Texas State University
2012-2017 University Goals, Initiatives, and Indicators*
(*All responses for identified indicators should include only current-year data, unless otherwise noted)
College of Liberal Arts 2014-2015 Plan Progress

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

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

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

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

Anthropology: Renovated three spaces for new faculty offices ($21,766).
Renovated two conference rooms to provide sound proofing ($24,500).
1.5 Offer academic programs that are nationally and internationally competitive.

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

English:
English MFA program retains standing among top creative writing programs in the nation. Program received funding to support nationally significant fiction prize.

English MA in Rhetoric and Composition has a nationally recognized, award-winning faculty member, with membership on the executive committee of the leading national organization in the field.

Geography:
A milestone was reached in FY 2015 with the conferring of the 100th PhD in Geography.

The renaming of the Environmental Geography PhD program to PhD in Geography was officially approved by the Texas Higher Education Coordinating Board in January 2015.

Political Science:
The Model Organization of American States (MOAS) program sent students to participate in the Eugene Scassa MOAS (ESMOAS) national competition. The Texas State team garnered 13 distinguished awards at this competition.

MOAS students participated in the Washington D.C. Model Organization of American States (WMOAS) national competition. A Texas State student was selected as Secretary General of next year's competition.

Department supported the development of a new student organization, the Model United Nations.

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in sponsored program expenditures including collaboration across disciplines.

Key Performance Indicators*:
- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

Anthropology:
New project called “Operation ID” in which anthropology faculty collaborate with faculty in Geography to map locations of migrant deaths in South Texas.

Continued research examining the experiences of people living without health insurance in Hays County, Texas, including how their situations are changing with the implementation of the Affordable Care Act.

Continued research documenting the social and cultural history of Mexican-American cemeteries in central Texas.

English: MFA Program in Creative Writing developed initiative to digitize all films of Therese Kayser Lindsey readings and lectures from 1974 to the present, preserve them in a digital archive maintained by IT, and upload them to the university’s Mediaflo platform, from which scholars and the general public will have access.
Geography:
Holocaust Geographies Collaborative (geography, history, art history, genocide studies): network involving researchers at universities and centers in the US and abroad.

Land Change and Ecosystem Science (LanCES) initiative at Texas State University (biology, geography, education).

Landscape Land Use Change Institute, a network involving researchers in several disciplines at universities and centers in the US and abroad.

History: Faculty member participated in the Sheffield, UK Workshop on forced labor

Philosophy:
Using Big Data to Improve Public Service Delivery in the City of Austin (with Geography, English, Computer Science, Industrial Engineering; & LBJ School at UT-Austin).

Creating an Ethical Culture of STEM (with Engineering; & Technology Management at UT-Tyler).

Animal Ethics (with History).

Ethics in Public Administration (with Political Science).

Ethics, Communication, and Public Policy in Emerging Technologies (with Political Science).


Religious Studies at Public Universities (with Modern Languages, History, Anthropology).

Center for International Studies: Participated in joint grant application with the Texas International Education Consortium focusing on improving secondary education in Cambodia.

Center for the Study of the Southwest: Hosted “Views from the Hill: History, Myth, and Memory in Texas.”

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants.
Key Performance Indicators*:
- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

Psychology: Dr. Logan Trujillo: $1,000

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

English:
Hosted two visiting scholars from Togo and from the People's Republic of China.

Faculty member participated in workshop on the History of Distributed Cognition at University of Edinburgh.

Geography:
The National Center for Research in Geography Education (NCRGE) is in the process of building a research coordination network in geography education (RCN). Currently, RCN membership stands at over 130 researchers at 49 universities and organizations in the U.S and internationally.

Exchange collaboration with University of Rennes 2, France.

History:
Hosted visiting professor, University of Mexico

Faculty member, with two colleagues from the University of London, founded the Trafficking and Migration Consortium and hosted the first conference of the TMC in London.

Modern Languages: Faculty exchange, University of Rennes 2, France.

Philosophy: Faculty member was visiting scholar at Beijing Normal University.

Political Science: Worked with Leiden University in the Netherlands to develop a Certified Public Manager (CPM) program for Europe.
Sociology: Faculty member funded by a Fulbright grant to travel to the University of Uppsala (Sweden) to perform work on a comparative study of popular music experiences and aging.

Center for International Studies: Center funded research travel for faculty member to study species conservation in Cambodia.

Center funded student research trip through Wilson Fellowship. Research focused on species conservation in Cambodia.

Center for the Study of the Southwest: Hosted the “Sixth International Colloquium on Northeastern Mexico and Texas.”

1.9 Pursue National Research University Fund (NRUF) eligibility.

Key Performance Indicators*:
- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
  - Number of doctor of philosophy (PhD) degrees awarded
  - Percentage of first-time entering freshmen in the top 25% of their high school class
  - Average SAT and ACT scores of first-time entering freshmen
  - Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  - Number of tenured/tenure-track faculty who have achieved national or international distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria.
  - Number of graduate level programs and graduation rates for master’s and doctoral programs

1.10 Increase Texas Research Incentive Program (TRIP) awards.

Key Performance Indicators*:
- Number and total dollar amounts of TRIP-eligible submissions/awards
- Total dollar amount of matching funds received from TRIP for the year

Anthropology: Received Gault School of Archaeology donation of $210,000 to the
Prehistory Research Project.

Submitted Gault School of Archaeology donation of $380,000 to the Prehistory Research Project

English: Submitted gift of $660,000 from the estate of L. D. Clark.

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

2.1 Move forward on the goals of participation, success, and excellence.

**Key Performance Indicators***:
- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Overall African American and Hispanic enrollments compared to enrollments of previous year
- Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates)

2.2 Continue engagement in the economic development of the region.

**Key Performance Indicators***:
- List of current economic collaborations with external constituents
- Number of clients in STAR Park
- Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC)
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

Anthropology: Increased number of cultural resource management contracts with the City of San Marcos.

English: Clark Endowment supported a writer-in-residence at the Clark House in Smithville. Writer-in-residence preserves contacts with the community and offers local readings.

Geography: Continued development of Texas Atlas projects.

History: Presencias Urgentes: Latino Communities and the 25th anniversary of the ADA (brought together artists, civil rights organizations, and faculty across Texas and the United States). Department hosted
Gayatri Spivak’s talk on campus and to community activists in Austin

Political Science:
William P. Hobby Center for Public Service has ongoing collaboration with the Texas City Managers Association (TCMA) and the Texas Municipal League (TML) to provide educational and professional development opportunities for City Managers, Department Heads and other City staff in the Central Texas Region and beyond.

Center for Research, Public Policy and Training (CRPPT) co-sponsored the Hogwild Legal Forum with the law firm of Denton Navarro Rocha Bernal Hyde and Zeck.

CRPPT also enhanced international visibility through conducting inaugural International Sustainable Transportation Engagement Program in the Netherlands and Romania.

Sociology: Faculty member played lead role in securing MOU with Lockhard Healthcare for a new long-term care facility in Wimberley, TX.

Center for International Studies: Center hosted welcome social for Dr. Manuel Gonzales Oropeza, Justice of The Supreme Court for Elections in Mexico. Invitees were community business representatives and faculty.

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)

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
New College of Liberal Arts New Scholarships: Richard Castro Scholarship $17,600 ($4,400 per academic year) awarded for first time; Texas State University System Foundation Graduate Endowment Liberal Arts Scholarships awarded for first time ($500 each for four students).

Anthropology: Continued support for graduate students from the Grady Early Endowment ($6,000), the Biological Anthropology Research Fund ($4,000), the Thomas E. Miller Endowment ($4,000), and the Center for Middle American Research ($2,000).

English: Clark Endowment funding used to support research assistants.

History: Kent Finlay Scholarship

Modern Languages: Corinda Crews Moeller Scholarship (German)

Philosophy: Initial Funds, and on-going funding secured for the new Glenn and Donna Joy Scholarship in Logic and Philosophy.

Political Science:
Faculty member contributed $6000 to the Political Science Department Scholarship Fund to create a MPA scholarships for the 2015 Calendar Year.

The William P. Hobby Center for Public Service allocated $4000 toward MPA scholarships for the 2015 calendar year.

Psychology: Established a new scholarship fund (Masters in Psychological Research Graduate Scholarship).

Center for International Studies: Dunn Family Best Thesis Award in International Studies established and awarded to two students.

Two existing scholarships raised to Presidential Level ($50K+ in each).

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

English:
Faculty mentor for the 2014 Faculty Learning Community for Globalization.

Faculty member participated in university globalization workshop.
Geography:
Partnership with University of Rennes 2, including the exchange of students and multiple reciprocal visits.

Signing of agreements at Texas State for partnership with East China Normal University.

History (new courses with international content):
HIST 5316 Topics in Women's History
HIST 5316A Women's Rights in Comparative Perspective
HIST 5316B Women and Empire
HIST 5324E Modern Latin American Revolutions
HIST 3374 Topics in Religious History
HIST 3374A History of Christianity 1400-1700
HIST 3374C History of Religion in India

Modern Languages:
Two faculty participants in Faculty Learning Community for Globalization.

Faculty participant in Texplore: Discover the World at Texas State.

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

Study Abroad Program in College of Liberal Arts:

Anthropology:
--England (Canterbury), Dr. Jon McGee (with faculty from Anthropology, Political Science, and Social Work) (R).
--Belize, Dr. James Garber (R).

English:
--Ireland (Cork), Mr. Steve Wilson and Dr. Nancy Wilson (R).
--Spain (Madrid, Barcelona), Dr. Edna Rehbein (with faculty from English
Geography:
--Cuba (Havana, Dr. Sara Blue (R)).

History:
--England (Chester), Dr. Bryan Mann (R).

Modern Languages:
--Austria (Vienna), Dr. Ewa Siwak (R).
--Costa Rica (Heredia), Dr. Sergio Martinez (R).
--France (Rennes), Dr. Carole Martin (with faculty from Modern Languages and English) (N).
--Italy (Amalfi Coast), Dr. Moira DeMauro-Jackson (N).
--Japan (Nagoya), Dr. Mayumi Moriuchi (R).
--Japan (semester, Jagoya), Dr. Mayumi Moriuchi (R).
--Japan (semester, Osaka), Dr. Mayumi Moriuchi (R).
--Jordan (Amman), Ms. Noha Mohama-Akkari (N).
--Spain (Valladolid, summer I), Dr. Yasmine Beale-Rivaya (R).
--Spain (Valladolid, summer II), Dr. Agustin Cuadrado (R).
--Spain (Valladolid, semester), Dr. Antonio Gragera (R).

Political Science:
--Holland and Romania, Dr. Billy Fields (with faculty from Political Science and Geography) (N).
--Ireland (Dublin), Dr. Walter Wright (N).
--Peru (Lima), Dr. Omar Sanchez-Sibony (R).
--Spain (Barcelona), Dr. Hassan Tajalli (R).

Sociology:
--England (Canterbury, Dr. Bob Price (N).

Political Science:
Published Armed Forces & Society (AF&S), a journal with international focus.

Faculty member worked with scholar from The Netherlands who teaches at The Netherlands Defense Academy.

Faculty member served as second reader on a dissertation committee at Tilburg University (The Netherlands).

Faculty member served as a rater of applicants for South Africa NRF’s Review and Evaluation directorate.

Psychology: Department hosted lecture by Dr. Jieun Lee from Chung-Ang
University (South Korea).

Center for International Studies: Wilson Fellowship Recipients – funded trips for seven students to Cambodia for NGO internship and teaching opportunities ($45,759.16).

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

**Anthropology:** Recruitment through the Society of Applied Anthropology to increase applicants to the Anthropology MA program.

**English:** Faculty member and students recruited for MARC program at graduate fairs sponsored by St. Edward's and Houston Tillotson Universities in Austin.

**Geography:** Recruitment booth at SWAAG/Applied Geography Conference in San Antonio.

**New brochure for PhD program in Geographic Education.**

**Modern Languages:** Department hosted Texas State German Contest (900 high school students, teachers, and parents).

**Philosophy:** Campus visits to discuss MAAPE – Prairie View A&M, St. Edward's University, Southwestern University, Trinity University.

**Political Science:**
- Master's in Legal Studies Program launched two, one-week radio campaigns, a Facebook page, and new website for the program, and substantially revised its Legal Studies Handbook and brochures.
- Masters of Public Administration Program made recruitment visits to Prairie View A&M, Southwestern University, Baylor University, St. Edward's University, as well as visits with city staff in Hutto, Georgetown, Kyle, Buda, New Braunfels, Sequin, and other communities. The program held open door meetings in Round Rock to recruit students. New brochures were created and mailed to city managers and human resources directors in the Austin-San Antonio region.
The MA Political Science Program updated its website to strengthen its appeal.


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

**English**: English worked with University Extension to develop online correspondence courses, replacing paper-based ones.

**Political Science**: The Master’s in Legal Studies Program received approval from the American Bar Association, its approval agency, to offer courses in a hybrid format.

**Sociology**: Four faculty developed/converted online Sociology courses.

**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
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

**English:**
English students organized an undergraduate creative writing club.

Faculty developed application for student chapter of the Technical Communication Association.

**Philosophy:**
Faculty advised new student groups with a scholarly focus, which meet weekly in Comal: Religious Studies Student Colloquium, Pagan Student Association, and Socialist Alternative.

Hosted new weekly summer philosophy reading group.

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
Advising Center:
Advising services for new transfer students shifted from group model to a one-on-one model.

Increased walk-in advising days from 9 in spring 2014 to 17 in spring 2015, allowing more students to be seen during peak times.

English: Hired new program faculty member to facilitate improved advising of graduate students.

Political Science: Legal Studies Program, director met with each new student prior to registration to provide personalized academic counseling.

Center for International Studies: Implemented Graduate Peer informational sessions for graduate students

3.4 Enhance the Honors College to better attract and engage high achieving students.

Key Performance Indicators*:
- Number and percent of students enrolled in Honors College compared to prior year
- Number of Honors sections offered
- Number of Honors College graduates compared to prior year

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

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

English:
TKL and Katherine Anne Porter House readings.

University Chair in Creative Writing visited undergraduate classes, offered graduate writing workshops, held public readings.

New TKL lectures on topics related to English Studies sponsored by TKL
Endowment.

Philosophy: Philosophy Dialogues hosted readings of new dramatic works, film screenings, musical performances, and discussions about the value and meanings of the arts.

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

Anthropology decreased the MA student learning outcomes from 5 to 3 to focus on improving students’ thesis proposals and theses.

Geography developed new student learning outcomes for undergraduate certificates in Environmental Interpretation, Geographic Information Sciences, Location Analysis, and Water Resources Policy.

History developed new student learning outcomes for the graduate certificate in Public History Studies. For General Education assessment, the department modified its use of the assessment for core courses.

Modern Languages decreased the MA student learning outcomes from 5 to 3 to focus on improving students’ communication skills (written and oral), as well as their mastery of literature and culture.

Philosophy developed new student learning outcomes for the graduate certificate in Professional Ethics.

In Political Science, The MA Political Science program created a new core program course to improve learning outcome results. The Legal Studies program expanded the role of faculty working with students to enhance key learning outcomes in research and writing. And the Public Administration faculty assumed responsibility for advising students within their concentration area to improve student learning outcomes across the program. At the undergraduate level, Political Science faculty refined key concept questions for assessing outcomes in core curriculum courses.

Sociology developed new student learning outcomes for the MS/MA program in Dementia and Aging, and reduced the number of student learning outcomes for their graduate programs (MA/MS) from 7 to 5.
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

Advising Center: Arranged special advising office hours for Career Services Advisor/Liaison to the College of Liberal Arts. Proxemics allowed for students to meet with their academic advisor and immediately after meeting with the career advisor.

Anthropology: Expansion of workplaces available for the undergraduate and graduate internship programs.

English: Development of new external Advisory Council that will help promote careers for majors.

History:
Workshop with Liberal Arts representative from Career Services on Resume Writing.

Brown Bag Discussion with various faculty on “Applying to Graduate School.”

Philosophy: New faculty led workshop on preparing and applying for graduate school.

Political Science: Alumni panel featuring successful graduates of BA, BPA, and Legal Studies programs discussed transition from college to career.

Psychology: Department hosted panel (4 guest speakers) on “Careers in Psychology.”

Sociology: Department hosted Careers in Aging panel, with MS in Dementia and Aging (MSDA) faculty, an MSDA student, and representatives from local non-profits and state agencies.

Center for International Studies: Worked with Career Services to provide informational sessions regarding global resume building, Peace Corps, and U.S. Department of State internships, fellowships and employment opportunities.

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<td>3.9</td>
<td>Continue faculty and student information literacy initiatives that support student learning.</td>
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<td><strong>Key Performance Indicators</strong>:</td>
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<td>- Number of literacy sessions provided</td>
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<td>- Number of faculty and students served</td>
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<td>3.10</td>
<td>Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.</td>
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<td>- Number of freshman students served</td>
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<td>- QEP successes based on outcomes achievement and continuous improvement</td>
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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

Modern Languages: Faculty participant in workshop to mentor international students.

Philosophy: Outreach to Prairie View A&M Humanities Programs

Political Science: Enhanced discourse on democracy program, which recruits diverse range of students to the major and offers academic enrichment as a means of engaging and retaining students.

Sociology: Graduate Director enhanced recruitment and retention with the
following activities: attended undergraduate classes to do presentations on
graduate programs in sociology; participated in the Southern Sociological
Society graduate program poster recruitment session; developed an
extensive list of resources for graduate students.

Center for International Studies: Coordinator made graduate recruitment
trips to Texas Tech Graduate Fair, University of El Paso Graduate Fair,
Texas A&M Kingsville Graduate Fair, Texas A&M Corpus Christi Graduate
Fair and Texas A&M International Graduate Fair

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

English: Successfully hired new faculty member to specialize in the
  teaching of US Women Writers, with additional interest in teaching courses
  on Chican@ writers

Sociology: Center for Social Inquiry sponsored invited lecture by Dr. Joe
  Feagin on Common Experience theme of Exploring Democracy’s Promise:
  From Segregation to Integration.

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

English: Increased travel allotments for all faculty (lecturer through full
History: Swinney Development Leave awarded for first time to support faculty research.

Philosophy: Expanded research travel support to all contract teaching faculty, expanded faculty works-in-progress series, began planning for an annual Central Texas Philosophy workshop.

Psychology: Department increased faculty travel to support travel for conferences and training.

Center for International Studies: Expanded its faculty development opportunities through lecture and conference attendance.

5.8 Support structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

Key Performance Indicators*:
- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and dollar amount of new resources provided to support distance learning
- List and dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards

Anthropology: ANTH 4304 Language, Culture and Society offered online.

Modern Languages: Spanish correspondence courses (1410, 1420, 2310, and 2320) converted to an online format.

Psychology: PSY 2100 Professional Seminar (9 online sections, 100% distance based).

Sociology:
- SOCI 5383: Seminar on Aging
- SOCI 5351: Introduction to Dementia
- SOCI 5352: Dementia and Care
- SOCI 5355: Social Psychology of Dementia
- SOCI 4308: Quantitative Research Methods (Hybrid)

Center for Diversity and Gender Studies: Taught new online course, DVST 5320, for first time in Fall 2014.
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

English:
Launched new Donor and Alumni Advisory Council.

Expanded efforts in the undergraduate internship course to connect students with alumni.
History: Alumnus served as speaker for Phi Alpha Theta Banquet

Philosophy: Alumni participated in Philosophy Dialogues as presenters and attendees.

Political Science: Legal Studies Program invited alumni to speak to current students.

Psychology: Department hosted mixer for graduating seniors, faculty, and alumni.

Sociology:
Department sponsored panel of alumni who have applied research jobs to talk to undergraduate and graduate students about finding applied research positions.

Department issued new newsletter to over 400 alumni.

Center for International Studies: Center held quarterly meetings with Board of Advisors to discuss Center activity, funding, outreach, study abroad opportunities and internships for our students.

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/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.**

**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)