**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

Phi Kappa Phi chapter was established in Fall 2013 and inducted our first class in Spring 2014.

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

The Honors College continues to provide the Student Undergraduate Research Fund. Twenty two awards were made for a total of $18,417.

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

A new study abroad program was begun in Cambodia. This program took 11 students and one faculty member each from the College of Education, College of Science and Engineering and the Honors College. Students received honors credit for some courses.
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

Established Phi Kappa Phi Chapter in Fall 2013 and inducted the first class in Spring 2014.

**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.
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
A new study abroad program was begun in Cambodia. This program took 11 students and one faculty member each from the College of Education, College of Science and Engineering and the Honors College. Students received honors credit for some courses.

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

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**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.

**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***:
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

The Honors College offered sections (34 in fall and 25 in spring including US 1100). Eight of these classes were new. This compares to the same number of courses in the previous year. However, the enrollment in only Honors courses (not including US 1100) increased from 807 to 939. This is primarily due to increasing the upper class limit from 17 to 20. Many classes were losing 2-3 students in the first week of the semester, so this change has allowed our average class size to remain just under 17 while increasing enrollment. The number of thesis students actually showed a decline from 41 to 37. This trend is alarming especially with our increase in enrollment in Honors courses and in the Honors College. One of the first steps we are making to change this situation is to make the conditions for remaining in the Honors College more rigorous. The probationary period was shortened and students with a GPA below a 2.0 are immediately dismissed.

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 reviews with all items scored a “2” (on a scale of 1 through 5) 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

The first Chautauqua fundraising dinner targeting honors alumni was held on March 22, 2014 on the third floor of Old Main. Honors alumnus and recent PhD graduate from Dartmouth College, Sean Guillory (Philosophy 2007), gave the keynote speech. In addition to being an initial fundraising event, the Chautauqua brought current students, professors, and alumni together for conversation. Guest professors led table discussions.

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

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

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

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
• Number and list of new recruitment activities
• Number and list of new academic, student support, and administrative retention 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

The Honors College contributed significant time and resources to planning the many events surrounding the completion of the LBJ - MLK Crossroads Memorial. On January 19, 2014, a Civil Rights Trailblazers Reception honored 73 local civil rights trailblazers, including President Trauth. The reception featured speeches by Congressman Lloyd Doggett; Pulitzer Prize winning author, Nick Kotz, author of Judgment Days: Lyndon Baines Johnson, Martin Luther King Jr., and the Laws that Changed America; and Dr. Elvin Holt, Department of English. On January 20, 2014, at the dedication of the LBJ - MLK Crossroads Memorial, Luci Johnson, President Trauth, Jonnie Wilson, and artist Aaron Hussey made remarks before the ribbon cutting. Kotz made presentations on campus and in the community the following week.

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
- Number of disseminations of SACSCOC-related information

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

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

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)