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

Ingram School of Engineering. Faculty salaries aligned with appropriate CUPA medians.

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

Ingram School of Engineering. Added four (4) full time lecturers; searching for three (3) new full time tenure track faculty.

MSEC--MSEC appointed 24 people to its doctoral faculty, including 16 Texas State faculty members and 8 external members, for a total of 50 MSEC doctoral faculty. This near doubling in size was necessary to accommodate our greatly increased number of doctoral students. This allowed us to offer more classes with a more diverse faculty composition and provided students with more options for their doctoral research and dissertation committees.

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

Department of Chemistry and Biochemistry-Todd Hudnall was retained in 2015 to thwart competitive offer from Mississippi State. Subsequently Hudnall received prestigious NSF CAREER Award.-
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

Ingram School of Engineering
Over $100k spent on new and upgraded computing infrastructure for School of Engineering labs
Over $400k spent on equipment/facility acquisitions to support rollout of MS Engineering program.

Computer Science- CS moved to Comal, a newly renovated building that hosts CS main office, faculty and staff offices, and faculty research labs. CS purchased many servers and computers, server racks, and UPS units for teaching and research (worth about $150K).

Department of Mathematics-Facilities: In 2014-2015 we upgraded our undergraduate tutoring lab to improve instructional assistance (approximate cost: $8000). We have a desperate need for additional facilities, including office and classroom space as well as renovations, and will continue to seek those needed resources.
Purchases and acquisitions: Computer equipment was upgraded primarily through the refresh cycle, with the department funding upgrades beyond the basic computer offered so that the enhanced equipment meets the needs of research faculty.
Library expansions: The department maintained its journal collection, including valuable on-line access to journals where available and faculty ordered library materials related to teaching and research as needed. The amount allocated to the department for library needs in 2014-2015 was $158,864.95.
Technology Resource developments: The department maintained a staff position dedicated to supporting the technology needs of faculty engaged in teaching, research, and scholarly activity. We spent approximately $9,400 on software needs for teaching and scholarly activity.
Other: We provided funding (approximately $6,000, plus $1000 grant funding) for colloquia and seminar speakers to enhance teaching and scholarship. We also funded faculty and graduate student travel for scholarly and creative activity ($27,707)
We hired one new tenured faculty member to enhance teaching and research in our doctoral program and 15 lecturers to ensure an adequate course offering for our majors and our general education courses. We have also increased research opportunities for faculty and graduate students.
MSEC-The Analysis Research Service Center (ARSC) expanded to support over 130 active users and over 35 active research projects. The ARSC also provided training to 27 students in 3 classes in COSE. The ARSC expanded its equipment through the support of faculty startup funds, grants, and other university resources including acquisition of a surface profilometer, X-ray diffractometer, ellipsometer, and a scanning electron microscope (total cost: $671,322). The cleanroom more than doubled its users from 32 to 65 and trained 13 graduate students and 32 undergraduate students. Improvements to the cleanroom, including new photomask and chemical vapor deposition furnace equipment as well as facilities improvements totaled over $13K. The Advanced Polymer Laboratory also increased its user base, trained 2 students, and purchased over $7K in new equipment.

A total of $77,538 was spent in MSEC-related materials for the library.

Department of Physics--Faculty startup: E. Close, J. Li, A. Zakhidov
Instructional Laboratory Infrastructure: $119,325
ACC Award for Laboratory Computers: $23,142

Department of Biology--Supple 100, $2,405.13: storefront removal
FAB 220, $95,000: fume hood
FAB 260, $136,910.14: fume hoods
Supple, $208,000, equipment for second genetics lab
Supple, $25,000, equipment for third functional biology lab

Department of Chemistry and Biochemistry--$1.5M in equipment and facilities upgrade to support, retain and recruit scholarly faculty and promote world-class teaching
-$400k for new Nuclear Magnetic Resonance Spectrometer
-$480k in new laboratory equipment to support joint research/teaching mission
-$199k to establish Shared Biochemistry Facility
~$420k in extensive lab and office renovations

Department of Eng. Tech-Engineering Technology replaced aging electronics instrumentation with the latest in solid-state instruments in their electronics lab; total purchase price was $85,000. This purchase was made with assistance provided by the Provost's office. A number of new equipment purchases were made for the foundry and cast metals lab. These include; a 300 lb. capacity hydraulic tilt furnace for $5,900; a 16-inch diameter salt pot furnace for $24,000; a 1,200 degree C heat treatment box.
furnace for $6,100; a rolling mill for $57,000; a pendulum type Charpy impact testing machine for $12,000. These items were all purchased using a combination of external grant funds, industry donations, and Dr. Bartlett’s start-up fund.

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

Ingram School of Engineering. All four (4) Engineering undergraduate programs (Electrical, Computer, Industrial, Manufacturing) participated in ABET self-study, reporting, and on-campus accreditation visits. Outcomes will be published in summer 2016, but are extremely positive at this point. We expect a “full” re-accreditation for all programs.

Computer Science- CS degree programs went through APR. The CS PhD proposal went through the review of an external team consisting of four distinguished computer scientists and educators.

Department of Mathematics- Graduate student Brittany Webre, together with graduate student Shawnda Smith, as part of the Dynamic Geometry in Classrooms project won the Public Choice Award of the NSF 2015 Teaching and Learning Video Showcase. Mathworks trained a team of 4 students who went to compete in the Primary Math World Contest held in Hong Kong. The students won Overall Champions and the Po Leung Kuk Cup (top non-Asian team). More than 40 teams from across the world competed. In addition, during 2014 and 2015, 4 teams of Mathworks students were semifinalists in the national Siemens Competition and 2 teams were regional finalists. These teams do research in mathematics, supervised by faculty. Graduates of our doctoral program were highly successful in obtaining desirable positions due to the increasing national reputation of the program. The recognition of this program is expected to grow with the addition of a doctoral program in mathematics with close ties to the program.

Faculty members were awarded grants and research recognition for their work. Several faculty members were invited to serve as editors and managing editors for national and international journals.

Department of Physics--Awarded PhysTEC Notable Society of Physics Students Chapter (American Institute of Physics)
1. 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

Ingram School of Engineering. The faculty of the School of Engineering produced over $1.25M in research expenditures during FY2015.

Department of Mathematics Faculty members continued to be successful in obtaining and applying for grants (dollar amount to come from OSP, as per instructions). In addition, we hired a new tenured faculty member with extensive grant experience and active grants that will transfer. Cross-discipline collaboration: In 2014-2015, faculty members in the Department of Mathematics were involved in three major cross-discipline funded grants, NSF STEM Rising Stars ($1,500,000), NASA STEM Educator Professional Development Collaborative ($14,998,963), and NASA Future Aerospace-engineers and Mathematicians Academy (FAMA) ($412,000). In addition, there is cross-discipline interaction through doctoral programs, such as faculty in the College of Education and Department of Physics serving as members of thesis and dissertation committees in mathematics as well as math faculty serving in other fields. We also have a faculty appointed to maintain effective communication with the doctoral program in Developmental Education, with graduate students in that program being given the option to teach in mathematics courses when qualified.

MSEC-- MSEC faculty primarily reside in separate departments in COSE. Thus the majority of our faculty’s research grants are processed through their departments rather than through the MSEC program. For 2014-2015, the total sponsored program expenditure dollars processed through MSEC was $1,291,480.

Department of Physics--1. PhysTEC Award: Develop program for educating
Department of Biology- $2,993,230 total, 75 projects with 26 PI's

Department of Chemistry and Biochemistry--Chemistry & Biochemistry (CBC) has a legacy of cross-disciplinary research that continued in 2014-2015 via collaborations with physics, biology and materials science.

Department of Eng. Tech- Faculty in Engineering Technology currently hold a total of 10 externally funded grants for a total of $1.03 million. These include 3 grants from NSF, one from the National Institute of Standards and Technology, one from TX DoT, one from the Association for Iron and Steel Technology, and one collaborative project with Utah State University through the Air Force Research Lab, plus several smaller grants from regional foundations and local industries.

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

Ingram School of Engineering- Over $400k spent on equipment/facility acquisitions to support rollout of MS Engineering program. Approx. $275k in startup funding awarded to MS Engineering tenure-track faculty Dr. Namwon Kim.

Department of Mathematics- $60,000 of startup funding, primarily earmarked for travel and equipment, was provided as per contract to one first-year and 4 second year faculty members.

MSEC-MSEC committed $65,920 in additional doctoral instructional assistant support to the start-up packages of Dr. Alex Zakhidov (Physics) and Dr. Christopher Rhodes (Chemistry & Biochemistry).

Physics--Startup for Dr. Jian Li, not funded by department

Department of Chemistry and Biochemistry--CBC hired three new research
faculty with competitive startup packages including one senior hire from UT Austin (Sean Kerwin) whose startup package may have been the largest on campus for professor not holding an endowed chair.

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

Ingram School of Engineering Dr. Ravi Droopad elevated to IEEE fellow

Computer Science- CS provided travel funds for several international conference trips. CS faculty supported three international post-doc visiting scholars.

Department of Mathematics- The Department of Mathematics hosted one visiting scholar, from China, in 2014-2015. She was funded primarily through China. We supplied office space for her to work with our faculty. The Department hosted speakers from Korea and China, providing $1700 in support through Department and grant funding. Departmental faculty traveled to Brazil, Korea, Prague, Chile, and China to present research and work with colleagues there, funded by over $10,800 from the Department and through a faculty member's developmental leave funding. Faculty members served as editors of international journals and conference proceedings.
A faculty member served as the vice-president of the International Association for Statistics Educations (IASE).

Dr. Young Ju Lee continued international work with a collaborator in Korea on worm-like micellar fluid funded by NSF. Through MathWorks, a Department faculty member coached the Indonesia National Team of 4 middle school students to compete in the 2015 Primary Mathematics World Competition held in Hong Kong.

Multiple faculty members published research articles based on joint work with international faculty.

Department of Biology- 4 visiting scholars: Germany (2 months), 2 Pakistan (3 and 6 months), China (6 months)

Further collaborations have been established with universities in Mexico, Brazil, Cambodia, and Costa Rica, with contacts to Cuba being initiated.

Department of Chemistry and Biochemistry-CBC has several internationally active faculty who presented results at international conferences and hire
postdocs and visiting scientists from foreign countries. A large cohort of faculty are well-known internationally.

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

School of Engineering Dr. Ravi Droopad elevated to IEEE fellow

MSEC--The MSEC Program graduated four doctoral students in this time period, all of whom found positions in their field immediately upon graduation.

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

Ingram School of Engineering  Freescale/NXP donation $115 in FY15

Department of Mathematics - MathWorks received some TRIP eligible donations.

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)

| MSEC--MSEC enrollment increased from 22 students to 35 students, a 59% increase in enrollment. |

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)

| MSEC--STAR Park had 4 client firms. |

**Department of Chemistry and Biochemistry** - As part of the National Science Foundation PREM Grant, associated faculty have been extremely active in local community events that include the San Marcos STEM Fair, The PREM Teacher Academy and the Student SACNAS Chapter.

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)

| Department of Mathematics --The department works with the city of San Marcos and the mayor each year to celebrate Math Awareness Month in April. During April 2015, the Math Department hosted the Bing Celebration, in honor of Dr. R.H. Bing (Tx State class of 1935), a world class topologist. In addition to our exhibit in Alkek Library, four distinguished speakers gave talks honoring the Bing legacy in mathematics. |

**Department of Chemistry and Biochemistry**--see above in 2.2
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

Department of Computer Science-CS awarded scholarships worth about 10k to CS undergraduate and graduate students.

Mathematics---Our endowment funds did well and we were able to provide increased scholarship and award funding to students through these funds. I expect this will be reported through the Development Office.

MSEC--MSEC Doctoral students are guaranteed two years of doctoral instructional assistantships. In 2014-2015, seventeen students received a combined total of $498,522 in assistantship funding. An additional $1500 was paid to support student travel.

Department of Chemistry and Biochemistry --CBC has established two new scholarships: 1) the Larry Herwig Scholarship (given to 2nd,3rd, or 4th year student engaged in research) and 2) Society of Plactics Engineerings Endowment (given to students showing academic and research promise in materials science).

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

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

Ingram School of Engineering
Several interns placed at Infineon in Munich, Germany

Department of Physics--One student involved in study abroad

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

Ingram School of Engineering
Senior Design Day every May and December

Department of Mathematics
Graduate Mathematics Open House
The Math Department held its fourth annual Graduate Mathematics Open House in October. This is their major recruitment tool. It is run in conjunction with our Math In the Picture Contest, which engages students in highschool through graduate school.

MSEC--MSEC appointed an Admissions and Recruiting Coordinator and began efforts to revise its website.

Department of Physics
Graduate recruitment activity at the American Physical Society Annual March Meeting (international meeting)

Department of Chemistry and Biochemistry--CBC continues to explore new recruiting tools and methods for the graduate chemistry program that has included - 1) website upgrade and maintainence, 2) revised recruiting brochures, and 3) new booth materials for use at national chemical meetings.

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

2.9 Expand delivery of distance learning.

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

Ingram School of Engineering Test-offering of ENGR 3190 Cooperative Education via hybrid venue

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

MSEC--The MSEC doctoral program began accepting students in Spring 2012. Our first year to graduate students was 2013-2014, when we graduated 3 students. In the 2014-2015 academic year, we graduated 4 students. As the program becomes more established and we have our full cohort of students, we expect this number to continue to grow.

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

Key Performance Indicators*:  
- Number and list of new co-curricular activities provided  
- Number of attendees at each co-curricular event

3.3 Enhance quality and consistency of academic advising services.
Key Performance Indicators*:

- Number of students served (i.e., walk-in, email, phone, appointment, social media)
- List of professional development opportunities provided to academic advisors for consistent messaging
- Number of external professional development opportunities attended by how many advisors
- Number and list of current internal and external awards and recognitions received by advisors
- Advisor/student ratios compared to prior year

Department of Mathematics - The Department of Mathematics has a doctoral student advisor, a master's advisor, and two undergraduate advisors. The doctoral advisor oversees approximately 30 students as well as meeting frequently with prospective students. The master's advisor oversees approximately 26 students as well as meeting frequently with prospective students. The undergraduate advisors are available during regular business hours for walk-ins and phone calls, as well as being available to answer questions from PACE and CoSE advisors. They also hold sessions during student orientations. They assist with approximately 304 mathematics majors, approximately 1029 mathematics minors, as well as approximately 12,000 students in general education courses. As the University enrollment has increased, the number of advisors in our department has held steady, thus increasing the student:advisor ratio.

MSEC-- The MSEC Graduate Advisor went from advising 22 students in 2013-2014 to advising 35 students in 2014-2015. This increase in workload was offset by adding an Admissions and Recruitment Coordinator to manage incoming students and applicants.

Department of Physics-Response for 3.2: Teacher certification program created in collaboration with CoE. Response to 3.3: Implemented mandatory one-on-one meetings each semester between undergraduate majors and advisor.

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

Department of Mathematics-- The Department of Mathematics offers Honors sections of Calculus I and II, has several Honors topics courses
running with additional ones proposed, and offers research opportunities for students interested in writing Honors Theses.

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

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

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

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

Ingram School of Engineering ABET-related processes directly effect improvements via a continuous, closed-loop process involving faculty, students, constituents, industry

Department of Mathematics- The instruction information for faculty teaching selected courses was changed to including the recommendation that they spend a little extra time on selected material to address problems identified by SACS assessments.

Department of Chemistry and Biochemistry-- CBC strives for continual improvement in assessment despite an ever-increasing enrollment.

Department of Eng. Tech- All academic programs in Engineering Technology undergo SACS student learning assessment every year, with evidence of improvement and action plans updated to Academic Development and Assessment’s web site annually. The Construction Science and Management program conducts outcomes assessment specific to the accreditation requirements of the American Council for Construction Education (ACCE) on an on-going basis. The Concrete
Industry Management program conducts assessment specific to the accreditation requirements of the National Steering Committee on an ongoing basis.

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

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

Department of Computer Science- CS students completed more than 30 internships.

Department of Mathematics ---The Department of Mathematics hosted a Graduate Open House in October as a recruitment tool. A panel discussion was held (open to all current students as well) regarding successful transition to graduate school. The Math Club has multiple activities aimed at transitions students including:
Host visits from institutions recruiting math majors (e.g., USAA, US Navy recruiters)
Email student organization members about on-campus and area career fairs (general and STEM), resume writing workshops, and other useful events at Career Services.
Encourage presentation of results of students’ independent studies at AMS/MAA sanctioned student conferences
The club advisor visits with students individually about their career plans. (about 20-25 seniors this last semester)
Maintain a posting of summer internship opportunities on the student organizations’ bulletin board
Host semi-weekly meetings for Math GRE subject preparation and tips for graduate school admission
Host alumni speakers
Send students to national meetings

Department of Physics—One internship by MS student.

Department of Eng. Tech—Engineering Technology sponsors and participates in four career fairs every year; two for the construction and concrete industries, and two STEM fairs for all CoSE majors. At each of the two most recent construction and concrete industry career fairs over 65 employers and more than 200 students participated. These career fairs are a significant source of internships for underclassmen and career positions for graduating seniors and graduate students.

Two graduates of our Master of Science in Technology (MST) program were accepted in 2012 into the Ph.D. program in Material Science Engineering and Commercialization (MSEC) and both students have now completed their doctoral degrees and graduated. Two additional MS graduates were accepted into the MSEC program for fall 2014, and both students continue to maintain their good academic standing in that program through their second year.

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

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

3.10 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.
Key Performance Indicators*:
- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

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

4.1 Attract and retain a diverse faculty and staff.

Key Performance Indicators*:
- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year

4.2 Remain a Hispanic Serving Institution.

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

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

Key Performance Indicators*:
- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

Ingram School of Engineering Dr. Clara Novoa participates in the SPARK scholarship program which recruits female/underprivileged students in
Dr. Bahram Asiabanpour participates in the MSEIP program which develops infrastructure for HSI/MSI community colleges

MSEC-- Faculty members traveled to UT Pan American to recruit new doctoral students.

Department of Biology The collaborative USDA-HSI project with Agriculture was used to specifically recruit hispanic MS students into science-based education, with financial support for 2 years. Recruiting is also part of participation of the Department in job fairs.

Department of Chemistry and Biochemistry-- Ongoing effort through NIH Bridges Program and NSF PREM Center

Department of Eng. Tech- Dr. Kimberly Talley's NSF-STEM Rising Stars grant is engaged in recruitment and retention of underrepresented minorities and women into the STEM disciplines.

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

Department of Mathematics- Two faculty attended summer diversity workshop held by TxsU, modified course approach to improve inclusion (PHYS 1310 and 1320).

Department of Physics Two faculty attended summer diversity workshop held by TxsU, modified course approach to improve inclusion )PHYS 1310 and 1320).

4.5 Seek historically underutilized business suppliers.

Key Performance Indicators*:
- Number of active HUB vendors compared to previous year
- Percentage of construction value issued to HUB vendors
Number of active mentor/protégé partnerships compared to previous year
Percent of total university procurement with HUB vendors compared to previous year

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

5.1 Increase average full-time staff salaries in all categories.

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

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

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

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

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

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

**Key Performance Indicators***:
- Number and list of new repair and renovation projects completed
- Number and list of new campus enhancement projects completed
- Number and list of new ADA modification projects completed
5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.

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

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

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

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

**Key Performance Indicators***:
- Examples of major new internal professional development workshops offered at main campus and Round Rock campus
- Examples of major new internal faculty development sessions offered
- Total number of faculty served through internal faculty development sessions
- Total number of staff served through internal professional development sessions
Examples of external faculty development opportunities attended by faculty
Examples of external professional development opportunities attended by staff
Number of faculty developmental and supplemental leaves awarded

Ingram School of Engineering
Dr. Tongdan is currently on full year development leave.

Department of Physics--1. Four faculty attended internal development sessions. 2. Three staff attended internal professional development sessions. 3. Approx. 20 external development opportunities attended by faculty. 4. Three development leaves supported for 2016-2017 (one tenured, two non-tenure-line faculty).

Department of Chemistry and Biochemistry--one faculty development leave granted in 2014-2015.

Department of Eng. Tech.--Dr. Soon Jae Lee in Engineering Technology was awarded a full year developmental leave for the 2015-2016 academic year. He is currently engaged in conducting research relating to the leave. Dr. Byoung Hee You has been awarded a full year's developmental leave for the coming 2016-2017 academic year. Dr. Yoo Jae Kim has been awarded a one-semester developmental leave for the spring 2017 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

Department of Physics- One on-line primer developed "Math for General Physics" to tune-up students on specific skills they were previously instructed in math courses.

5.9 Reduce deferred maintenance in existing facilities.

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

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

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

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

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

Ingram School of Engineering  Senior Design Day every May and December is attended by many alumni

Department of Mathematics- The Department of Mathematics created a newsletter that was sent to alumni and external constituents for which we had contact information. In addition to providing information regarding departmental activities, information on how to donate to the University was included. We would like to increase our contact with departmental alumni but are restricted due to lack of available staff resources for this endeavor.
Department of Biology--The department of Biology has initiated a newsletter that will be published twice a year. A database of contact information for Biology alumni has been established recently.

Department of Chemistry and Biochemistry--see 2.4 above.

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

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

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

Key Performance Indicators*:
- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/recognition for environmentally responsible practices
- Number and list of new environmentally responsible activities implemented
- Number of new activities implemented as a result of external audit findings

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.

Key Performance Indicators*:
- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new and enhanced instructional support activities provided
5.15 Implement fundraising initiatives to help achieve strategic plan goals.

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

5.16 Promote a safe and secure environment.

**Key Performance Indicators***:
- Number and list of new safety/security support activities introduced
- Increase/decrease in crime statistics
- Number of new educational activities related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Percent of required policy and procedure statements updated for the year as a result of applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Number and percent of faculty, staff, and students that have received training related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)