Texas State University
2012-2017 University Goals, Initiatives, and Indicators*
(*All responses for identified indicators should include only current-year data, unless otherwise noted)
College of Liberal Arts 2015-2016 Plan Progress

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

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

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

1.2 Increase number of full-time faculty as a percent of all faculty FTE.

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

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty.

Key Performance Indicators*:
- Merit increases awarded/not awarded
- List of new recognitions received

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

Key Performance Indicators*:
- Number and dollar value of facility upgrades made this year
- Major equipment purchases and acquisitions
- Number of Library expansions
- Number of Technology Resource developments

Anthropology:
<table>
<thead>
<tr>
<th>Department</th>
<th>Project Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>12,000 sqft building acquired for forensic anthropology lab space with anticipated renovation cost of $2.7M</td>
</tr>
<tr>
<td>Modern Languages</td>
<td>Replaced 40 computers for GIScience undergraduate and graduate courses</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Replaced 40 computers for GIScience undergraduate and graduate courses</td>
</tr>
<tr>
<td>Modern Languages</td>
<td>Equipment upgrade to Centennial Hall 225</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Renovation in COMAL to connect departmental main office to service areas ($5,900)</td>
</tr>
<tr>
<td>Political Science</td>
<td>Renovation in COMAL to connect departmental main office to service areas ($5,900)</td>
</tr>
<tr>
<td>Political Science</td>
<td>Purchased 50 Dell Optiplex 7020 SFF ($49,950)</td>
</tr>
<tr>
<td>Sociology</td>
<td>Purchased 24 Dell Computers and 5 iMac Computers ($26,751)</td>
</tr>
</tbody>
</table>

### 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

<table>
<thead>
<tr>
<th>Language</th>
<th>Details</th>
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<tbody>
<tr>
<td>English</td>
<td>MFA faculty member published memoir, two chapters of which had been selected inclusion in Great American Essays</td>
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<tr>
<td></td>
<td>MFA faculty member’s poem awarded Pushcart Prize</td>
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<td></td>
<td>MFA program launched selection for first $25,000 L.D. and LaVerne Harrell Clark Fiction Prize</td>
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<tr>
<td></td>
<td>Novel by MFA alumnus received PEN USA Award for Fiction.</td>
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<tr>
<td></td>
<td>Novel by MFA alumna received Young Lions Fiction Award from New York Public Library</td>
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</tbody>
</table>
MFA fiction alumna named artist-in-residence at the Grand Central Arts Center in Santa Ana, California

Book by two English faculty received Award for Best Original Collection of Essays in Technical or Scientific Communication from Conference on College Composition and Communication

Geography:

Doctoral applications increased by one third after reconfiguration/renaming of environmental PhD

Significant gains in internationalizing PhD students, with 16 of 32 currently funded students international (from Nepal, Costa Rica, Iran, China, Greece, France, Chile, Mexico, and Bangladesh)

Political Science:

The Model Organization of American States (MOAS) won 14 awards in regional and national competitions

Sociology:

New MA/MS program in Sustainability Studies approved by THECB (with Geography, Philosophy, and Political Science)

Center for International Studies:

Invited by Peace Corps to apply for status as Peace Corps Prep University and Coverdell Fellowship University

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

Key Performance Indicators*:

- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

Anthropology:

Extension of “Operation ID,” project in which anthropology faculty collaborate with faculty in Geography to map locations of migrant deaths in South Texas

Extension of project examining experiences of Hays County residents living
without health insurance

New project excavating unmarked graves of patients at the “Mississippi State Lunatic Asylum” (1856-1935) in Whitfield, Mississippi

English:

Completed digitization and made public the Lindsey Literary Series Online Archive

Geography:

New partnership with Jacobs Engineering on NASA-related research projects

History:

History faculty member selected as NEH Teaching Professor in the Humanities

Philosophy:

Department designated as new institutional host for The Acorn: Philosophical Studies in Pacifism and Nonviolence

Sociology:

Conducted study on the impact of Translational Science on scientists at University of Texas Medical Branch and a needs assessment for the Texas Veterans Commission

Center for Diversity and Gender Studies:

Collected data on incoming class of 2015 for longitudinal cultural competence study (collaboration with C&I)

Center for International Studies:

Planning for Obama Legacy Conference in collaboration with units across disciplines and with national/international participants

Center for the Study of the Southwest:

Hosted, in collaboration with Humanities Texas, a 3-day institute for Teachers, “The History of the American Southwest”

Hosted, in collaboration with the Wittliff Collections, one-day symposium, “Vaqueros, Cowboys, and Cowgirls: Texas Cattle Trails to the World"
Hosted one-day symposium, “Opportunity and Adaptation across the US-Mexico Borderlands”

Hosted filmmaker Severo Perez as the Center’s second visiting artist

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants.

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

Anthropology:
$5,000 supplemental start-up for new faculty member (travel funds)

Psychology:
$1,000 supplemental start-up for new faculty member

1.8 Support faculty efforts in international research.

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

**English**:
Hosted visiting scholar from South China Agricultural University

**Geography**:
The National Center for Research in Geography Education officially designated by National Science Foundation a Research Coordination Network

Geography departments at the University of Rennes2 and Texas State received funding from the European Union for an exchange of faculty, staff, and students

MOUs for research and teaching collaboration signed with East China Normal University and Zhejiang Normal University in China
MOU for research and service collaboration signed with the Association of Peten’s Forest Communities in Guatemala

History:

Faculty member invited to workshop on Shi’i scholarship hosted by the University of Religions and Denominations in Qom, Iran (only second American selected to participate in workshop)

Modern Languages and Study Abroad:

Faculty member participated in delegation to Spain to plan faculty and student research exchanges and scholarly collaborations with Universidad Castilla-La Mancha

Faculty member conducted extensive archival research and interviews through National Council for the Study of the Secret Police Archive in Bucharest

Political Science:

Department formed partnership with Center for Transatlantic Studies and Scholarship

Collaborated with faculty at University of Alcala in Spain

Sociology:

Faculty member conducted North American/European comparative study of music experiences among the elderly

Center for International Studies:

MOU for joint research and exchanges with Pontifica Universidad Catolica del Peru (with Department of History)

MOU with SightsUnseen (NGO that provides free eyeglasses in developing world) and, through SightsUnseen, with Centre for Vision in the Developing World (London) and Office of the UN High Commissioner for Refugees

1.9 Pursue National Research University Fund (NRUF) eligibility.

Key Performance Indicators*:

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

1.10 Increase Texas Research Incentive Program (TRIP) awards.

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

**Anthropology:**

(R) Gault School of Archaeology donation of $380,000 to Prehistory Research Project

(S) Gault School of Archaeology donation of $200,000 to Prehistory Research Project

(S) Gault School of Archaeology donation of $190,000 to Prehistory Research Project

(S) Donation to the Grady G. Early Endowment in Forensic Anthropology of $100,000

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

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

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

2.2 Continue engagement in the economic development of the region.

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

Anthropology:
RFP for an Army Corps of Engineers and Department of Defense (DoD) 5-year agreement with total funding amount of $45M for cultural and natural resource projects

Geography:
“Community Geography” website showcased student-led projects, mostly in GIS, to help local governments and non-profits with GIS needs

Political Science:
William P. Hobby Center for Public Service collaborated with Texas City Managers Association and Texas Municipal League to provide educational and professional development opportunities for City Managers, Department Heads and other City staff in the Central Texas and beyond

Center for Research, Public Policy, and Training conducted survey research for Central Texas municipalities

Psychology:
Department submitted letter of support and collaboration with City of Austin’s application for the Smart City Challenge Grant

Sociology:
Sponsored/Hosted Careers in Aging Fair (with Generations Connections and College of Health Professions)
### Center for International Studies:

Collaborated with Margie Kidd GlobalAustin to organize a branch of GlobalAustin in San Marcos (access to international speakers, trade delegations, etc.)

#### 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)

<table>
<thead>
<tr>
<th>English and Modern Languages:</th>
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<tbody>
<tr>
<td>Faculty members co-directed bilingual performance of Shakespeare’s Comedy of Errors</td>
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<tr>
<th>History:</th>
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<tr>
<td>Scholarly monograph by emeritus professor became a major studio film</td>
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<tr>
<th>Philosophy:</th>
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<tr>
<td>Co-sponsored major festival/symposium on Modern Dance</td>
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<tr>
<th>Expanded Philosophy Dialogues at San Marcos Public Library</th>
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<tr>
<th>Political Science:</th>
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<tbody>
<tr>
<td>Collaborated with LBJ Museum of San Marcos to sponsor speaker events, including 50th anniversary celebration of signing of Higher Education Act</td>
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<tr>
<th>Sociology:</th>
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<tr>
<td>Sponsor/Organizer of the first-ever Naturalization Citizenship Ceremony held at Texas State University (with Hispanic Policy Network and other sponsors)</td>
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<tr>
<th>Invited lectures open to community: (a) “Race, Power, and Language: The Symbolic Meanings of Epithets and Stereotypes in a Baked-Good Workplace”; (b) “Academic Research and Public Engagement”</th>
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<tr>
<th>Center for International Studies:</th>
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<tr>
<td>Faculty panel discussions on Syrian Refugee Crisis and on a documentary called &quot;Poverty Inc&quot;</td>
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Center for the Study of the Southwest:

Hosted Distinguished alumnus Tino Villanueva for reading and conversation at Centro Cultural Hispano de San Marcos

Hosted program of readings by contributors to a special issue of the literary magazine Arcadia dedicated to Mexican and Mexican American heritage through art, poetry, and prose

<table>
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<tr>
<th>2.4</th>
<th><strong>Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students.</strong></th>
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<tbody>
<tr>
<td></td>
<td><strong>Key Performance Indicators</strong>:</td>
</tr>
<tr>
<td></td>
<td>• Number of new scholarships awarded</td>
</tr>
<tr>
<td></td>
<td>• Number of new merit scholarships awarded</td>
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<tr>
<td></td>
<td>• Total dollar amounts of new scholarships and average award amounts</td>
</tr>
<tr>
<td></td>
<td>• Other dollars contributed toward undergraduate and graduate student financial support (division and college)</td>
</tr>
<tr>
<td></td>
<td>• Percentage increase in salary levels for graduate assistants</td>
</tr>
</tbody>
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<tr>
<th>Anthropology:</th>
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<tbody>
<tr>
<td>Provided support for graduate students from the Biological Anthropology</td>
</tr>
<tr>
<td>Research Fund ($4,000) and the Center for Middle American Research ($2,000)</td>
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<table>
<thead>
<tr>
<th>English:</th>
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<tbody>
<tr>
<td>L.D. and LaVerne Harrell Clark Scholarships awarded to MFA students for first time</td>
</tr>
<tr>
<td>Janie M. Grayson Endowed Graduate Scholarship awarded to MA student for first time</td>
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<tr>
<th>Geography:</th>
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<tbody>
<tr>
<td>Instituted two new scholarships for graduate and undergraduate students in Geography: (a) the National Center for Farmworker Health Award in Geography and (b) the Giordano-Mastroianni Family Scholarship</td>
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<tr>
<th>Philosophy:</th>
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<tbody>
<tr>
<td>Awarded Glenn and Donna Joy Scholarship for the first time</td>
</tr>
<tr>
<td>Initiated fundraising for Victor Holk Graduate scholarship.(department's first</td>
</tr>
</tbody>
</table>
graduate-only scholarship)

Political Science:

Faculty member contributed $6,000 to the Political Science Department Scholarship Fund to create MPA scholarships for the 2016 Calendar Year

William P. Hobby Center for Public Service allocated $4,000 toward MPA scholarships for the 2016 calendar year

Center for International Studies:

Established Javier Mere Prado Scholarship for Latin American Studies ($1,500)

Created new focus and funds for Wilson Quasi-Endowment (moving from Southeast Asia to Latin American focus ($42,000 annual allocation for research, scholarships, etc.)

2.5 Internationalize the curriculum.

Key Performance Indicators*:
- Number and list of new/revised courses and programs with international content
- Number of faculty participants in globalization workshops

English:

Faculty member created internationalized version of gateway course for majors

History:

New History courses with international focus: Modern Britain, Slaveries: Past and Present, The Great War, Peace Movements, Topics in Gender and Sexualities, Global Cold War

Modern Languages:

New courses with international focus: Nature and Nation in Latin American Literature, Spanish and Media

Psychology:

Two faculty made presentations in Europe that enriched the international content of their courses on campus

Sociology:
New Course as part of Sustainability Studies degree: Global Insecurity

Faculty participation in forum on global aging and at conference in Belfast enriched international course content for dementia and aging studies curriculum

Center for Diversity and Gender Studies:

New course added: Introduction to Global Diversity Issues

Center for International Studies:

New course added in research methods

Center for the Study of the Southwest:

Center staff participated in visit to Universidad de Castilla-La Mancha, Spain, to explore possible faculty and student exchanges, collaborations, and study abroad programs

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

Liberal Arts Study Abroad 2016:

Amsterdam/Rotterdam, Netherlands (Political Science/Geography) N
Madrid and Barcelona, Spain (English and Mass Comm) N
Tuscany, Italy (Geography) N
Dublin, Ireland (Political Science) N
St. George’s Caye, Belize (Anthropology) R
Amman, Jordan (Arabic and Honors) R
Barcelona, Spain (Political Science) R
Canterbury, England (Anthropology and Social Work) R
Chester, England (History) R
Havana, Cuba (Geography) R
Amalfi Coast, Italy (Italian and Honors) N
New Delhi, India (History) R
Rennes, France (French and Honors) R
Cork, Ireland (English) R
Nagoya, Japan (Japanese) R
Tokyo, Japan (Japanese) R
Osaka, Japan (Japanese) R
Lima, Peru (Political Science) R
Valladolid, Spain (summer 1, summer 2, fall, spring) (Spanish) R
Vienna, Austria (German) R
Hannover, Germany (Geography) R
Querétaro, Mexico (Spanish) N

History:

Faculty member and graduate student presented papers to the American Foreign Policy and the Middle East Conference in Istanbul, Turkey

Psychology:

Department developed proposal for new study abroad program in Greece

Center for International Studies:

Established vendor tie with Hibiscus Alternative Travel to establish internships in Costa Rica and Nicaragua

Student exchange between Texas State and Tec de Monterrey via International Office.

Center for the Study of the Southwest:

Faculty member participated on program committee for VII’s International Colloquium on Northeastern Mexico and Texas

Center collaborated on publication of Proceedings of the Constituent Congress of Coahuila and Texas: Mexico’s Only Bilingual Constitution by the Tribunal Electoral del Poder Judicial de la Federación (Supreme Electoral Tribunal of the Judicial Power of the Federation)

Faculty member served as member of Colloquium on Movimientos de población en la Nueva España y México (siglos XVI-XX), co-sponsored by the Escuela de Antropología e Historia del Norte de México and El Colegio de Michoacán, Creel, Chihuahua
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

English:
Recruitment ads for graduate programs placed for first time in Writers & Poets, Journal of Business and Technical Communication, Austin American-Statesman, and other periodicals

MA Rhetoric and Composition program recruited new students at campuses in Rio Grande Valley and Austin area

Geography:
To recruit undergraduate majors, department added courses/sections at freshman level

Recruitment efforts for master's and PhD programs (with support of Graduate College): (a) in-person recruiting at SWAAG/Applied Conference; (b) faculty visits to eight Chinese universities; (c) recruitment booth at annual meeting of the American Association of Geographers; (d) recruitment letter to McNair Scholars Directory and to various listservs; (e) hosting of eight undergraduate students from the University of South Alabama to discuss potential graduate research opportunities; and (f) creation of new information cards describing graduate program, to be given to potential students at recruiting events

History:
Open-ended invitation letters sent to specific faculty at universities with strong Latin American History/Studies programs.

In-person faculty outreach to area HBCUs

Political Science:
MA Legal Studies program participated in Graduate College Fairs, updated website, created new brochure, and recruited in person at local, state, and national meetings

MPA program created new brochure

MA Political Science program created new brochure for the Teacher’s Emphasis,
visited undergraduate senior seminar classes, and completed career development section of website

Sociology:

Current and former student panel: “So, You’re Thinking About Graduate School”

Center for International Studies:

Representation at six graduate fairs (in cooperation with Graduate College)

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

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

History:

Expanded discussion sections for core classes

Sociology:

Added Proseminar in Sociology for graduate students
Reestablished Generations Connections (student organization)

Center for Diversity and Gender Studies:

Sponsored or co-sponsored eighteen different events geared to promote student success

Center for International Studies:

Joint meetings with International Studies Club and various foreign student organizations, e.g., Chinese Student Association

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

LA Advising Center:

To ensure consistency, quality, and accuracy of advising, college’s advisor training program revamped to include structured observation, self-reflection, formal mentoring, and assessment of new advisors’ knowledge/confidence and of overall program effectiveness

Reviewed and compared university-wide advising center “no-show” policies and
made revisions to ensure that college advising services remain accessible to all students

English:

Developed new faculty position to provide administrative research and support for graduate directors

History:

Added additional in-house departmental advisor

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

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

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

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

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
3.7 **Utilize program review and accreditation processes to improve academic, administrative, and student support programs to foster student success.**

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

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

**Key Performance Indicators**:  
- Number and list of career support programs provided  
- Number and list of academic outreach and recruitment efforts  
- Number and list of new companies recruiting at Texas State  
- Number and list of employers conducting on-campus interviews  
- Number and list of career fairs, including number of employers attending fairs  
- Number of internships completed by students  
- Number and list of programs and events to prepare students for graduate/professional education
- Number and list of alumni-supported career events and initiatives to support student networking and career success
- Number and list of on-campus student employment career preparation programs and initiatives
- Number of face-to-face career counseling appointments
- Number of PACE career counseling sessions

LA Advising Center:

Career advisor/liaison to college began attending advising staff meetings to share Career Services event information and applicable resources with advising center staff.

Center created display of literature to better disseminate information on internships, graduate school, job searches, resumes, cover letters, and job interviews.

History:

Brown Bag Discussion presentation on writing a resume.

Modern Languages:

Developed new advanced Professional Internship courses in Spanish.

Philosophy:

Expanded workshops for students considering advanced study.

Political Science:

Department highlighted internships as a means of helping students make transition from school to work, with 57 undergraduates and 46 graduate students holding internships.

Psychology:

Department hosted alumni panel: “Careers in Psychology”

Department hosted panel (three employers) on Long-Term Care Career Options.

Sociology:

Formed new Sociology Graduate Student Association for professionalization activities and events.
Center for International Studies:
Hosted on-campus events with Career Services Diplomat-in-Residence and with Peace Corps representatives
Held student meeting with Board of Advisors to discuss careers

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*:
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

English:

Recruited for MA Rhetoric and Composition program in Rio Grande Valley

Geography:

Graduate recruitment efforts included focus on underrepresented students and international students (e.g., recruiting trip to China)

History:

Recruited for MA History program at HBCUs

Philosophy:

Outreach to HSIs and HBCUs in Texas

Increased diversity of FT and TT faculty

Political Science:

Enhanced Discourse on Democracy program, which recruits diverse range of students to the major and offers academic enrichment as a means of engaging and retaining students

Center for Diversity and Gender Studies:
CDGS sponsored/co-sponsored eighteen diversity related events

New course—Introduction to Global Diversity Issues—offered for first time

Center for International Studies:

International Studies Club partnered with multiple minority student organizations, such as the Korean Club, Chinese Student Association, and Lions Club, in order to promote diversity and enhance international understanding

4.4 **Expand efforts to promote diversity and inclusion among all faculty, staff, and students.**

**Key Performance Indicators***:

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

**English:**

Collaborated with Equity and Access and other university units to support "The Role of Literacy in Ensuring Racial and Ethnic Equality"

Worked with graduate student and Center for the Study of the Southwest in effort to bring Barrios Writers Project to San Marcos

**Geography:**

Faculty member named Director for the “Race, Ethnicity and Place” international conference series

**Philosophy:**

New hires increased diversity of FT and TT faculty

**Psychology:**

Faculty member completed Multicultural Curriculum Transformation and Research Institute and transformed PSY 3402 Research Methods
Center for Diversity and Gender Studies:

Two new courses earned Multicultural Perspective designation, one earned Multicultural Content designation, and thirteen earned both Multicultural Content and Multicultural Perspective designation.

Center for the Study of the Southwest:

Hosted an exhibit, “Iglesias y Camposantos: Sacred Spaces for Mexican Catholics in San Marcos, Texas”

Provided meeting and reception space for the Hispanic Policy Network for several programs.

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

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

5.1 **Increase average full-time staff salaries in all categories.**

**Key Performance Indicators*:**
- Percent increase in average salary levels for all categories

5.2 **Increase number of full-time staff as a percent of all staff FTE.**

**Key Performance Indicators*:**
- Number and percent increase in full-time staff compared to prior year
- Number and list of newly-created positions
5.3 Provide merit increases and other recognitions based on performance in order to retain highly competent staff.

Key Performance Indicators*:
- Merit increases awarded/not awarded
- List of recognitions received

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

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

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

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

5.6 Maintain compliance with Coordinating Board classroom and class lab space usage efficiency standards.

Key Performance Indicators*:
- Total hours of classroom type activity taught anywhere on campus divided by total number of classrooms must equal or exceed 45 hours per week
- Total hours of classroom lab type activity taught anywhere on campus divided by total number of class labs must equal or exceed 35 hours per week
- Total number of weekly minutes taught in classrooms divided by 50 minutes and divided by total number of classrooms must equal or exceed 38 hours per week
• Total number of weekly minutes taught in class labs divided by 50 minutes and divided by total number of class labs must equal or exceed 25 hours per week
• Student station occupancy in classrooms is 65% or above for classrooms
• Student station occupancy in class labs is 75% or above for class labs

5.7 **Expand and support professional development opportunities for faculty and staff.**

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

**English**:  
Writing Center offered pedagogical support for writing faculty

**Philosophy**:  
Initiated monthly faculty workshops on teaching and research

**Center for International Studies**:  
Title of Honorary Professor of International Studies was made permanent, with fund established to award competitive international research grants to holders of the title

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

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<th>Anthropology:</th>
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<td>Biological Anthropology (hybrid version)</td>
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<th>English:</th>
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<td>Technical Communication (hybrid version)</td>
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<th>Philosophy:</th>
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<td>Ethics and Dementia</td>
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<th>Political Science:</th>
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<td>Six graduate courses offered for the first time online to serve the MA Social Studies Teacher’s Emphasis</td>
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<th>Sociology:</th>
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<td>Three new online graduate courses: Sports and Leisure, Seminar in Advanced Data Applications, Theoretical Perspectives in Aging and Dementia</td>
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<th>Center for Diversity and Gender Studies:</th>
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<td>New online course: Introduction to Global Diversity Issues.</td>
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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
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

**College:**

Added new members to the Liberal Arts Advisory Board and hosted events designed to build connections between students and board members

**English:**

Donor and Alumni Advisory Council developed plans to improve communication between department and alumni and to bring alumni to campus to speak to students

**Geography:**

Expanded use of LinkedIn to stay connected with alumni and to encourage current students to network with alumni

Alumni served on panels at the Alumni Reunion and Student Celebration

Department networked with alumni to help place graduating students in the job
market and current students in internships

History:

Alumnus served as speaker for Phi Alpha Theta banquet

Alumni visited HIST 5371 class as guest experts

Modern Languages:

For first time, department reached out to entire list of Modern Languages alumni as part of Step Up for State Fund Drive

Philosophy:

First e-newsletter sent to alumni

First crowdfunding effort to support Philosophy and Dance symposium

Political Science:

Department hosted annual alumni panel for undergraduate students in political science and public administration

MA in Legal Studies and MPA programs invited alumni to speak to current students and to advise program

Department hosted distinguished alumni Ambassador Oliver del Cid and Judge Nelva Gonzales Ramos, as well as Judge David Gaultney, to meet with undergraduate and graduate students in political science and public administration

Psychology:

Received notification that Donna Fox was designated as a University Hero, a first for the department

Sociology:

Held alumni panels for undergraduates considering graduate school

Held alumni panels as part of the Proseminar course for graduate students

Center for International Studies:

Advisory Board members increased scholarship contributions; board met with
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

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/recognition 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

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

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

Implement fundraising initiatives to help achieve strategic plan goals.

**Key Performance Indicators***:
- Total dollar amount raised for the year
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)

Total dollars raised per strategic fundraising priority area