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
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

**CURRENT NATIONAL / INTERNATIONAL PROGRAM RECOGNITIONS**
The PACE Academic Advising Center was named the 2016 Outstanding Institutional Advising Program by the National Academic Advising Association (NACADA)

The 2017 College Reading and Learning Association (CRLA) Outstanding Mentor Award was received by Mr. Gabriel Saenz, University College peer mentor in the Minority Male Initiative.

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

**NEW CROSS-DISCIPLINE COLLABORATIVE SPONSORED PROGRAM**
University College received a $5.8 M award from the U.S. Department of Education Title III HSI STEM and Articulation grant program for 2017 - 2022.

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

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
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

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)

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)

UNIVERSITY COLLEGE INITIATIVE ENHANCING CULTURAL DEVELOPMENT OF THE REGION
The 2016-2017 LBU Distinguished Lecture was held on Tuesday, October 11, 2016. University of Texas System Chancellor William H. McRaven shared remarks in support of our Common Experience theme, "A Century of Conflict: Dialogues on the U.S. Experience in War Since 1917" and with reflection on our common reading, "What It Is Like To Go To War" by Karl Marlantes. A total of 835 guests plus event staff attending the lecture.

2.4 Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students.

Key Performance Indicators*:
• Number of new scholarships awarded
• Number of new merit scholarships awarded
• Total dollar amounts of new scholarships and average award amounts
• Other dollars contributed toward undergraduate and graduate student financial support (division and college)
• Percentage increase in salary levels for graduate assistants
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

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

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

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

NEW CO-CURRICULAR OPPORTUNITIES OFFERED / NUMBER OF ATTENDEES
On Friday, September 23, 2016 from 12:00pm to 1:30pm in Flowers Hall, Room 230 University College and University Advancement sponsored the Outstanding Alumni Luncheon and Panel of Discussion. The event honored three Texas State Men of Color Alumni who have distinguished themselves professionally and who wanted to give back to the university. Each Outstanding Alumni overcame individual challenges as a man of color in college and they shared their Texas State University experiences as inspiration for success in college, career and life. The event was moderated and the panel responded to specific questions regarding their experiences at Texas State and what words of wisdom they to embark to the audience.
Each Outstanding Alumni has made a distinct impact in their field and they contribute those successes to the lessons learned as an undergraduate student at Texas State University. The three Outstanding Alumni were Patric Edmondson, Senior Vice President of Product Development at Modernizing Medicine; Robert Cadena, President and Chief Executive Officer of Retirement Solutions in San Antonio, Texas; and George R. Benavides, Parts Director for AutoNation Toyota in Austin, Texas. The venue was filled to capacity with ~100 minority students in attendance.

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

NUMBER OF STUDENTS SERVED
Academic Advising Centers served a total of 87,210 individual appointments in 2016-2017.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES PROVIDED TO ACADEMIC ADVISORS FOR CONSISTENT MESSAGING
In fall 2016, a total of 89 academic advisors attended the 2016 Texas State Advising Conference, held on Monday, September 19. In spring 2017, 78 academic advisors attended the annual Advising Assessment Summit, held on Tuesday, May 23.

NUMBER OF EXTERNAL PROFESSIONAL DEVELOPMENT OPPORTUNITIES ATTENDED
In 2016-2017, 31 academic advisors attended the following meetings: Texas Academic Advising Network (TEXAAN), NACADA Regional Conference, NACADA National Conference.

NUMBER AND LIST OF CURRENT INTERNAL AND EXTERNAL AWARDS AND RECOGNITIONS RECEIVED BY ADVISORS
The PACE Advising Center was recognized as NACADA's Outstanding Institutional Advising Program for 2016.

ADVISOR / STUDENT RATIOS COMPARED TO THE PRIOR YEAR. Progress continued with the goal of reducing the number of students served by each
academic advising on campus. In AY 2015-2016, the average number of students served by each advisor = 408. As AY 2016-2017 ended, the number of students served by each academic advisor had been reduced to 377 with the addition of four externally-funded academic advisors in Science and Engineering and the PACE Center. These staff were added in response to the rapid enrollment increase in STEM students on campus.

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

NUMBER AND LIST OF ON-CAMPUS STUDENT EMPLOYMENT CAREER PREPARATION PROGRAMS AND INITIATIVES
University College developed a new professional development series for its First Impressions Team (FIT) student employees in 2016-2017. Over the course of the year, 20 FIT members attended monthly meetings and Saturday workshops designed to improve their development as future professionals in their chosen field.

NUMBER OF PACE CAREER COUNSELING SESSIONS
A total of 852 PACE career counseling sessions were held in 2016-2017 with PACE cohort members.

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

NUMBER OF FRESHMAN STUDENTS SERVED.
A total of 5,733 students were served in the fall 2016 FTIC cohort by PACE. In addition, another 138 students joined the university through the Pathway program and received PACE services. Students received a combination of academic advising, peer mentoring, academic coaching, career counseling, and University Seminar services throughout their first year on campus.

NUMBER AND LIST OF SUPPORT PROGRAMS PROVIDED
PACE Outreach provides students with co-curricular events designed to ease the transition to college, improve academic success, and assist students with completing PACE / US 1100 career exploration and readiness assignments. In 2016-2017, a total of 24 events were offered, including nine US 1100 assignment workshops, seven career readiness workshops, and eight workshops designed to increase success in the core curriculum (a pilot program serving COMM 1310). In addition, a monthly PACE newsletter (PAW Prints) was developed and 6,479 transition emails were sent to students, each personalized by major, as the first year of college near an end.

QEP SUCCESSES BASED ON OUTCOMES ACHIEVEMENT AND CONTINUOUS IMPROVEMENT.
The number of semester credit hours earned in the first year continued to increase, with Fall 2016 FTIC cohort members earning 15.2 SCH in their first term, compared to only 13.8 SCH earned by the Fall 2012 FTIC cohort (our first PACE cohort). Since PACE implementation, the average number of SCH earned in the first year at Texas State has increased from 26.1 SCH to 27.8.
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff.

Key Performance Indicators*:
- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year

4.2 Remain a Hispanic Serving Institution.

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

4.3 Enhance student recruitment, retention, and support programs for all racial, ethnic, gender-based, and international groups.

Key Performance Indicators*:
- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

EXAMPLE OF NEW STUDENT SUPPORT PROGRAMS OFFERED / NUMBER OF STUDENTS SERVED
Funded by the Texas Higher Education Coordinating Board, the University College Minority Male Initiative exceeded expected outcomes in 2016-2017 as a total of 154 males received MMI services. As or more importantly, 82.0% of MMI participants were retained from fall 2016 to fall 2017, as compared to only 71.9% in the fall 2011 baseline cohort for the grant project.
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

4.5 Seek historically underutilized business suppliers.

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

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

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

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

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

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

FACULTY SERVED THROUGH INTERNAL FACULTY DEVELOPMENT SESSIONS
University College hosted professional development programs for new and continuing US 1100 faculty prior to the fall and spring terms. Total faculty attendance prior to fall 2016 was 150 and attendance at the new / prospective US 1100 was 24. In addition, 131 faculty assigned to fall 2017 US 1100 sessions participated in professional development in May. A highlight of the year's US 1100 professional development was a workshop provided by Dr. Cathy Buyarski, Associate Dean of University College at Indiana University - Purdue University Indianapolis. Dr. Buyarski introduced the topic of grit and resiliency to US 1100 faculty in a well-received keynote and associated small group discussion.

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

5.9 Reduce deferred maintenance in existing facilities.

Key Performance Indicators*:
- List and total cost of deferred maintenance projects completed

5.10 Ensure compliance with SACSCOC standards to continuously improve overall institutional effectiveness.

Key Performance Indicators*:
- Number and list of major process improvements made to address specific SACSCOC standards
- Number of IE Council meetings held and level of participation
- Number of disseminations of SACSCOC-related information

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

Key Performance Indicators*:
- Number and list of alumni and new external constituent (parents, families, businesses) outreach activities
- Total annual value of alumni and external constituent contributions
- Number and percent of alumni donating to Texas State
- Number and percentage of alumni who have graduated in the last five years that donate to Texas State
- Number of alumni volunteering their time on behalf of Texas State (e.g., board participation, Chapter leadership, guest speakers, faculty, advisory boards, judges, research)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
Number of events and total participation at Alumni Association sponsored and co-sponsored events
Number of recognized alumni chapters, number of alumni chapter hosted events, and annual participation at these events

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

**Key Performance Indicators***:
- Number and list of library assessment activities
- Number and list of library improvements made

5.13 Ensure regulatory compliance, environmentally responsible and sustainable practices and the efficient use of energy and water resources.

**Key Performance Indicators***:
- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/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

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

**Key Performance Indicators***:
- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new and enhanced instructional support activities provided
5.15 Implement fundraising initiatives to help achieve strategic plan goals.

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

5.16 Promote a safe and secure environment.

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