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

Math - The Department of Mathematics has hired tenure-track faculty members at or above the CUPA media. Newly hired Lecturers were hired with a salary near CUPA median, creating a significant inversion. Additional work is needed to improve salaries at the lecturer rank.

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

MSEC - MSEC added nine people to its doctoral faculty (4 internal, 5 external) for a total of 57 doctoral faculty.

Math - The Department employed 77 faculty members in 2016-2017. Of those, 73 were full-time. Thus the percentage of full-time faculty was 94.8%. Of those who were not full-time, one was on modified retirement, one was half-time, and two were per-course. The Department of Mathematics converted 5 Lecturers to Senior Lecturers which improves stability and the ability for planning.

CBC - The Department of Chemistry and Biochemistry hired five new faculty in the Fall 2016. Two assistant professors were hired: William Hoffmann (speciality is analytical chemistry) and Shane Yost (speciality is computational chemistry). Three full-time lecturers were hired: Paul Hemmes, Brittany Vinciguerra, and Blain Mamiya. We are currently searching for one new tenure-track faculty, in the area of biochemistry.

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty.
Math- The Department of Mathematics distributed funding from the merit pool based on meritorious performance. Highly competent faculty received larger (as a percentage of salary) raises. Some faculty were not awarded merit raises. These faculty are to work with their mentors to improve their performance. Internal recognitions and awards received by faculty during 2016-2017 include:

Departmental Awards:
Teaching: Dr. Alejandra Sorto, Dr. Shuying Sun, Ms. Amanda Walker
Research: Dr. Thomas Keller, Dr. Yong Yang
Service: Dr. Alex White, Dr. Lucas Rusnak

College Awards:
Teaching: Dr. Sharon Strickland
Service: Dr. Hiroko Warshauer

University Awards (College nominees for Presidential Awards for Excellence):
Scholarly/Creative: Dr. Alejandra Sorto, Dr. Jennifer Czocher
Service: Dr. Stewart Welsh

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

MSEC-The Analysis Research Service Center (ARSC) expanded to support over 140 active users in 49 active research projects. The ARSC also provided training to 50 students across 7 classes in COSE. The ARSC expanded its equipment through the support of faculty startup funds, grants, and other university resources including acquisition of a Raman-AFM (33 current users). An FTIR was also donated to the ARSC.

The Nanofabrication Research Service Center (NRSC) expanded to support 48 users in 19 active research projects. The NRSC also provided training to 116 undergraduate and 14 graduate students across 6 classes in COSE. The NRSC improved its facility through various equipment upgrades and maintenance through the support of grants, faculty resources, and other university funds including rebuild of resistive evaporators utilized for education, process training for the wafer bonder, preventative maintenance
on the contact aligner, and servicing of the magnetron sputter turbopump. The sum total of these expenditures was $26,832. The MSEC conference room located in RFM 3219 was upgraded to facilitate video conferencing at a cost of $3,820 to the program.

Biology-Supple 227, 257, 280, 343, 370 renovations ($500,000)

CBC- The Department of Chemistry and Biochemistry vigorously seeks renovation funds to accommodate changing faculty research and improvements to teaching laboratories and classrooms to optimize student success. Projects near completion are two research spaces for the two, new assistant professors. Large project to be completed this year is the addition of a 6-seat classroom as new space - new classroom will expand exterior walls of CHEM and will be located on first floor patio.

Eng-Tech- Two new faculty members hired for the fall 2017 semester, Dr. Jim Wilde and Dr. Dika Hanadyani, each received significant start-up funding which will be used to purchase new equipment for our labs. Dr. Wilde’s start-up will enhance our materials testing capabilities, and Dr. Handayani’s funds will enhance our capabilities in both the foundry lab and machining lab.

Ingram Eng-$400k of annual capital equipment funding associated with MS Engineering program

CS- Derrick mezzanine was renovated for CS (worth about $500,000).

Physics- Instructional Lab Infrastructure: $49,000 Department funded & $31,000 Provost funded
Contribution to RSC through time & equipment grants by A. Zakhidov & J. Li.

Math- Facility Upgrades: In 2016-2017, Swinney Guest House continued to be improved including the installation of updated furniture and increased security through the installation of a card access reader to enter the building ($3,692.00). Swinney Guest house now houses 8 faculty and is at capacity. In addition to faculty offices, Problem Solvers meets at this location. We received additional office space in Nueces (218, 219) and now house 8 faculty in Nueces. No additional cost is associated with Nueces.

Purchases: Computer equipment was upgraded through the refresh cycle for 11 faculty members with department funding supplementing the difference in cost for upgraded systems for research faculty for a total of $1,529.23. We finalized the renovation in Derrick Hall 338 by adding 38 computers funded through a Student Computing Grant of $36,240.00.

Library expansions: A library resource grant of $30,729 has been awarded to the department to upgrade the Springer Journal backfile at Alkek
Library.

Technology Resource developments: The department maintained a staff position dedicated to supporting the technology needs of faculty engaged in teaching, research, and scholarly activity.

Library funds awarded to Mathematics for FY2016-17:

New Faculty Startup: $2,102.01

Online Resource Grants: $30,726
  - David F. Snyder, Mathematics. Springer Journal Backfile Upgrade $30,726.

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

MSEC-Elizabeth LeBlanc received the William E. Spicer - Thomas N. Casselman Best Student Paper Award for her presentation entitled "Controlling the magnesium composition in CdTe/CdMgTe Heterostructures" at the 2016 US Workshop on the Physics and Chemistry of II-VI Materials. Eizabeh LeBlanc and Sadia Rab are receiptents of the Department of Energy Solar Graduate Student Research Internship. They will work from July 2017 to December 2017 at the National Center for Photovoltaics (NCPV) within the National Renewable Energy Laboratory (NREL) in Golden, CO.

CBC- The Department is an approved program under the aegis of the American Chemical Society and is fully accredited with American Society for Biochemistry and Molecular Biology

ENG-Technology-Our foundry program underwent a certification site visit in spring 2017. The program was recertified for another five years by the Foundry Education Foundation. Our Construction Science and Management program, initially accredited by the American Council for Construction Education (ACCE) in 2013, underwent an accreditation site visit in October, 2017. Initial oral feedback provided by the visiting team was encouraging. Final results from the accreditation visit should be available in February, 2018.

Ingram ENG--ABET “full accreditation” for Electrical Engineering, Electrical Engineering with Computer Engineering Concentration, Industrial
Engineering, and Manufacturing Engineering undergraduate programs.

CS- A CS faculty member received the prestigious PECASE award, the highest honor bestowed by the US government to the scientists and engineers in the early stages of their careers. Two CS students were awarded the prestigious NSF Graduate Research Fellowships. A CS master's student received the Conference of Southern Graduate School’s Outstanding Master’s Thesis Award in Math, Physical Sciences and Engineering. One CS undergraduate student received the CRA 2016 Outstanding Undergraduate Researcher Award.

Physics- PhysTEC Site (continuing).

Math- 9 teams (26 students) from the Honors Summer Math Camp were recognized in 2017 as semifinalists in the Siemens Competition, and 1 team (3 students) was a regional finalist. Vincent Huang, an alumni of the Mathworks program, was the youngest member on the 2017 US International Mathematical Olympiad (IMO) team and won a silver medal. See https://www.imo-official.org/team_r.aspx?code=USA&year=2017 Mathcamp student Claire Zhou tied for first place at the 9th annual Math Prize for Girls competition held at MIT in September 2017 and won a $15,400 cash prize. https://mathprize.atfoundation.org/ Amber Lu, former student engaged in research with one of our faculty members, received the Barry Goldwater Scholarship https://goldwater.scholarsapply.org/2017-scholars/

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

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 2016-2017, the total sponsored program expenditure dollars processed through MSEC was $1,348,931.25, a 5% decrease from 2015-2016.

Biology-2016 Biology $2,200,000

Eng-Tech-Faculty in Engineering Technology currently hold a total of 13
externally funded grants for a total of $1,222,549. These include 4 grants from NSF, one from the National Institute of Standards and Technology, two from TX DoT, one collaborative project with The Fountain People and the American Society of Concrete Contractors, one TEXO Education Foundation Research grant, one from the Construction Industry Institute, one from Imaginestics, LLC, and one joint project with the University of Illinois.

Ingram Eng-$3.9M awarded in FY2016 with $1.2M expenditures. $4.5M awarded in FY2017 with $1.6M expenditures. Awards are from a variety of governmental and industrial sponsors, including NSF, USDA, USDOE, USDOD, NEC, TSMC, etc.

CS-CS faculty received research awards from Google and Huawei Technologies.


Additional grants reported through MSEC for Physics faculty - DARPA Diamond (M. Holtz, $150,000), Army SWIR (T. Myers), ARO Diamond/GaN (E. Piner).

*This grant was transferred when Dr. Li left on 8/31/2017.

Math- The Department of Mathematics implemented several new initiatives to increase grant submissions and sponsored programs expenditures. The Department altered its Tenure and Promotion guidelines to require new faculty to submit more proposals and created a Research Active Faculty document that provides internal incentives for increased grant activity. During 2016-2017 six faculty in Mathematics served as PI for 8 externally funded grants totaling $974,494. Faculty in Mathematics also served as CO-PI on cross-disciplinary grants housed in other departments, not included in this total.

New cross-disciplinary grants for 2016-2017:
Faculty members in Mathematics served as CO-PI or Senior Personnel on: Computational & Experimental Investigations of Wormlike Micelle Fluids (ACS) $110,000 (Dr. Kim PI)
In addition to grant funding, Mathworks received $523,497.00 in donations.
Key Performance Indicators*:
- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

CBC - The Department successfully garnered competitive start-up packages for both new assistant professors (Yost and Hoffmann)

Eng-Tech - Dr. Jim Wilde received start-up funds in the amount of $379,980 to purchase research equipment that will be used in destructive and non-destructive testing of concrete, and in the production of ultra-high-strength concrete. Dr. Dika Handaynai received start-up funds in the amount of $425,159 to purchase equipment, materials, and software that will be used to measure various aspects of machinability of cast alloys, particularly austenitic ductile iron.

Ingram Eng - Two faculty positions with average startup costs of ~$175k each

Math - In addition to start-up funds provided by the Provost, the Department committed to providing $8,000 in start-up funding to the 2 faculty who were hired during 2016-2017. These funds were committed to attract distinguished faculty. The funds will be expended 2017-2019.

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

MSEC - While on faculty development leave, Dr. Tom Myers has teamed up with researchers at the University of Malaga in Spain to share expertise in solar cell and thermoelectric energy harvesting materials while gaining new skills and understanding in all aspects of clean energy production and storage. The university provided travel funds Dr. Myers to relocate to Spain in August 2017, $1,953 (posted in FY18).

Biology - 1 visiting scholar (host Schwinning)
1 Fulbright (host Veech/Schwartz)
research: Borneo (Fritts), Ecuador (Rodriguez)

Eng-Tech - Several faculty in Engineering Technology have travelled to
international destinations this year in an effort to cultivate additional opportunities for collaboration. This has included trips to Korea by Drs. Yoo Jae Kim, Byoung Hee You, Soon Jae Lee, and In-Hyouk Song. Additionally, we enjoyed the privilege of having a visiting scholars come to our campus this year; Dr. Jong Jun Lee, Senior Researcher from Korea District Heat Corporation R & D Institute, will be collaborating with Dr. Byoung Hee You throughout the coming academic year on research projects of common interest.

Ingram Eng.-4 visiting scholars, 2 supported via university funding (startup, etc)

CS - Several CS faculty were funded to attend international conferences. CS faculty supported three postdoc researchers and hosted two visiting scholars.

Physics- Two visiting scholars:
Drs. Sandeep Sohal & Mohammed Nazari with Dr. Mark Holtz (MSEC)

Math- The Department provided $12,867.46 in funding for international travel. Grant funding within the Department provided an additional $5,328.63 and Mathworks funded $10,415.44 in research related international travel.
Using this funding, faculty traveled for research purposes to Singapore, Mexico, Canada, China, and Lithuania, and the United Kingdom. In addition, joint research projects were started with colleagues in France, Germany, England, and Mexico. One faculty member, Dr. Dochtermann, received funding from the Alexander von Humbolt Foundation for a one month research stay in Berlin. Several faculty serve as external members of international doctoral students studying in India and China.

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.
  
  o Number of graduate level programs and graduation rates for master’s and doctoral programs

MSEC - The MSEC Program graduated ten doctoral students in this time period. Nine of these found positions in their field immediately upon graduation, and one is currently evaluating job offers to make a decision.

CBC - In the past 6 years, the department has more than doubled refereed publications and amount of extramural funding. The goal is to double current productivity within next five years (2017-2022)

Math - The Department graduated 4 doctoral students.

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

CS - CS faculty received from Google a TRIP-eligible research gift.

Math - TRIP Eligible and Pending:
  RGK Foundation $100,000 is eligible for TRIP funding from gift on 9/28/20
  Received: 9-1513 TRIP KLE FY2017 $51,750.00

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 - Enrollment remained constant at 35 students

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)

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)

**Math**
The Department of Mathematics works with the city of San Marcos and the mayor each year to celebrate Math Awareness Month in April.

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

**MSEC**
MSEC Doctoral students are guaranteed two years of doctoral instructional assistantships. In 2016-2017, 21 students received a combined total of $523,234 in assistantship funding. This number included a 3% increase in salary levels for assistants over 2015-2016. An additional $6,707 was paid to support student travel.

**CBC**
The Department of Chemistry and Biochemistry continues to aggressively pursue additional endowment opportunities for undergraduates and graduate students.

**Eng-Tech**
The Concrete Industry Management program receives a total of $50,000 a year from the National Steering Committee for CIM. These funds are earmarked for recruitment and retention purposes through the
Industry Support for Scholarships Fund (ISSF). Each year our local CIM Patrons Board contributes upwards of $20,000 in scholarship funding for students in the CIM program. Other prominent sources of scholarship funding include the local chapters of the American Concrete Institute (San Antonio & Austin), the Foundry Education Foundation, the American Foundry Society - Texas Chapter, plus a number of endowed scholarships that have been made possible by benefactors who have donated funds dedicated to student scholarships.

Ingram Eng- Implemented department-supported “Ingram Graduate Fellowship” for recruiting outstanding graduate students ($10k/yr, several awards at $2k - $2.5k each)

CS- CS awarded departmental scholarships (worth about $6,000) to CS undergraduate and graduate students.

Physics- Employed 12 GIAs in Fall, 10 GIAs in Spring, & 6 GIAs in summer ($150,026)
Griffin Scholarship – 1 award of $300
Crawford Scholarship – 2 awards of $782 each
Anderson Scholarship – 2 awards of $950 each

Math- The Department of Mathematics awarded $17,200.00 in scholarships to undergraduate and graduate students. The Department financially supports students through employment. The Department spent $118,371.27 on student wages in FY16-17, in addition to approximately $700,000 in wages for TA’s, GA’s, RA’s and UIA’s. The Department received $25,000 in 2016-2017 to endow an additional scholarship, the Ram Lal Seekri Endowed Scholarship, which will be awarded for the first time in Spring 2017.

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

Ingram Eng- 1 faculty participant in globalization workshop and resulting course modification

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

Math - Dr. Anton Dochtermann received funding from the Alexander von Humboldt Foundation for a one month stay in Berlin. A graduate student, Zachary Hurdle, conducted research related to his dissertation in Costa Rica. Two doctoral students, Zhaochen Song and Xiaowen Cui, have begun dissertation study involving research that takes place in China.

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

CBC - The Department of Chemistry and Biochemistry continues to explore new recruiting tools and methods for the graduate chemistry program, including the updating of our departmental web-site, revising recruiting brochures, and engaging potential students at both regional and national ACS meetings.

Ingram Eng.- Participation in ENGINE national graduate student recruiting database

Physics - Outreach events through SPS (Society of Physics Students) and Astronomy Club supported by department
Targeted marketing campaigns for graduate programs through AIP (American Institute Of Physics) and GradSchoolShopper.com

Math- The Department of Mathematics held its 7th Annual Graduate Mathematics Open House in October. This is our major recruitment tool. It is run in conjunction with our Math in the Picture Contest, which engages students in high school through graduate school. The Department also began a new initiative to invite our top undergraduate students to apply for our graduate programs. Faculty engaged in direct contact with students to encourage graduate applications. The Department emailed fliers to all chairs and math departments of universities and colleges in Texas
advertising our programs. The Department sent a survey to junior and senior majors to gauge interest in various graduate programs and concentrations offered by the Department. The survey was designed to also advertise the programs and provide options for receiving further information.

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

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- 10 MSEC doctoral students graduated this year, 6 in previous year, a 67% increase.

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
MSEC- The MSEC Doctoral Program hosts two bootcamps each year where MSEC students are instructed in the creation of a business plan by members of the College of Science and Engineering, the McCoy School of Business, and the College of Fine Arts and Communication. Approximately 20-25 people attend each of these bootcamps.

Math- The Department offers several seminars and regular colloquia open to students. We host the Talk Math 2 Me series, with talks for students by students. Attendance at those talks regularly exceeded 100 students during 2016-2017. We also offer activities through Math Club and Pi Mu Epsilon aimed at promoting student success. This year the Problem Solvers Group expanded to include an Putnam Exam 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

MSEC- The MSEC Graduate Advisor advised 35 students in 2016-2017; this represents no change from the previous year.

CBC-The Department of Chemistry and Biochemistry has one undergraduate academic and career advisor, Dr. Wendi David, and one graduate academic and career advisor, Dr. Chad Booth. Dr. David is available to meet with students individually during the registration process and also schedules appointments throughout the year. She is actively involved in the summer orientation sessions. Throughout the year, Dr. David serves as a resource to both PACE and College of Science and Engineering advisors and evaluates transfer courses, completes overrides, and provides support for majors, minors, and also students completing chemistry courses as part of their degree programs. The department recently implemented a policy by which an advising hold is placed on every graduate student each semester until they meet with Dr. Booth. This is to ensure that the students are taking the appropriate classes, are on track for graduation, and also have input regarding their career paths. As enrollment increases, the demand on the advisors is increasing since we have not been able to increase the number of advisors.
Math- The Department of Mathematics recently added two additional graduate level advisors to assist students with advising needs specific to concentrations in Applied Mathematics and Statistics. The Department now provides one doctoral student advisor, three master's advisors, 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. The 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 undergraduate advisors in our department has held steady, thus increasing the ratio.

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

CBC- The Department of Chemistry and Biochemistry is now offering a Honors Organic Chemistry I (CHEM 2341) course in the Fall and a Honors Organic Chemistry II (CHEM 2342) course in the Spring.

Math- The Department of Mathematics offers Honors sections of Calculus I and II and Elementary Statistics, has several Honors topics courses running, including Number Theory and Graph Theory, with additional ones proposed and accepted for future semesters, and offers research opportunities for students interested in writing Honors Thesis. The Department is working to enhance communications to match students with appropriate thesis advisors.

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

Math- One of our Scholarship endowments gives preference to a student athlete, as per the MOU.

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

Biology- 7 programs (100%)

CBC-he Department of Chemistry and Biochemistry has four degree programs (MS Biochemistry, MS Chemistry, BS Biochemistry, and BS Chemistry) for which they complete program outcomes. Additionally, we have four courses (CHEM 1310, CHEM 1430, CHEM 1341, and CHEM 1342) which are part of the general education core and have the associated general education outcomes. Each year, we complete the outcomes and have discussions regarding the process by which we can continue to improve despite continuous enrollment increases.

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 on-going basis. A faculty committee has been formed to initiate outcomes assessment in our Engineering Technology program in anticipation of a possible ABET site visit in the fall semester of 2019.

Physics- Modified course descriptions and objectives at the undergraduate and graduate levels with specific regards to the intro physics courses. Piloted implementation of physics simulation as part of our undergraduate majors program.
Math- Assessment outcomes were presented and discussed at a faculty meeting with an emphasis on finding ways to improve instruction. 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. One course in particular had some modifications made as a result of the outcomes assessment. Regularly held teaching forums were started for several courses as a means to share information to improve instruction and to complete the feedback loop for assessment results.

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

Biology- None

Math- The Department of Mathematics underwent an Academic Program Review during 2016-2017. Program improvements made as a result of the review include expanded Departmental orientation for new faculty and graduate students, the Department created a Research Active Faculty policy specifying conditions under which faculty can be granted additional time for research with a goal of a 2/2 load for faculty with a strong record of research and grant activity, the Departmental Strategic Plan was revised to reflect review recommendations, Associate Professors were assigned mentors, Associate Professors in Mathematics Education who were eligible for promotion to Full Professor were encouraged to apply for promotion, open positions were requested and advertised earlier in the hiring cycle, increased recruiting efforts at the master’s level resulted in larger graduate class sizes, and admissions criterion for master’s programs were updated as per reviewer’s suggestions. In addition, in Fall 2017, requests were made for space, staff, new positions, and adjustments to lecturer and graduate student salaries, per reviewer suggestions. These requests will be ongoing.

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

MSEC- One internship was completed in the summer at Intel.

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

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. One of these students has completed his degree and the other is scheduled to stand for his dissertation defense in fall 2016. Two more graduates of our MS program have been accepted into the MSEC program and maintain their good academic standing through their second and third year, respectively.

Ingram Eng-Implemented campus-wide Cooperative Education program

CS- CS graduate and undergraduate students completed more than 20 internships.

Physics- Colloquium series to encourage networking with industry professionals and exposure to different areas of focus.
Math - 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, email student organization members about on-campus and area career fairs (general and STEM), resume writing workshops, and other useful events at Career Services, and 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 and maintains a posting of summer internship opportunities on the student organizations’ bulletin board. There are regular meetings for Math GRE subject preparation and tips for graduate school admission.

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

COSE - Reinitiated the Women in Science and Engineering Conference with over 200 participants - April 2017.

MSEC- Faculty members traveled to UT Rio Grande Valley and Texas A&M University-Kingsville to recruit new doctoral students.

CBC-The Department of Chemistry and Biochemistry has ongoing efforts through the National Institutes of Health (NIH) Bridge Program, the NSF PREM Center, and our participation in the NSF-STEM Rising Stars Grant.

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.

Ingram-Eng- Participation in ENGINE graduate student recruitment program. Participation in ASEE Dean’s Diversity Initiative program.

CS- CS faculty participated in the NSF SPARK Scholarship program which recruits female and minority students to STEM fields.
Physics- Became member institution for American Physical Society Bridge Program to facilitate underrepresented minorities in succeeding in graduate school (N. Theodoropoulou).

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

**Physics- Multicultural Course Transformation Workshop – E. Bergeler**

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

MSEC - The MSEC Program hired one new Research Assistant Professor.

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

Eng-Tech-Dr. Farhad Ameri and Dr. In-Hyouk Song have each been awarded a full year's developmental leave for the 2017-2018 academic year. They are currently engaged in conducting research relating to those developmental leaves.

Ingram-Eng- Offered Engineering Education Research Workshop (to become a series of workshops) which served ~10 faculty from Engineering Supported one (1) faculty member on Development Leave during the past two (2) academic years, and four (4) applications for the current/upcoming academic year.

CS- Two CS faculty members were on developmental leave, visiting top-tier universities and research laboratories in US and China.
One CS faculty member received a supplemental leave award.


Math-An additional course, MATH 2417, was added to the list for which regularly held teaching forums provide professional support to faculty teaching the course. The amount of training time for staff was significantly increased, particularly during the summer. A list of professional development activities for faculty made available through the University was presented to faculty during a meeting and they were encouraged to take advantage of these resources. Several faculty members were awarded travel funding to attend conferences with professional development sessions, particularly related to innovations in teaching. One faculty member was awarded developmental leave.

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

Ingram Eng- Developed several technology-intensive “Active Learning” classrooms in new Engineering/Science Building “Ingram Hall”
Implemented broadband overlay network for use of certain advanced technology items in classrooms
Implemented several instances of virtual/augmented reality projects in courses and design projects

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

MSEC- Two MSEC alumni have returned to Texas State to speak in our commercialization seminars, one has mentored current students in the Entrepreneur Boot Camp.

Ingram Eng.- Participated in several programs led by University Advancement related to engagement of former students
Conducted several tours of the RFM building for former students and industrial partners
Conducted tours of the Engineering & Science Building “Ingram Hall” construction area for industrial partners

CS- CS engaged its alumni and IAB members in the THECB external review of the CS PhD program proposal and the REU Poster Day event.
CS held an IAB meeting.

Math- The Department of Mathematics published 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. The Department also increased positive advertising of events and accolades through Twitter. We would like to increase our contact with departmental alumni but are restricted due to lack of available staff resources for this endeavor.

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
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)