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

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

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

1.2 Increase number of full-time faculty.

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

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

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

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

**Indicators***:
- Number and dollar value of facility upgrades made this year
- Major equipment purchases and acquisitions
- Number of Library expansions
- Number of Technology Resource developments
1.5 Offer academic programs that are nationally and internationally competitive.

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

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

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

1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.

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

1.8 Support faculty efforts in international research.

**Indicators***:
- List of new international research efforts and scholarly activities
- International travel funds provided (division and college)
- Number of Fulbright Research Scholars and other international fellowships
- Number of visiting scholars supported
- List of new technology support activities for international research

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

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

| Number and total dollar amounts of TRIP eligible submissions/awards | 44 submissions / 41 confirmations / 3 Disallowed / $11,147,587 in Submissions (44) / $6,000,185 Matched (41) |
| Total dollar amount of matching funds received from TRIP for the year | FY2013 Funding - $624,259 / FY2014 Funding - $1,015,475 / FY2015 Partial Funding - $225,848 / TOTAL FUNDING $1,865,582 |

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

2.1 **Move forward on the Closing the Gaps goals of participation, success, excellence, and research.**

**Indicators***:
- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Level of achievement compared to CTG enrollment target: overall, African American, and Hispanic
- Level of achievement compared to goals CTG goals and to prior year: participation (recruitment), success (retention), excellence (graduation), and research
2.2 Continue engagement in the economic and cultural development of the region.

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

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

Indicators*:
- Number of new scholarships awarded
- Number of new merit scholarships awarded
- Total dollar amounts of new scholarships and average award amounts
- Other dollars contributed toward undergraduate and graduate student financial support (division and college)

2.4 Internationalize the curriculum.

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

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

Indicators*:
- Number of faculty-led study abroad programs
- Number of students studying abroad
- Number of Fulbright Teaching Scholars
- Number and list of student international research efforts and scholarly activities (presentations, papers, etc.)
- Number and list of student international teaching activities
- Number and list of student international service activities
• Dollars contributed toward study abroad scholarships
• Number of institutionally-recognized international exchange programs
• Number and list of countries impacted
• Number and list of staff-led international experiences

2.6 Maintain a vigorous, targeted recruitment and marketing campaign.

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

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

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

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

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

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

3.1 Increase student retention through collaborative programs across the university.

Indicators*:
• Student retention rates compared to prior year (college and institutional)
3.2 Enhance quality and consistency of academic advising services. (Provost)

**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

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

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

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

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

3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.

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

3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.

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

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

Indicators*:
- Number of program reviews completed and number of academic program reviews submitted to THECB
- Examples of major program improvements made based on program review/accreditation findings
- Percent of academic reviews with all items scored “acceptable” or higher

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

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

For FY2014 (September 1, 2013-August 31, 2014) the Texas State Alumni Association supported the following new student and alumni collaboration efforts:

☐ Assisted with the Honors College dinner which brought together alumni and current students.
☐ Assisted with the Hispanic Alumni Chapter “Career Panel” event which brought together alumni and current students.

For FY2014 (September 1, 2013-August 30, 2014) the Texas State Alumni Association recognized the following alumni for their achievements:

☐ Distinguished Alumni Award:
  - The Honorable Geoffrey S. Connor, '85
  - R. Tom Roddy, '66
  - Cleofas Rodriguez, Jr., '91
  - Virginia Ann Stevens, '72
  - Dr. Ken Wilson, '64 & ‘66

Of 28,881 alumni graduates in the past five years, 8,175 (28%) have joined the Alumni Association at some point.

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

Indicators*:
• Number and list of career support programs provided
• Number and list of academic outreach and recruitment efforts
• Number and list of new companies recruiting at Texas State

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

Indicators*:
• Number of literacy sessions provided
• Number of faculty and students served
3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

**Indicators***:
- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

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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.

**Indicators***:
- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year
- Number of new external position postings advertised, including those targeting diverse candidates

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

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

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

**Indicators***:
- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.

**Indicators***:
- Examples of new/modified academic programs that added multicultural or multi-perspective content
- Number of new/revised courses with multicultural or multi-perspective content
- Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience)
- Number of individuals served in academic, student support, and administrative programs/activities

4.5 Seek historically underutilized business suppliers.

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

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

5.1 Increase average full-time staff salaries at all ranks.

**Indicators***:
- Percent increase in average salary levels for all categories
5.2 Increase number of full-time staff.

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

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

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

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

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

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

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

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

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

5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

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

5.8 Reduce deferred maintenance in existing facilities.

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

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

Indicators*:
• Number and list of major process improvements made to address specific SACSCOC standards
• IE Council meetings held and participation
5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.

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

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

**Indicators***:
- Number and list of alumni and new external constituent (parents, family, businesses) outreach activities
- Number and list of alumni and other external constituents (parents, family, businesses) involved with Texas State
- Total dollar amount of alumni and external donor contributions
- Number and percent of alumni and external donors

**For FY2014 (September 1, 2013-August 31, 2014)** the Texas State Alumni Association engaged in outreach activities with the following new external constituents:

- Wells Fargo – Presenting Sponsor of the 2013 Distinguished Alumni Awards Gala.
- AAA – General Sponsor of Alumni Events and Programs for the Year.

Texas State University raised $13,378,348 in FY 2014. Of that total, 33 percent ($4,379,827) came from alumni.

Out of 154,670 potential alumni donors, 4 percent (6,356) of alumni gave in FY2014.

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

**Indicators***:
- Number and list of library assessment activities
- Number and list of library improvements made
5.13 Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.

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

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

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

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

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

Texas State University raised $13,378,348 in FY2014

A total of $152,219,905 was raised through the end of the Pride in Action campaign. Of that amount, $113,601,969 is designated for Academic Excellence, $24,867,151 for Athletics, $3,024,459 for Library, $9,631,160 for Performing Arts, and $1,095,166 for Alumni.

5.16 Promote a safe and secure environment.
**Indicators***:

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