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

- The University will attract and retain highly competent faculty by providing annual merit increases based on performance, paying competitive starting salaries, and strategically implementing targeted salary adjustments.

- The University will increase the number of full-time faculty, especially tenured and tenure-track faculty.

- The University will provide a university infrastructure to support teaching, research and scholarly and creative activity
  - Regarding new facilities, we will seek a new engineering and science building, a Health Professions Building #1 in RR, a Music Building, and a Health Professions Building #2 in RR

- The University will offer academic programs that are nationally and internationally competitive
  - New faculty, graduate assistant, and staff positions for existing programs will be prioritized on an on-going basis annually.
  - New academic programs especially include the following:
    1) Programs provisionally targeted for out-of-cycle requests to the THECB:
       a. MS in Engineering
       b. Masters in Nursing
       c. DNP in Nursing
    2) Three doctoral programs were priorities in previous strategic plans and deliberately strengthened in the recent past to better prepare them for candidacy. These programs are specifically targeted for inclusion in the Fall 2016 Table of Programs cycle:
       a. PhD in Applied Anthropology
       b. PhD in Public Administration
       c. PhD in Computer Science
    3) Two baccalaureate programs are specifically targeted for inclusion in the Fall 2016 Table of Programs cycle:
       a. BS in Civil and Environmental Engineering
       b. BS in Civil Engineering Technology
    4) Potential programs provisionally targeted for further strengthening and continued planning and preparation during this five-year planning cycle:
       a. PhD or DLSP in Communications Disorders
       b. DSW, Social Work
       c. PhD in Nutrition
       d. There are six doctoral proposals from the College of Education. Further review will take place in an effort to elevate a program for
prioritization and inclusion in this category.

5) Other major and minor programs at the master’s level and baccalaureate level, and certificate programs, will be prioritized on an ongoing basis annually. That said, programs initially accorded higher priority status include the following:
   a. Online MSIS Program in Occupational Education
   b. MFA in Theater
   c. Masters in Health Information Management
   d. Undergraduate minor in International Business
   e. Online undergraduate minor in Business
   f. BA and BS in Psychology

• The University will strengthen and enhance research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines, including faculty efforts in international research, in part by:
   1) Adding support staff in various offices, including OSP.
   2) Providing competitive start-up packages.
   3) Creating a new research seed fund using Texas Research Incentive Program [TRIP] funds.
   4) Supporting Fulbright and other international research and scholarly/creative activity opportunities.
   5) Preparing a proposal for a Phi Beta Kappa chapter and continuing to strive toward achieving Association of Research Libraries membership.

• The University will enhance its status as an Emerging Research University.

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

• The University will continue engagement in the economic and cultural development of the region by:
   1) Opening the STAR Park, beginning with the STAR One Building, and providing adequate staffing and resources for commercialization and research activities through its tenants and Texas State partners.
   2) Adequately staffing the new Performing Arts Center and providing box office and ticketing management software.

• The University will increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students. It is imperative to provide competitive graduate assistant stipends, scholarships, and fellowships. Likewise, it is imperative to provide adequate staffing for the Financial Aid Office so that services can be improved.

• The University will internationalize the curriculum, especially by funding curriculum transformation/infusion workshops.
• The University will support faculty and students in pursuing global academic experiences, especially by increasing study abroad opportunities and providing adequate support staffing in the Study Abroad Office.

• The University will maintain a vigorous, targeted recruitment and marketing campaign.

• The University will enhance and support distance learning and Friday/Saturday course delivery.

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

• The University will enhance quality and consistency of academic advising services by implementing satisfactory evaluation procedures, adding new academic advisors to address enrollment growth, improving the academic advisor salary structure, and implementing the PACE Center and its programs.

• The University will develop the Honors College to better attract and engage high achieving students, especially by providing adequate staffing and funding to expand course offerings.

• The University will revise the Texas State core curriculum.

• The University will recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.

• The University will refine student learning, administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified units to ensure improvement and provide evidence of success.

• The University will continue faculty and student information literacy initiatives that support achievement of student learning outcomes.

• The University will implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

**Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.**

• The University will attract and retain a diverse faculty and staff, especially by continuing successful practices and the Target of Opportunity faculty hiring program.

• The University will remain a Hispanic Serving Institution that emphasizes retention and graduation, especially by seeking external funds that promote recruitment, retention and graduation of Hispanic students.
• The University will enhance recruitment, retention, and support programs for all racial, ethnic, and international groups, especially by:
  1) Contracting with appropriate international student recruitment firms.
  2) Developing and expanding programs through the International Office, including new student orientation and acculturation programming.

• The University will expand efforts to promote diversity and inclusion among all faculty, administrators, staff, and students.

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

• The University will increase the number of full-time staff and average full-time staff salaries to support the university’s mission.

• The University will attract and retain highly competent staff by providing annual merit increases based on performance.

• The University will expand and support professional development opportunities for faculty and staff, including faculty mentoring initiatives.

• The University will continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

• The University will improve processes outlined in SACS Principles of Accreditation to ensure ongoing compliance with standards, while continuously improving overall educational quality.

• These represent the initial priorities identified through the strategic planning process for Academic Affairs. There are additional initiatives that will be pursued by academic and administrative support units. Furthermore, the read across committees for distance education, research, internationalization, and HSI initiatives will report later, providing the President’s Cabinet with additional information about those areas that will allow further refinement of priorities.