commensurate with teaching/research expectations;
- addition of net new graduate research assistants;
- addition of net new staff positions to support research;
- fostering a service-oriented atmosphere within research support offices;
- maximizing funding opportunities in areas of research priorities;
- fostering collaborations among faculty, centers, and companies;
- providing university seed money for research and scholarship;
- cultivating matching research gifts through the Texas Research Incentive Program; and
- implementing incentives identified in each college dean's strategic plan.

## **2. What are the top three risks facing the institution today and what steps or strategies are being (or have been) implemented at the institutional level to address those risks?**

### **I. Less Available Funding for Research**

Our plan to increase research funding and productivity is three-pronged, involving (1) institutional funding commitments, (2) targeted external sources, and (3) leveraging of existing resources. During fiscal year 2013, Texas State generated \$37.0 M in expenditures from all types of sponsored programs. Approximately 64 percent of the total was attributed to research activity and the other 36 percent was from instructional activity including public service. The university receives research funding from four primary sources: federal agencies, State of Texas agencies, and private for-profit and non-profit organizations.

In aggregate, these sources provided a total of \$23.8M in research expenditures during fiscal year 2013, distributed as follows:

- Federal agencies \$14.9M
- State agencies \$5.0M
- Private for-profit \$1.2M
- Private non-profit \$2.7M

Thus, federal dollars make up about 63 percent of total research expenditures, while state and private funding sources comprise 21 percent and 16 percent of the expenditures, respectively.

We leverage these existing resources, along with planned resource additions, to increase funding levels from all external sources, and, most importantly, to increase the overall productivity of faculty, staff, and students.



## II. Lack of Growth in Administrative Infrastructure Associated with Increased Research Activities

Texas State is well known providing students with an excellent education because our professors thoroughly enjoy the teaching aspect of their positions. Their tenure is dependent on balancing teaching, research, and service; however, teaching has always had the priority since we opened our doors in 1903. As we aim to become a Tier One Research University, we want to continue being excellent teachers and, at the same time, provide students with more hands-on research opportunities.

We assess faculty research productivity in terms of growth in research expenditures, dissemination of research in top-ranked journals, research awards to faculty (e.g., membership in national academies), creation of centers in targeted research areas, number of new doctoral programs, number of doctorates awarded, and number of postdoctoral appointees. Through the 2013 Strategic Plan for Research, the university strives to continue developing a culture that encourages research and an administrative structure that supports faculty in excelling at both teaching research, while not hindering their teaching interests.

Texas State's Office of the Associate Vice President for Research (AVPR) and Federal Relations' primary commitment is to support and promote the research needs of faculty while ensuring shared responsibility, compliance, and scholarly integrity. AVPR staff assist faculty members in their research endeavors, encourage interdisciplinary activities across campus, and provide matching funds to support new programs and initiatives. Texas State offers faculty start-up funds and several internal, competitive funding opportunities to begin their research programs.

Developed by AVPR and the Honors College, the Undergraduate Research Program offers all undergraduate students funding opportunities to enhance their education through faculty-supervised research opportunities. Students in all disciplines can do research on topics that interest them. Students may submit an internal application to support their research through a Student Undergraduate Research Fund (S.U.R.F) that is supported by several university and non-university entities.

To ensure that all externally-funded programs are developed and administered in accordance with applicable federal, state, and university regulations, the Office of Sponsored Programs, under AVPR, provides pre- and post-award administrative support for all research activities. In October 2013, Texas State added another layer of support to faculty at the College level. Six new positions were created to assist faculty to find funding opportunities, learn how to develop strong proposals, and to understand university policies and procedures to successfully implement their research programs.

The University also made a critical decision to provide additional full-time equivalent (FTE) staff personnel to support the increase research activity. For example, the Offices of Research Compliance, Electronic Research Administration and Research Development have each added one new FTE to increase services and functions within the central research administration office. More importantly, 6 new research administrative support positions have been allocated to provide both pre- and post-award support at the college and departmental levels. These personnel will assist with functions ranging from proposal submission to award management (purchasing, hiring, travel, budget adjustments, etc.).

## III. Need for Additional Research Space and Infrastructure

Texas State has invested significant resources over the past 10 years to update buildings, to add research space, and to address rapid enrollment growth. Nearly \$200M has been invested over the

past six years in research facilities and other academic space. Examples include the Roy F. Mitte Building (\$45.9M), Emmett and Miriam McCoy Hall (\$21.9M), the Avery Building at the Round Rock Campus (\$26.7M), the expansion of the Family and Consumer Sciences building (\$9.4M), and adding new structures that include the Nursing Building on the Round Rock campus (\$35.9M), an inaugural building at the Science, Technology and Advanced Research (STAR) Park (\$6.9M), a research greenhouse (\$1.6M), and the recently completed Undergraduate Academic Center (\$47.7M). The university also is investing heavily in infrastructure to support strategic research priorities and academic programs. For example \$11.8M was allocated to upgrading the electrical infrastructure across campus.

### **3. Please provide a brief overview of the senior governing body that oversees the academic, business and student affairs of the institution.**

Texas State University uses SAP, an integrated Enterprise Resource Planning (ERP) administrative system. Primary modules implemented are financial accounting and human resources, to which entries are posted daily.

Annual financial statements are prepared directly from the general ledger on an accrual basis in accordance with Generally Accepted Accounting Principles (GAAP) as prescribed by the Governmental Accounting Standard Board (GASB). Financial reporting for the university is based on all GASB pronouncements, as well as Financial Accounting Standards Board (FASB) Statements and Interpretations, Auditing Practices Board Opinions, and Accounting Research Bulletins issued on or before November 30, 1989, which do not conflict with or contradict GASB pronouncements. Financial statements are prepared in accordance with Texas Government Code Section 2101.011 and in accordance with the requirements established by the Texas Comptroller of Public Accounts.

Texas State is considered a component of the State of Texas and the university's financial report is considered for audit by the state auditor as part of the audit of the State of Texas Comprehensive Annual Financial Report, i.e. no full scope audit is conducted at the university level. Annual Financial Reports for Texas State University may be found at: <http://www.txstate.edu/gao/reporting/afr.html>.

The Office of Sponsored Programs at Texas State ensures that externally-funded programs are administered in accordance with applicable State and Federal laws, regulations, Office of Management and Budget Circulars and specific terms and conditions. University Policy and Procedure Statements (UPPS) are followed to ensure programmatic and financial compliance.

UPPS No. 02.02.02 (Sponsored Programs – Post Award) identifies the general guidelines for the administration of sponsored programs, including Budgetary Controls (Section 07). Section 10 of this UPPS defines the fiscal responsibilities of the Office of Sponsored Programs, Principal Investigator, Department chairs, school directors, deans, vice presidents, and administrators for all externally funded projects.

UPPS No. 03.01.09 (Fiscal Responsibilities of Account Managers), UPPS No. 03.01.05 (University Income Recognition and Associated Cash-handling Procedures) and UPPS No. 02.02.01 (Applying for Sponsored Programs, Section 06.02) provide specific policy guidelines for the fiduciary responsibilities of the Principal Investigator.

### **4. Is the institution currently operating under any strategic initiatives or directions?**

Texas State University Plan 2012-2017  
Goals and Initiatives

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

- 1.1 Increase average full-time faculty salaries at all ranks.
- 1.2 Increase number of full-time faculty.
- 1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.
- 1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity.
- 1.5 Offer academic programs that are nationally and internationally competitive.
- 1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.
- 1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.
- 1.8 Support faculty efforts in international research.
- 1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

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

- 2.1 Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.
- 2.2 Continue engagement in the economic and cultural development of the region.
- 2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.
- 2.4 Internationalize the curriculum.
- 2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.
- 2.6 Maintain a vigorous, targeted recruitment and marketing campaign.
- 2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.
- 2.8 Enhance and support distance learning and Friday/Saturday course delivery.

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

- 3.1 Increase student retention through collaborative programs across the university.
- 3.2 Enhance quality and consistency of academic advising services.
- 3.3 Develop an Honors College to better attract and engage high achieving students.
- 3.4 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.
- 3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.
- 3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.
- 3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.
- 3.8 Foster an environment that cultivates students to become successful, engaged alumni.
- 3.9 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education.

- 3.10 Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.
- 3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

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

- 4.1 Attract and retain a diverse faculty and staff.
- 4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.
- 4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.
- 4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.
- 4.5 Seek historically underutilized business suppliers.

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

- 5.1 Increase average full-time staff salaries at all ranks.
- 5.2 Increase number of full time staff.
- 5.3 Attract and retain highly competent staff by providing annual merit increases based on performance.
- 5.4 Maintain a physical setting that presents Texas State as a premier institution.
- 5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.
- 5.6 Expand and support professional development opportunities for faculty and staff.
- 5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.
- 5.8 Reduce deferred maintenance in existing facilities.
- 5.9 Improve processes outlined in SACS *Principles of Accreditation* to ensure ongoing compliance with standards, while continuously improving overall educational quality.
- 5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.
- 5.11 Effectively utilize alumni and external constituents to influence and generate human and financial capital opportunities.
- 5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes.
- 5.13 Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.
- 5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.
- 5.15 Complete the Pride and Action campaign plan to achieve the goal.
- 5.16 Promote a safe and secure environment.

**5. How would you describe the financial health of the institution and what are the current institutional fund development priorities?**

Texas State's administrators reported in January 2014 that revenue from state appropriations and student tuition and fees is greater than its expenses for the first time since the legislature cut funding to universities beginning in 2003.

The university's net revenue is determined by appropriations from the state legislature as well as students' tuition and fees minus any expenses. Provost Eugene Bourgeois said the university received an estimated increase of \$9.4 million in appropriations last year from the state legislature, expanding the overall budget this fiscal year.

Net revenue funds previously remained at a steady rate over the past 10 years in comparison to the amount of expenses paid by the university due to "dramatic" decreases in state appropriations. In 2012, the university's state appropriation per student was 22 percent less than the Texas average, according to the Texas State University System website.

The 2013 legislative session saw the first real increase in the university's state appropriations since 2003. In addition to state appropriations, an increasing number of students paying tuition and fees helps give the university more available funding in its net revenue total.

In fall 2013, the university saw an increase in freshman enrollment compared to the previous year. Approximately 5,181 new freshmen attended Texas State in the fall, while the previous year there were only 4,251.

State legislators determine the allocation of increases in the university's appropriations by calculating the total number of students and enrolled semester credit hours. The university also receives more funding from courses in certain subjects, such as science, than liberal arts and graduate classes.

Financial aid plays a factor in Texas State's expenditures each year. University officials have put more funding toward financial aid since 2003. Institutional funding for financial aid is provided by endowments and the interest generated for money that is spent.

For fiscal year 2014, the university brought in an estimated \$273.2 million from tuition and fees and state appropriations. This funding is made up of about \$44.2 million in tuition ordered by the state in the Texas Education Code, an estimated \$143.9 million in tuition determined by the university itself and around \$75.7 million in other registration fees, according to the operating budget.

The university's expenditures total about \$265.1 million with about \$107.7 million in faculty salaries, \$97 million in staff salaries, \$29.8 million in utilities and \$30.6 million in financial aid for fiscal year 2014.

With \$9.4 million in state appropriations factored in, the university's net revenue for fiscal year 2014 is about \$8.1 million. One priority of the university's budget is to provide faculty and staff to accommodate enrollment growth and new degree programs.