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

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

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

1.2 Increase number of full-time faculty.

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

1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.

**Indicators***:
- Merit increases awarded/not awarded

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

**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

**Equipment and facilities added by Liberal Arts include the following:**

**Advising Center**
- 50" flat-screen TV/mini-Mac to publicize college news and events. $3,500.00
- Tablet devices to improve accuracy of advising during new student orientation.
$7,000.00.

ANTH
--High resolution computed tomography scanner. $1,007,690 ($705,383 from NSF; $302,307 matching from TXST)

ENG
--Major renovation of computer lab suite in Flowers Hall. $250,000
--Tablet-arm desks for Flowers Hall classrooms. $50,000
--Desk and chairs for new faculty in Flowers Hall. $20,000

PHIL
--Major renovation of Comal Building. Cost unknown; reportedly in $8-10M range
--Classroom renovations to DERR 111 and 227. Cost unknown

POSI
--Upgrades for computing lab to improve efficiency and reduce waste. $5789
--Tablet devices for graduate oral exams and for research. $6,500

PSY
--Conversion of ELA classroom to electrophysiological research space. $127,065
--Eyelink 1000 Eyetracker. $37,400.00
--Complete ERP system from Cortech Solutions. $63,172

SOC
--Ten computers for new teaching and research lab. Cost unknown.
--STATA and other statistical software packages to support graduate students. Cost unknown.

CIS
--Renovation of newly allocated space in Derrick Hall in progress. Projected cost of renovation and move $553,850

1.5 Offer academic programs that are nationally and internationally competitive.

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

Examples of national recognition for CoLA programs include the following:

ENG
--Current MFA Creative Writing faculty include recipients of Guggenheim
Fellowship, Whiting Writers Award, Dayton Peace Prize
--MA Technical Communication added line for associate professor in medical writing, enhancing research profile in anticipation of possible PhD program
--Faculty in the MA Literature program garnered national recognition for scholarly contributions to their fields.
--Two faculty in MA Rhetoric and Composition program achieved visibility as leaders in the nation’s top organization in their field

**GEO**
--Graduated 11 PhD students last year, exceeding strategic goal of 6-8
--Initiated new PhD recruitment efforts at regional and national levels
--Initiated name change for one PhD degree in order to help broaden the national applicant pool for the degree and attract and retain high-caliber faculty

**POSI**
--Model Organization of American States team achieved regional and national recognition
--Department planned creation of a Model UN group to expand nationally competitive programs at TXST

**CIS**
--Two graduate students co-authored paper presented at Global Conference on Interculturalism in Prague, Czech Republic

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.

**Indicators***:
- Current grant expenditure dollars
- List of new cross-discipline collaborative grants

**Cross-disciplinary collaborations involving CoLA include the following:**

--Research project on bone scatter caused by animal scavenging (Anthropology and Geography)
--Project to develop pilot response to THECB requirement for non-course-based instruction in developmental writing (English, with C&I)
--Interdisciplinary study of empathetic reactions in readers of fiction (English and Psychology at TXST, with English at UT-Austin)
--National Center for Research in Geography Education established as collaborative endeavor of Grosvenor Center (Geography, TXST, and Association of American Geographers (Washington, DC)
--Using Big Data to Improve Public Service Delivery in the City of Austin (Philosophy, with Geography, Computer Science, and Industrial Engineering)
--Creating an Ethical Culture of STEM (Philosophy, with Engineering)
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.

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

PSY
--$1,000 additional start-up from department for new assistant professor

1.8 Support faculty efforts in international research.

Indicators*:
- List of new international research efforts and scholarly 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

Examples of international research efforts in CoLA include the following:

ANTH
--Initiated collaborative project with the Argentine Forensic Anthropology Team to identify and repatriate remains of migrants found in South Texas
ENG
--Hosted Fulbright Scholar Mariya Shymchyshyn, from the Ukraine
--Collaborated with Komi Begedou, from Togo, to complete successful application for year-long Fulbright Research Fellowship at TXST
--Initiated contact with Dr. Liang Chunli, from China, as applicant for Visiting Scholar position in spring 2015

GEO
--Developed partnership programs with Ecuador’s ESPE for teaching and research initiatives; with Panama’s SENACYT for graduate education; and with University of Rennes 2 for student exchange and research collaboration
--Explored new research, educational, and development opportunities in Malawi

HIST
--Co-sponsored Bavarian American Academy Summer Seminar
--Fulbright Visiting Scholar Mai Mosad of Cairo University visited campus
--Faculty member was only US participant invited to international workshop sponsored by American University of Beirut and International Journal of Contemporary Iraqi Studies
--Department joined Board of The American Academic Research Institute in Iraq, the first Texas university to do so

POSI
--Department faculty participated in three ASPA sponsored international exchanges with public administrators in Romania
--Department’s Hobby Center for Public Service piloted a Certified Public Manager Project for participants in Western, Central, and Eastern Europe

CIS
--Center expanded its research and internship opportunities in Southeast Asia through the Wilson Fellowship.

CSSW
--Center initiated planning for Sixth International Colloquium on Northeastern Mexico and Texas

1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

Indicators*:
- Number and total dollar amounts of TRIP eligible submissions/awards
- Total dollar amount of matching funds received from TRIP for the year
- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
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.

**Indicators**:  
- Freshman class size compared to prior year and percent change  
- Overall enrollment compared to prior year and percent change  
- Level of achievement compared to CTG enrollment target: overall, African American, and Hispanic  
- Level of achievement compared to goals CTG goals and to prior year: participation (recruitment), success (retention), excellence (graduation), and research

2.2 Continue engagement in the economic and cultural development of the region.

**Indicators**:  
- List of current cultural collaborations with external constituents
• List of current economic collaborations with external constituents
• Number of clients in STAR Park
• Number of clients in Small Business & Development Center (SBDC)
• Number of clients in the Office of Commercialization and Industry Relations (OCIR)

**Examples of CoLA engagement in regional economic/cultural development include the following:**

**ENG**
-- Lindsey Literary Series brought leading poets, fiction writers, and scholars to campus for cultural events open to the public at venues on campus and at the Porter House in Kyle
-- Digitized films of Lindsey speakers, dating to the, were mounted on the department website as a publicly available research and cultural resource
-- Department expanded Veterans' Writing program at San Marcos Public Library
-- Writing Center helped facilitate meetings of San Marcos Youth Service Bureau workshops on creative writing and art activities

**HIST**
-- Public History students worked in the region at the Museum of Texas Handmade Furniture in New Braunfels; at the Historical Markers Project in Rockdale; at Gonzales County for the Historical Commission Cemetery and School Marker Project; and at the San Marcos Cemetery Project

**ML**
-- The department provided translations for documents as a service to the Greater San Marcos Partnership

**PHIL**
-- Philosophy offered eight Dialogues each semester at the San Marcos Public Library

**POSI**
-- Hobby Center for Public Service helped provide educational and professional development opportunities for City Managers, Department Heads and other City staff in the Central Texas and beyond
-- Department served as sponsor for LBJ Museum's 13th Annual Golf Tournament fundraiser, supported activities for annual wreath laying ceremony at the headstone of President Lyndon Baines Johnson, and collaborated with LBJ Museum to co-sponsor a LBJ Birthday Party and Lecture
-- Center for Research, Public Policy, and Training (CRPPT) co-hosted "Accessibility for All Ages and Abilities: Opportunities for Austin"
-- CRPPT and Hobby Center co-hosted legal public policy symposium that brought 150 local government policymakers and administrators to TXST
CIS
--Center began planning a conference on Southeast Asia designed to bring cultural awareness to an underrepresented community in South Texas

CSSW
--Center increased number of participants and expanded campus collaborations in its “Mi Cultura, Mi Comunidad/My Culture, My Community” summer program.

2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.

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)

New scholarships established and/or endowed in Liberal Arts include the following:

--Billy Moore Scholarship for Graduate Students in Literature (ENG)
--Liddle Fellowships (HIST)
--Endowed Graduate Scholarship in Spanish (ML)
--MPA scholarships for AY 2013-2014 (POSI)
--Sheila Fling Scholarship (PSY)
--Sally Caldwell Undergraduate Statistics Scholarship (SOC)
--Honorary Professors Scholarship (CIS)

2.4 Internationalize the curriculum.

Indicators*:

- Number of new/revised courses with international content
- Number of faculty participants in globalization workshops

Example of efforts to globalize the CoLA curriculum include the following:

--Faculty from various departments participated projects that led to, or enhanced, international content of the curriculum, e.g., TexPlore Global Awareness Fair and the Multicultural Curriculum Transformation and Research Institute (sponsored by CDGS), and the Texas State Globalization Workshop

ANTH
--Developed student and faculty exchange program with Exeter University

HIST
New internationally focused History courses created: The Great War, American Foreign Relations-Revolution to Reconstruction, Caribbean Transnationalism and Diplomacy. American Foreign Relations-Reconstruction to Present, European Colonialism

**PHIL**
New internationally-focused Philosophy courses created: graduate course in Latin-American Philosophy and undergraduate and graduate courses in African-American Philosophy

**POSI**
--Three faculty participated in the Romanian-American Society for Public Administration-William P Hobby Center for Public Service Collaborative

**CDGS**
--New internationally-focused course created: Global Issues in Diversity

### 2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.

**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 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

**CoLA faculty developed and/or led the following study abroad programs (for summer unless otherwise indicated):**

**ANTH**
--England (with faculty from ANTH, PSY, SOC, and SOWK)
--Belize

**ENG**
--Ireland
--Iceland
--France (feasibility proposal submitted)

**HIST**
--England

**GEO**
--Cuba
--Germany

**ML**
--Argentina (full semester)
--Austria
--Costa Rica
--France
--Italy
--Japan
--Japan (full semester, Osaka)
--Japan (full semester, Tokyo)
--Spain
--Spain (full semester)
--Jordan (feasibility proposal submitted)
--Spain (honors course; feasibility proposal submitted)

**POSI**
--Barcelona
--Peru (in preparation/revision)
--Spain (semester; feasibility proposal submitted)

The following additional activities in the College of Liberal Arts gave students and/or faculty global experience:

**ANTH**
--Faculty supervised archaeology thesis research for MA student in Peru, conservation ecology research for MA student in Belize, archaeology research for a MA student in Belize
--Faculty conducted field research on Stone Age Archaeology in South Africa, on prehistoric ceramics in Peru, and on on identification methods of U.S./Mexico border-crossing fatalities

**ML**
--Planning in progress for exchange program with University of Rennes 2, Rennes, France
--Student awarded Fulbright Teaching Assistantship in Germany

**HIST**
--Faculty and graduate student submitted secured funding from the Palestinian American Research Center for travel to the Central Zionist Archive in Jerusalem
--Faculty and undergraduate student submitted successful SURF grant to support student research in Argentina.
PHIL
--Faculty member conducted research and engaged in cross-cultural activities in Romania

POSI
--Exchange program launched enabling TXST students to study in Turkey
--Three public administration faculty participated in collaborative program in Romania designed to establish best practices in local governance
--Faculty member collaborated with visiting scholars from Netherlands Defense Academy
--Faculty member served on dissertation committee at University of Oslo

CIS
--Wilson Fellowships awarded for student internship/research in Cambodia
--Center co-sponsored Texas State Model Arab League in the organization’s first national competition, Washington, DC

2.6 Maintain a vigorous, targeted recruitment and marketing campaign.

Indicators*:
• List of new undergraduate and graduate recruitment initiatives introduced
• List of new marketing efforts implemented

Examples of recruitment/marketing efforts in CoLA include the following:

--Several departments participated in Graduate College’s summer enrollment initiative in order to attract new students

ENG
--Master’s programs in literature, creative writing, and technical communication used funding from the Graduate College for new recruiting efforts

PHIL
--Publicized MAAPE program funding opportunities on national and international Philosophy list-serves to enlarge and diversify applicant pool

POSI
--Adopted varied recruitment strategies to increase enrollment in the master’s programs, e.g., written and in-person communication with graduating seniors, increased opportunities for personal contact with program directors, program enhancements to attract new students, participation in recruitment events, such as Law School Information Fair
--Explored adding a combined five-year BA/MA degree in order to grow graduate enrollments
PSY
--Created new recruitment video for graduate program in psychological research

SOC
--Launched recruitment campaign for new MS in Dementia and Aging, with workshops planned for Texas cities, new flyers and pamphlets, and a high-quality Web presence

CIS
--Utilized student organizations to aid in recruiting, e.g., the International Studies Club held several “Quad Days” in order to distribute program information

2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.

Indicators*:
• Number and list of new Texas State FBS advertisements placed
• Average number of attendees at home football games
• Total economic impact from athletic events on local community
• Product licensing income for the year
• Dollar amount and membership increase in Bobcat Club for the year

2.8 Enhance and support distance learning and Friday/Saturday course delivery.

Indicators*:
• Number of new online and hybrid SCH as a percent of overall offered
• Number of SCH enrolled in Friday/Saturday courses offered

Examples of CoLA efforts to enhance distance and Friday/Saturday course delivery include the following:

ENG
--Finished converting all correspondence courses to online format
--Writing Center branch in Round Rock now open Fridays and Saturdays
--Writing Center added webcam tutoring to provide “distance” service

POSI
--MPA program now offering full course rotation at Round Rock, with new MPA online course to enhance electives options
--New MPA and/or BPA in planning stages for Round Rock

PSY
--Converted correspondence course (PSY 3315: Abnormal Psychology) from
print-based to online format

**SOC**
--Added a new online MS in Dementia and Aging, with support for five faculty (funds and course release) to create eight new online courses

**CIS**
--The Center enhanced integration of technology and Friday sessions into its hybrid senior seminar course

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

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### 3.1 Increase student retention through collaborative programs across the university.

**Indicators***:
- Student retention rates compared to prior year (college and institutional)

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**CoLA/Advising Center**
--Associate Dean for Student Academic Affairs collaborated with CoLA Advising Center to help reduce number of students on academic probation contracts

**GEO**
--Department communicated with low-GPA students, provided GTU (honor society) tutoring, and information sessions for majors in order to improved academic performance and retention

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### 3.2 Enhance quality and consistency of academic advising services.

**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

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**Example of improved advising services in CoLA include the following:**

**Advising Center**
--Expanded walk-in advising services to reduce wait-times and no-show rates for students visiting advisors by appointment
POSI
--The department’s master’s programs implemented various improvements in advising services designed to move students efficiently toward degree completion, e.g., rigorous tracking of thesis students’ coursework and career counseling for MA Political Science, regularly scheduled advising times in San Marcos and Round Rock for MPA students, and increased one-on-one advising contacts for MA Legal Studies students

PSY
--Hired a new staff member as a Graduate Program Specialist to assist with graduate advising.

SOC
--Extensively revised Graduate Handbook and developed TRACS site with information about graduate study

3.3 Develop an Honors College to better attract and engage high achieving students.

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

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

Indicators*:
• Number and list of events (athletic and artistic) provided for the year
• Number of attendees at each event provided
• Number and list of new academic support initiatives provided to student athletes

Examples of CoLA efforts to support arts and athletics as part of the collegiate experience include the following:

ENG
--Faculty worked with special collections at the Wittliff to promote student use of archives for research and publication
--Writing Center sponsored a student organization for creative writing and developed a new creative student writing group

GEO
--GIS Day and Geography Week promoted the art of cartography, and the Texas Alliance for Geographic Education produced the giant Texas Travelling Map for display in schools across the state

**HIST**  
--Provided a graduate student tutor for student-athletes

**PHIL**  
--Developed Sunday-evening tutoring for student-athletes who miss weekday classes to participate in intercollegiate athletics  
--Co-sponsored Julliard at Texas State

### 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.

**Indicators***:
- Description of outcomes assessment process improvements
- Examples of new major program improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits
- Number and percent of programs showing improvement

**CoLA efforts to improved assessment include the following:**

--To address THECB requirements, all college departments offering general education courses produced a new assessment model for general education and, in some cases, modified learning outcomes  
--Several college departments modified learning outcomes for undergraduate degree programs  
--All graduate degree program in the CoLA reviewed learning outcomes, some reducing the number of outcomes in order to evaluate programs more effectively

**ENG**  
--Piloted use of new assessment protocols in first-year and sophomore English

**GEO**  
--Took these steps to improve student learning based on outcome results: (1) changed several course prerequisites; (2) provided additional handouts and other written materials; (3) modified lectures, exams, and class projects  
--Department chair participated in a THECB group of academic geographers charged with revising learning outcomes and course descriptions for introductory Geography courses taught at universities and community colleges in the state

**HIST**
--Held faculty brown bag discussion on development of new assessment tools

PHIL
--Moved undergraduate and graduate exit-portfolio programs on-line.
--Developed an undergraduate learning assistant program to support a large lecture section and added new GIA support for lower-division philosophy

POSI
--BPA program faculty worked with IT designers to create additional assessment method using ePortfolio
--Political science faculty worked to incorporate TExES certification exam questions into departmental program assessments
--Faculty committee revised questions to be embedded in exams for POSI general education courses

PSY
--To improve learning outcomes, (1) added one credit hour to Introductory Statistics, converting PSY 3301 (lecture/lab) to PSY 2301 (lecture) and 2101 (lab), and (2) added a credit hour to Research Methods and Experimental Design, converting PSY 3302 to PSY 3402

SOC
--Created assessment measures for new MS in Dementia and Aging.

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.

Indicators*:
- Description of outcomes assessment process improvements
- Examples of new major service improvement efforts implemented as a result of assessment findings
- Number and percent of departments completing outcomes assessment
- Number and percent of completed audits
- Number and percent of departments showing improvement

3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.

Indicators*:
- Number of program reviews completed and number of academic program reviews submitted to THECB
• Examples of major program improvements made based on program review/accreditation findings
• Percent of reviews with all items scored a “2” (on a scale of 1 through 5) or higher

3.8 **Foster an environment that cultivates students to become successful, engaged alumni.**

**Indicators***:

• Number and list of new academic-sponsored alumni outreach activities (e.g., guest speakers, faculty, advisory boards, judges, research)
• Number and list of new community outreach activities (e.g., Bobcat Build)
• List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
• Number and list of recognized alumni achievements
• Number and percentage of graduating seniors and alumni who have graduated in the last five years who join the Alumni Association this year

**Examples of CoLA efforts to foster alumni engagement include the following:**

**ENG**
--Initiated alumni feature on departmental homepage, implemented tracking of alumni from graduate programs, and invited alumni to speak to undergraduates in new internship program

**GEO**
--Added new Career Panel to Annual Alumni Reunion/Student Celebration

**HIST**
--Held department’s first alumni gathering and created alumni database

**ML**
--Began preparing to host major German language competition at Texas State, as part of long-term effort to build enrollments and visibility for German program

**PHIL**
--Launched alumni/departmental newsletter and enhanced social-media outreach

**POSI**
--MPA program, through the Hobby Center, sponsored two major events that involved alumni outreach: (1) statewide public administration conference in Round Rock and (2) Centex Chapter of the American Society for Public Administration Public Service Recognition Week Banquet, which featured
celebration of MPA’s 40th Anniversary of the TXST

SOC
--Created new alumni newsletter and sent first edition to more than 400 alums

CGDS
--Hosted alumna Dr. Melba Vasquez as keynote speaker for “Minds Matter: Exploring Mental Health and Illness” symposium

CIS
--Launched International Dialogue series, which invites current and former students to engage with International Studies
--Utilized alumni contacts to expand internship network for current students

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

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

Examples of CoLA efforts to help students plan for post-undergraduate employment/education include the following:

Advising Center
--Provided office space and other support for onsite career adviser from the Career Services
--Made new and renewed efforts to encourage CoLA students to attend Career Services events beneficial for Liberal Arts majors
--In collaboration with CoLA office, expanded networking luncheon at which Liberal Arts students meet with members of the LA College Advisory Board

ANTH
--Expanded workplaces for undergraduate and graduate internships
--Created faculty-led workshop: “How to Get Into Graduate School.”

ENG
--Supported various activities to support students’ applying for jobs or graduate study, e.g., a new workshop on applying to doctoral programs, networking with alumni to learn more about careers for English majors, workshops on developing resumes and CVs, broadened focus in gateway course on full range of occupations supported by English degrees

GEO
--Worked with Career Services to offer informational programs for majors,
enhanced “Geography Internship and Career” TRACS site, and hosted new graduate-school information day
--Implemented colloquium series to help PhD students develop job interview skills, make contacts, and learn about research at other universities

**PHIL**
--Developed new mentoring program for MAAPE graduates interested in teaching at the college or university level

**POSI**
--Expanded department’s Discourse in Democracy Alumni Panel, which features information on the transition from college to career

**PSY**
--Added PSY 2100, Professional Seminar, to curriculum for majors, course that focuses on transition to the workforce and graduate school

**SOC**
--Developed a new TRACS site that includes information about PhD programs and job openings
--Invited successful alumni to campus to speak with students about careers

**CIS**
--Collaborated with Career Services to host events/speakers specifically geared to help IS students make a successful transition to the workplace

3.10 **Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.**

**Indicators***:
- Number of literacy sessions provided
- Number of faculty and students served

3.11 **Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.**

**Indicators***:
- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff.

**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
- Number of new external position postings advertised, including those targeting diverse candidates

4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.

**Indicators***:
- Number and percent of Hispanic student enrollment compared to prior year
- Number and percent of Hispanic student graduates compared to prior year
- Number and percent of Hispanic students retained compared to prior year

4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.

**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

Examples of CoLA efforts to enhance success for diverse student populations include the following:

**ENG**
--Received authorization for a target-of-opportunity hire and filled the position
--Co-sponsored symposium with Equity and Access featuring diverse writers and topics related to language and literature
**GEO**
--Revised recruitment brochures with diversity in mind and recruited heavily at professional conferences, e.g., at annual meetings of AAG and SWAAG and at Applied Geography Conference and Race, Ethnicity and Place Conference

**ML**
--Diversified graduate student population by offering GIA positions to students outside of Texas/US

**PHIL**
--Added one-on-one mentoring for international graduate students
--Explored offering section of General Education course in Spanish
--Recruited graduate students from other HSIs

**POSI**
--Enhanced Discourse in Democracy events in order to better integrate all students into the culture of the department/discipline

### 4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.

**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

**Examples of CoLA efforts to promote diversity of people include the following:**

**ENG**
--Graduate faculty increased efforts to mentor diverse students in preparing conference papers, publishing work, and organizing events featuring diversity
--Writing Center secured technology grant for software to help students with ODS complete academic work

**PSY**
--Hired two staff members (Admin II and Graduate Program Specialist) from an underrepresented racial/ethnic group.

**CSSW**
--Developed and launched lecture series centered on Hispanic Heritage Month
--Center events last year (such as lectures and gallery exhibitions) addressing cultural diversity include the following: “Ladrillera”; “Latinos and Sports in the Southwest”; screening of “Latino Americans,” a six-part PBS documentary, with participation by history and political science faculty and filmmaker John Valadez; and “Writing Beyond Borders,” a panel discussion with Tino Villanueva, Sarah Cortez, and Severo Perez

4.5  **Seek historically underutilized business suppliers.**

**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

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**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.**

**Indicators***:
- Percent increase in average salary levels for all categories

5.2  **Increase number of full-time staff.**

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

5.3  **Attract and retain highly competent staff by providing annual merit increases based on performance.**

**Indicators***:
- Merit increases awarded/not awarded
5.4 Maintain a physical setting that presents Texas State as a premier institution.

Indicators*:  
- Number and list of new repair and renovation projects completed  
- Number and list of new campus enhancement projects completed  
- Number and list of new ADA modification projects completed

5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.

Indicators*:  
- Number and list of capital projects completed  
- Total cost of capital projects completed  
- Number and list of property acquisitions  
- Number and list of new “gray to green” projects completed per the Campus Master Plan

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

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

Examples of CoLA efforts to support faculty development include the following:

ENG  
--Sponsored workshops for faculty on teaching first-year writing, preparing for doctoral study, and applying for summer research opportunities
GEO
--Funded junior colleagues to attend summer Early Career workshop sponsored by the Association of American Geographers at University of Connecticut

HIST
--Supported faculty in successfully competing to attend Summer NEH Institutes to enhance their expertise as teacher-scholars

PHIL
--Sponsored mentoring program and workshops for MAAPE graduates, developed standardized reporting form for course observations to assist faculty in improving classroom skills, and initiated a Works-In-Progress discussion group

SOC
--Sent faculty to off-campus professional development events for online teaching and for advanced training in statistics

CIS
--Enhanced Brown Bag Lecture Series at which faculty across disciplines present research to colleagues and students

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.

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

Examples of CoLA efforts to support web course development and technology integration include the following”

POSI
--The MA Political Science program identified courses specifically relevant for high school teachers of government and history and made plans to put these courses online, with faculty trained in best practices for delivering them

PSY
--Three faculty enrolled in Sloan-C Online Teaching Certificate Program, and ten completed ITS distance education training
New web-based courses offered in PSY include Abnormal Psychology, Health Psychology, and Learning and Memory

SOC
--Created eight online courses for the new MS in Dementia and Aging degree

CDGS
--Created new online web-based course: DVST 5320 Global Issues in Diversity

5.8 Reduce deferred maintenance in existing facilities.

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

5.9 Improve processes outlined in SACS Principles of Accreditation to ensure ongoing compliance with standards, while continuously improving overall educational quality.

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

5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.

**Indicators***:
- Examples of new assessment-related process improvements made

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

**Indicators***:
- Number and list of alumni and new external constituent (parents, family, businesses) outreach activities
- Number and list of alumni and other external constituents (parents, family, businesses) involved with Texas State
- Total dollar amount of alumni and external donor contributions
Examples of CoLA’s engagement of alumni for support and development efforts include the following:

--College expanded contacts with advisory board members (nearly all of whom are alumni) to foster support for students and programs

ENG
--Worked with an alumna and donor to expand opportunities for MFA students to present creative writing workshops and readings to students area school district
--Began preliminary discussion to develop English Advisory Council to provide advice about how best to maintain contacts with donors and alumni

HIST
--Graduate student alumni invited to speak at Phi Alpha Theta Banquet and to History 5371 class

CIS
--Strengthened contacts with alumni and drew on support of advisory board to guide center activities

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.

Indicators*:

• Number and list of library assessment activities
• Number and list of library improvements made

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

Indicators*:

• Percent of campus electric usage per square foot increase/decrease compared to prior year
• Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
• Number and list of awards/recognitions for environmentally responsible practices
• Number and list of new environmentally responsible activities implemented
• Number of new activities implemented as a result of external audit findings
5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.

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

5.15 Complete the Pride and Action campaign plan to achieve the goal.

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

5.16 Promote a safe and secure environment.

**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)