

**College: College of Education  
Academic Plan 2012-2017**

**I. Introduction**

State your department/school/college mission statement.

As a premier professional school, Texas State University's College of Education is dedicated to enhancing human potential for all through excellent teaching, relevant scholarship, and community engagement.

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

The College of Education will focus our innovative and evidence-based professional preparation in areas that are crucial to economic success and quality of life in Texas, the nation, and the world. Our programs will be accredited when possible, but always rigorous and aligned with national standards. We will conduct important and relevant research and scholarship, that is increasingly externally funded. We will work closely with our communities and their institutions to mutually inform and influence practices and make our scholarship and teaching more meaningful.

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

1. Interdisciplinary research and professional preparation initiatives to implement and enhance our role as a Hispanic Serving Institution (HSI). (University Goals 2.1, 2.2, 3.5, 3.9, 4.2, 4.4)

We wish to implement our organizational commitment to serving the growing Hispanic segment of the population (especially public school enrollment). We propose new doctoral programs for research and professional preparation, targeted seed money for high salience research teams, targeted recruiting for high need teaching fields, and bilingual/bicultural training and outreach programs, among other

initiatives.

2. Interdisciplinary collaborations to create synergies in researching and serving special needs populations. (University Goals 2.5, 3.9, 4.4)

We are increasingly strong in research and instruction in several areas of special education, therapeutic recreation, and adaptive physical education. We want to capitalize on that strength by proposing a doctoral program in special education, leveraging our very successful Center for Autism Research, Evaluation, and Support (CARES) Clinic to create new funding streams, providing seed money for interdisciplinary grant proposals, and increasing our multidisciplinary clinic capability to provide excellent community services in the context of meaningful training and instruction.

3. Hire and/or convert from lecturer lines 13 new tenure-track faculty members to improve student-faculty ratios and to maintain and achieve new national accreditations of our programs. (University Goals 1.5, 1.6, 1.9)

Each of our three departments has specific needs: CLAS needs new faculty to implement fully a new program and to expand our offerings into San Antonio; HHP has had explosive growth the past 10 years and needs new lines to respond and to enhance accreditations; and C&I has a lower than optimal percentage of classes taught by non-tenure track faculty. Converting lecturer lines will enable us to respond to continuing rapid growth in enrollment with fewer new resources.

4. Invest in College infrastructure to support student learning and faculty research and external funding. (University Goals 1.4, 1.6, 2.3, 2.4, 2.5, 2.8, 3.2, 3.8, 4.2)

Each department needs help in the area of recruiting and admitting students, someone to help with data needs and liaison with the Graduate College, freeing faculty for academic duties. We need to further assist faculty to obtain external funding by providing them with a variety of pre- and post-proposal resources. We need more and better technology and training to ensure that our graduates have cutting edge skills. And we need a College specialist in external and internal communications and recruiting.

5. Upgrade and expand facilities to support increased enrollment, research, and service. (University Goal 1.4)

We are outgrowing our buildings and, while some help is on the way in the form of promised space in ASB-N, that only meets the needs of one department in its current state. Growth of enrollment and research mean that we cannot afford the luxury of underused space in Jowers and so we need to re-purpose some of what is there now. We need to update several areas in the College, notably the Advising Center. We need to expand our clinic space, both on and off campus. And we need to plan for the next phase of growth for HHP in the years ahead, perhaps requiring a new facility.

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

**New positions for 2012-2013:**

*Five tenure track faculty lines:*

- Athletic Training-HHP (1)
- Exercise and Sports Science-HHP (1)
- Elementary Education-Early Childhood-C&I (1 - may convert from lecturer lines)
- Bilingual Literacy/ESL-C&I (1 - may convert from lecturer lines)
- Student Affairs in Higher Education-CLAS (1)

*One clinical faculty line:*

- Educational Leadership-CLAS (1)

**New positions for 2013-2017:**

*Eight tenure track faculty lines:*

- Physical Education Teacher Education-HHP (1)
- Elementary Education-Early Childhood-C&I (1 - may convert from lecturer lines)
- Literacy-C&I (1- may convert from lecturer)
- PhD in Special Education-C&I (1)
- Secondary Education-C&I (2)
- Educational Technology-C&I (1)
- Ph. D. in Bilingual/Biliteracy-C&I (1)

*One clinical faculty or lecturer:*

- Adult Education/Adult Professional, Community Education (APCE)-CLAS (1)

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

Maintenance new money:	Year 1	\$86,000
	Years 2-5	\$219,000
Priorities	Year 1	\$418,000
	Years 2-5	\$1,678,000

(Excludes faculty and graduate assistant lines in both cases.)

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

Since being built in 1978, Jowers Center has housed Athletics, Campus Recreation and Health and Human Performance, and this arrangement, combined with a sustained growth in enrollment, has created a severe shortage of instructional and research space. Renovation of unused day-locker space in Jowers will be used to create research and instructional laboratories, and faculty and support staff offices.

Additional classroom space and faculty offices in San Marcos and Round Rock, including space in the Academic Services Building-North (ASB-N) already planned for C&I in future years.

Expansion into the Alamo Center in San Antonio for new classroom space for CLAS programs, Educational Leadership and Adult Education.

Consistent with our recent reclassification as an Emerging Research University, construction of new research laboratory, project and clinical space will be required in order for us to continue to increase the number of faculty within our College engaged in externally-funded research programs. These new and/or remodeled facilities must also include office spaces for graduate research assistants.

Development of a plan for the construction of a new multi-purpose facility with laboratory, gymnasium and classrooms to accommodate current HHP students and the 25% additional students expected within the next five years.

## II. Process

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

- October-November 2011: Faculty from each academic department met to develop Strengths-Weaknesses-Opportunities-Threats (SWOT) analyses.
- November 2011: Program coordinators met with department chairs to draft department plans based on SWOT analyses.
- November 2011: Dean, department chairs, and program coordinators met to develop a draft plan of college strategic priorities/initiatives based on programs' SWOT analyses.
- November-December 2011: Program coordinators reviewed COE draft strategic initiatives and further refined department initiatives.
- January-February 2012: Program coordinators drafted department strategic plans and shared with department faculty for additional input. Program coordinators and department chairs met to finalize department strategic plans and determine five priorities for the department.
- February 2012: Academic departments submitted department strategic plans to the dean. The College of Education's College Council met twice to further revise the college's 2012-2017 strategic plan.
- March 2012: College strategic plan shared with all COE faculty for review and input.
- March 2012: College Council finalized plan based on faculty input.

### III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
<p>Funding for current level of adjunct needs to cover all classes offered in C&amp;I.</p>	<p>C&amp;I has field-based classes and a number of other special project courses (for grant programs, etc.) that require small class sizes. Our adjunct group line budget has averaged \$400,000 deficit each year for the last four years in spite of efforts to reduce this deficit such as using electronic course fee funds. Class sizes cannot be increased for the professional preparation courses we offer if we are to maintain high standards. This will be even more important as new state accountability standards for Educator Preparation Programs are implemented—these include requirements that hold us accountable for the achievements of public school students taught by our program graduates during their first three years of teaching.</p>	<p>\$400,000/ year for five years</p>	<p>Funding will enable C&amp;I to maintain a balanced budget during this planning cycle. If we are successful in gaining new tenure-track faculty lines, we will be able to reduce this amount over time.</p>

Graduate Instructional Assistants (GIA)	C&I currently has five funded GIA positions, but there is a need for five additional positions in the department to (a) accommodate the addition of the new master's program in Developmental Education and (b) help offset declining graduate enrollment	\$50,270/ year	Additional GIAs will play an important role in recruitment of graduate students and will also provide more support to faculty who teach larger section courses and field-based blocks.
Adjunct support for expansion of programs until faculty lines are available (EDCL & ADED)	As programs continue to expand into San Antonio and to maintain programs in San Marcos and TX State-Round Rock, increased number of adjuncts will be needed.	\$48,000 (\$24,000/year, 2012-2014)	Increased adjunct support will enable the programs to serve new students until tenure-track/clinical positions are added.
Recruitment / Marketing national/ international recognition and diverse faculty/ students	ADED & SPSY: In order to reach more potential applicants both programs need to expand marketing and recruiting including media-based recruitment strategies, faculty travel and costs to recruit, and events such as information sessions for potential applicants.	\$30,000 for three-year period (\$10,000/year for three years)	ADED will be able to have monthly radio ads; newspaper ads for open houses held per semester; exhibit area space at professional meetings. Funding will also allow program to reach a more diverse pool of applicants including Austin and San Antonio populations. This will double the MA program enrollment within five years and will also increase course enrollments in the certificate programs.

<p>technology resources to enhance program websites for innovative recruitment</p>	<p>COUN: Focus on recruitment and retention of quality students with an emphasis on increasing the diversity of our student population</p> <p>Since program websites are a major recruiting tool, they need to provide clear, timely information using engaging, innovative technology (e.g. webinars, video, interactive features, etc.).</p>	<p>\$15,000 to fund web designer (temporary position), software, and training for program coordinators or their designees</p>	<p>COUN &amp; SPSY: Travel funds to recruit students from other universities, exhibit space at professional meeting, and printing/ mailing paper brochures resulting in an increase in diversity across demographic elements to add richness to the programs.</p> <p>Increase in quantity of applicants to programs and better fit of applicants' qualifications to programs due to improved clarity of information on program websites</p>
<p>Three clinical assistant professor positions in Exercise and Sports Sciences (ESS), Health Education (H ED), and Therapeutic Recreation. (Two may convert from existing lecturer lines)</p>	<p>Accommodate past enrollment growth (over 100% since 2002) and provide experienced supervisors for clinical field experiences in ESS, H ED, and Therapeutic Recreation.</p>	<p>\$100,000 /year</p>	<p>Maintain program quality, free up tenure track faculty to teach graduate classes, and seek external funding.</p>
<p>Two full-time lecturers converted from temporary funding for 2011/2012 into two permanent full-time lecturers.</p>	<p>Accommodate past enrollment growth (over 100% since 2002). Teach core classes in Athletic Training and Exercise and Sports Sciences. These are only adequate if enrollment demands in Physical Education Teacher Education are relieved by a tenure track hire and doctoral graduate assistants.</p>	<p>\$70,000/year</p>	<p>Maintain classes to meet enrollment in core undergraduate courses and accommodate grant/contract buy-outs of tenure-track faculty.</p>



Faculty Pilot Research Grant Program	Continue development of the community of scholars within COE as measured by increased faculty grant writing activity, increased funded research grants, and total research expenditures.	Currently \$10,000/ year with \$10,000 matching funds from Research Office - grow COE contribution to \$25,000/ year, by \$5,000 in the first year and then by \$2,500 increments thereafter, while maintaining matching funds agreement from the Research Office	Increased number of extramural grant applications; increased number of funded external grant applications; increased research expenditures (direct costs, indirect costs, total research expenditures); increased IDC recovery (income) to college from Research Office.
Graduate Student Research Grant Program	Continue development of the community of scholars within COE as measured by increased number of doctoral dissertations and masters theses; engage more faculty as research mentors to graduate students.	Currently \$5,000 per academic year; increase in increments of \$2,000 per year over five year planning period.	Increased number and quality of graduate student dissertations and theses completed in the college; increased number of faculty co-authored, peer-reviewed publications and presentations at professional meetings.
Dissertation Completion Stipends	Continue the support from the Provost's Office to assist doctoral students with a stipend to assist in timely completion of their dissertations.	\$30,000/year (already used for 2011-2012 and allotted for 2012-2013)	Increase through-put for education PhD, primarily part-time students who often have difficulty allotting time to finish the writing portion of their dissertations. The first round included seven stipends, all of which will complete and defend within the two semester guideline.

Increase stipend for DIAs in the Education PhD program	Bring the stipend for 12 DIAs from approximately \$18,500 to about \$24,000, which is more in line with recently approved programs	\$36,000 in Year 1; \$66,000 in Years 2-5	Increased stipend will allow us to be more competitive in attracting full-time doctoral students who tend to be faster to graduate.
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#### IV. Planning Categories

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote academic quality by building and supporting a distinguished faculty.</b>								
C&I	Hire seven tenure-track faculty members to reduce the percentage of students taught by lecturers and adjuncts	X	X	Funds for new lines or to convert lecturer lines	\$260,000/year when all are in place (est. 4 conversions and 3 new positions)	Academic Affairs	More students taught by tenure-track faculty	1.2, 1.3, 1.4, 1.5, 4.1, 5.2 COE: 1, 2, 3
HHP	Hire three tenure-track faculty in overenrolled areas with high potential for established and sustained external funding	X	X	N/A	\$170,000/year when all are in place, plus start-up costs	Academic Affairs	Grants received by new faculty	1.2, 1.6, 1.9 COE: 3
C&I	Develop a Preliminary Authority Request (PAR) for a PhD program in Bilingual-Biliteracy Education		X	Funds to hire one new faculty line	\$70,000/year after Year 3	Academic Affairs	Successful searches	1.1, 1.2, 1.3, 1.5, 2.2, 4.2, 4.4 COE: 1
C&I	Develop a PAR for a		X	Funds to hire	\$70,000/year	Academic Affairs	Successful searches	1.1, 1.2, 1.3,

	PhD program in Special Education			one new faculty line	in Year 3-5			1.5, 4.4 COE: 2
CLAS	SAHE tenure-track line	X		Funds to hire new faculty member	\$60,000/year	Academic Affairs	Maintain and enhance quality, support, and consistency of program; relief for one full-time faculty serving as program coordinator/graduate advisor.	1.2 COE: 3
CLAS	EDCL clinical faculty line	X		Funds to hire new faculty member	\$56,000/year	Academic Affairs	Maintain and enhance quality of program and expansion to San Antonio; assist program affected by new TEA requirements for practicum courses.	1.2 COE: 3
CLAS	ADED/APCE clinical faculty line		X	Funds to hire new faculty member	\$56,000/year	Academic Affairs	Enrollment increase by 100%; strengthen ties with San Antonio community	1.2, 2.2, 5.2
C&I	Further develop the research component of the CARES Clinic by enhancing community and international partnerships and grant funding.	X	X	Release time for grant writing, travel, and materials	\$30,000/year	Academic Affairs/ Curriculum and Instruction	Increased scholarship and external funding	1.6, 1.8, 4.4 COE: 2
COE	International travel	X	X	Funds for five	\$25,000/year	Academic Affairs/	Increase in	1.4, 2.4, 2.5

	for faculty			international travel research grants		College of Education/ Departments	international research publications	COE: 4
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COE	Expand research and grant collaboration within department and university	X	X	Faculty time; Funds for seed money	\$15,000/year	Academic Affairs/ College of Education	Increased scholarly activity across departments	1.6, 1.9 COE: 4
CLAS	Develop bilingual and autism cognates/tracks/certificates in SPSY	X		Support for new course and curriculum development	\$8,000	Counseling, Leadership, Adult Education and School Psychology/ College of Education	Students enrolled in specific cognates/tracks	1.5, 3.9, 4.2 COE: 1
<b>Other initiatives supported by the College of Education, found in department plans</b>								
C&I	Support for faculty research and external grant acquisition	X	X	Funds for travel, course release, professional development, research assistantships, administrative support	\$30,000/year	Academic Affairs/ Curriculum and Instruction	Increase in external funding and faculty publications	1.4, 1.6, 5.5 COE: 4
CLAS	Feasibility study for Psy.D. in School Psychology with two new tenure-track lines		X	Two course releases in Year 3	\$8,000	Academic Affairs	Proposed program approved by the Coordinating Board	1.2, 1.4, 1.5
CLAS	Feasibility study for PhD in Counselor Education with two new tenure-track lines		X	Two course releases in Year 3	\$8,000	Academic Affairs	Proposed program approved by the Coordinating Board	1.2, 1.4, 1.5 COE: 2
CLAS	Certificate Programs in SAHE		X	Funds to write curriculum and	\$4,000	Counseling, Leadership, Adult	Increase in full-time applicants and	1.5, 2.2, 4.2 COE: 1

				certificate		Education and School Psychology	certificates	
CLAS	Develop graduate certificates in Adult ESL and Adult Teaching and Learning		X	Faculty time	\$4,000	Counseling, Leadership, Adult Education and School Psychology	Increased course enrollment; student transitions from certificate to degree programs.	1.5, 2.2 COE: 1
C&I	Develop proposal for MA with thesis for Special Education		X	Course release for faculty to write proposal and plan curriculum	\$8,000	Curriculum and Instruction	Increased student research in SPED programs	2.2, 3.8, 3.9 COE: 2
<b>Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.</b>								
COE	Develop an interdisciplinary effort for promoting healthy living behaviors in high-risk populations (low SES, disability, obesity, etc.) and seek national designation as a Physical Activity Promoting College and University (PAPCU)	X	X	Funds for staff, equipment, and facility renovation	\$40,000/year	Academic Affairs/ External Funds	Funded grant proposals and scholarly productivity	2.2, 3.1, 4.2 COE: 1, 2
COE	Add administrative staff position to the COE Clinic (used by COUN, SPSY, and Department of C&I, including the	X	X	Funds to hire administrative assistant for clinic	\$37,500/year for administrative assistant	Academic Affairs	Space utilization; increased client hours; increased multidisciplinary programs; efficient and professional	1.4, 2.2 COE: 2

	CARES Clinic)						administrative assistance; better managed client care; improved professional image	
COE	Develop partnership with San Marcos Consolidated Independent School District/City of San Marcos for a community-based clinic with full-time administrative staff		X	Funds to staff and equip off-campus location	\$30,000/year for administrative assistant after Year 3	Academic Affairs/ College of Education/ Departments	A community resource that includes bilingual mental health, autism, and other services; a training site for students; and a resource for the community and SMCISD.	1.4, 2.2 COE: 1, 2
C&I	Improvements to teacher education programs as outlined in the Inquiry Brief Proposal submitted to the Teacher Education Accreditation Council and to meet new state accountability standards for educator preparation programs. This dovetails with our new efforts to measure teacher effectiveness	X	X	Funds for faculty training, travel to exemplary programs, materials and equipment	\$30,000/year	Academic Affairs	Continued accreditation and acceptable state accountability ratings	1.5, 3.5 COE: 4

COE	Targeted recruitment of qualified, diverse students, particularly in high needs programs	X	X	Funds for student support-travel, research, financial aid	\$20,000/year	Academic Affairs/ College of Education	Growing, diverse enrollment	2.4, 4.3 COE: 1, 4
CLAS	Internationalize curriculum for APCE/SI		X	Funds to support MOU and partnership development	\$5,000/year	Counseling, Leadership, Adult Education and School Psychology/ College of Education	Completed MOUs with increased partnering sites and study/research abroad	1.8, 2.4 COE: 4
CLAS	Internationalization of curriculum and global experiences within SAHE graduate preparation program	X		Funds for faculty course planning and collaboration with Study Abroad Office	\$3,000/year	Counseling, Leadership, Adult Education and School Psychology	Greater emphasis on internationalization of Student Affairs within the program with increased global and cultural competence in students	2.4, 2.5 COE: 4
CLAS	Increased student support for SAHE		X	Funds for tuition stipends and travel money	\$3,000/year	Academic Affairs/ Graduate College (Student Service Fees)	Increased number of quality and diverse applicants; increased retention and professional development of students; increased program visibility at national conferences	2.3, 4.3 COE: 4
<b>Other initiatives supported by the College of Education, found in department plans</b>								
CLAS	Tuition stipends for doctoral students to recruit quality students and increase rate of program		X	Funds for tuition fellowships	\$18,000/year for three students; \$6,000 each	Academic Affairs/ Graduate College	Increased ability to recruit quality students and increased rate of program completion	3.1, 3.2, 3.9 COE: 4



	completion.							
HHP	Feasibility study for interdisciplinary PhD in health promotion		X	Faculty time	N/A	N/A	Plan submitted to Dean & Provost	1.5, 1.9, 2.2, 3.1 COE: 2
<b>Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.</b>								
COE	Hire graduate staff advisor position in each department	X	X	Funds for three graduate advisor positions; one per department to facilitate recruitment, admissions, and graduate processes	\$105,000/year	Academic Affairs	Increased faculty productivity and student satisfaction	3.2, 5.2 COE: 4
HHP	Implement collaborative PhD track in culturally responsive Physical Education Teacher Education (PETE) within existing PhD programs in the college		X	One tenure-track faculty and four (two in Year 1 and two more in Year 2) doctoral assistantships	\$60,000 - \$70,000 and doctoral 9-month graduate assistantships \$50,000 Year 1 and \$100,000/year in subsequent years	Academic Affairs	Two to four doctoral graduates per year after three years	1.5, 1.9, 3.1, 3.5, 4.2, 4.4 COE: 1
COE	Hire recruitment/communications officer for college	X		Funds for one communications officer for college	\$45,000/year	Academic Affairs/ College of Education	To recruit quality students for all programs with emphasis on STEM and graduate students	2.6, 5.2 COE: 4

COE	Renovation of Undergraduate Advising Center	X	X	Funds to renovate center and upgrade technology needed for student use and outreach	\$25,000	Vice President for Finance and Support Services/ College of Education	To create a warm, comfortable, and professional environment. Use of technology for outreach and student registration/advising needs.	3.2, 5.4 COE: 5
HHP	NATA accreditation of post-professional masters program in Athletic Training	X	X	Expenses related to accreditation	\$10,000/year in expenses	Academic Affairs	First National Accreditation of Athletic Training masters in Texas	1.2, 1.5, 3.4, 3.5
COE	Develop Professional/Alumni networks	X	X	Funds for contract services and lists	\$5,000/year	College of Education/ Departments	Creation of professional/alumni network to support program efforts to recruit and retain a diverse student body	3.8 COE: 4
<b>Other initiatives supported by the College of Education, found in department plans</b>								
CLAS	ADED & SPSY – new Graduate Instructional Assistant (GIA) positions to competitively recruit new students	X	X	Funds for GIA positions	\$40,608/year (Four, 20-hour, for 9-months positions)	Graduate College/ Academic Affairs	Increased number of students and higher retention; ADED's MA increase students by 100%	1.5, 2.3, 4.3 COE: 4
CLAS	APCE/SI – new Doctoral Instructional Assistant (DIA) positions to support students during program and expand	X	X	Funds for DIA positions	\$38,000/year (Two, 20-hour, 9-month positions)	Graduate College/ Academic Affairs	Increased recruitment of quality, full-time national/international SI students, career placement with attention to higher	1.5, 2.3, 3.1, 3.2., 3.9, 4.3 COE: 4

	the national and international profile of the program						education, enhance completion rates	
CLAS	Increase travel support for collaborative APCE/SI faculty-student research.	X	X	Funds for conference expenses: registration, travel, hotel, etc.	\$20,000/year for student-faculty travel to present collaborative research at conferences	Counseling, Leadership, Adult Education and School Psychology/ Graduate College (Student Service Fees)	Increased diversity of student body (regionally, socioeconomically), increased visibility of the programs and students obtaining faculty positions after graduation, and increased research productivity of faculty and students.	1.5, 2.5, 3.1 COE: 4
CLAS	SAHE – new Graduate Research Assistant (GRA) positions are needed to support the existing program to remain competitive	X	X	Funds for GRA positions	\$22,000/year (Two, 20-hour, 12 month positions) for SAHE	Graduate College/ Academic Affairs	Attract and retain students while providing meaningful academic/field experiences	1.5, 2.3, 4.3 COE: 4
C&I	Provide travel funding for undergraduate and graduate students to present at professional conferences	X	X	Student travel funds	\$10,000/year	Curriculum and Instruction	Increased numbers of students presenting at state and national conferences	3.8 COE: 4
C&I	Reduce class size of large lecture courses (CI 4332) to provide better instructional	X	X	Two per course lecturers @ \$4000 each	\$8000/year	Academic Affairs	Improved engagement in courses and improved scores on	3.8 COE: 3

	experience for undergraduate secondary education majors who only take 18 hours of coursework in education						TExES PPR exam for secondary students	
<b>Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.</b>								
COE	Devise and implement strategies to make all of our faculty hires from a pool that is diverse and high quality	X	X	All faculty lines	(Cost included under Goal 1)	Academic Affairs	Successful searches	4.1, 4.2 COE: 1, 3
COE	Bilingual and bicultural initiatives, training, and events for faculty and students	X	X	Funds for programming	\$30,000/year	Academic Affairs/ College of Education	More bilingual faculty and programs; heightened awareness of issues and new approaches	4.1, 4.4, 5.6 COE: 1
C&I	Recruit students from high school pre-teaching programs for critical shortage areas such as bilingual education, special education, and STEM	X	X	Funds to support recruiting efforts	\$5,000/year	Curriculum and Instruction	Increased enrollments, especially of minority students, in critical shortage area teaching programs	4.1, 4.2 COE: 1
HHP/ CLAS/ C&I	Continue to seek greater diversity in faculty through recruitment through	X	X	N/A	N/A	N/A	Hiring of faculty with a more diverse profile	4.1, 4.3 COE: 1, 3

	target of opportunity hires, recruiting diverse candidates for our search pools, and actively recruiting diverse graduate students							
HHP	Establish a collaboration agreement with an international university (IES)	X	X	Faculty Time	N/A	N/A	MOU with university for visiting international students	2.4, 2.5, 4.3 COE: 4
HHP	Seek international scholars for our Brennan & Smith Lecture Series		X	Faculty Time	N/A	N/A	Host international scholar at lecture	2.5, 4.3 COE: 4
<b>Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.</b>								
HHP	Renovation of unused space for laboratories and offices	X	X	Funds for plans and renovation costs		VPFSS Small Renovation Funds	Dedicated space for Athletic Training and Exercise and Sports Science programs	1.4, 1.9, 3.4 COE: 5
COE	Devise and implement an instructional technology plan that will infuse 21 <sup>st</sup> Century learning into all COE programs so that our graduates are able to utilize cutting-edge	X	X	Funds for equipment, software, faculty development and training, and technical support	\$75,000 initial investment with \$20,000 needed per year for replacement/upgrades	Academic Affairs/ College of Education	Students meet respective professional standards for technology use	3.10, 5.6 COE: 4

	technology in their professions. This plan will encompass equipment and software, faculty development, and technical support.							
C&I	Hire part-time media technology specialist to manage resources for educational technology.		X	.5 FTE Staff Salary	\$19,000/year	Academic Affairs	Staff person successfully supports technology goals	3.10, 5.6 COE: 4
C&I	Hire additional administrative assistant with sole responsibility of providing administrative support for pre- and post-award activity.		X	Staff Salary	\$34,000/year	Academic Affairs	Increased external funding due to better administrative support for faculty	1.4, 1.6, 5.5 COE: 4
HHP	Develop on-line courses where appropriate for content and student demand	X	X	Two course releases or stipends	\$10,000/year	Electronic Course Fees	Student enrollment and freed up class space	2.8, 5.7 COE: 4
HHP	Develop plan for multipurpose laboratory, classroom, research, and office facility		X	Funds for plans		Vice President for Finance and Support Services	Plan developed	1.4 COE: 5