

Texas State University

2012-2017 University Goals, Initiatives, and Indicators*

(*All responses for identified indicators should include only current-year data, unless otherwise noted)

Vice President for Academic Affairs 2016-2017 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

Median salary levels for each rank including professor, associate professor, assistant professor, and lecturer: In fall 2016, the median salary of professors was \$102,000; the median salary of associate professors was \$75,110; the median salary of assistant professors was \$65,661; and the median salary of lecturers was \$45,684.

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

Number and percent of full-time faculty including tenured administrators: The percent of total FTE assigned to full-time regular faculty was 88.3 percent in fall 2016.

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

Merit increases awarded/not awarded: Merit in the amount of \$2,985,442 was awarded in FY 2017.

List of new recognitions received: Internal recognitions and awards received by faculty in the College of Science and Engineering during 2016-2017 include:

Departmental Awards:

Teaching: Dr. Alejandra Sorto, Dr. Shuying Sun, Ms. Amanda Walker

Research: Dr. Thomas Keller, Dr. Yong Yang

Service: Dr. Alex White, Dr. Lucas Rusnak

College Awards:

Teaching: Dr. Sharon Strickland

Service: Dr. Hiroko Warshauer

University Awards (College nominees for Presidential Awards for Excellence):

Scholarly/Creative: Dr. Alejandra Sorto, Dr. Jennifer Czocher

Service: Dr. Stewart Welsh

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

Number and dollar value of facility upgrades made this year:

- The College of Applied Arts updated the laboratory for Dr. Benavidez in the Department of Agriculture. Total expenses were \$202,000.
- In the College of Education, the Department of Health and Human Performance renovated locker room space to create a Therapeutic Modalities laboratory (\$32,000) and renovated a classroom for active learning (\$200,000).
- In the College of Fine Arts and Communication, the School of Art and Design renovated the Fab Lab in JC Mitte Building (\$50,000); 3107. F classroom had obsolete workstations replaced (\$22,600); and 3107. G classroom had obsolete workstations replaced (\$22,600). The Department of Communication Studies renovated and added three faculty offices (\$77,749.33). The School of Journalism and Mass Communication renovated the Trinity and Media Innovation Labs estimated at \$807,923 and renovated the 3rd floor of Old Main-Bobcat Media Lab (\$178,500). The Department of Theatre and Dance renovated THEA 120, 121A, 121B, and 121C (\$7,500).
- The College of Liberal Arts renovated UAC 326 (\$7,500) to accommodate 16 adjuncts.
- In the College of Science and Engineering, the Materials Science, Engineering, and Commercialization program expanded the Nanofabrication Research Service Center (NRSC) (\$26,832) and upgraded and renovated the conference room in RFM 3219 (\$3,820). The Department of Biology

renovated Supple 227, 257, 280, 343, and 370 (\$500,000). The Department of Computer Science renovated Derrick Mezzanine (~\$500,000). The Department of Mathematics made facility upgrades to Swinney Guest House (\$3,692).

Major equipment purchases and acquisitions: Overall, Academic Affairs spent \$4,366,480 on large equipment purchases.

- In the College of Fine Arts and Communication, equipment purchases included: School of Art and Design - \$19,577.22 on furniture and equipment capital [Controlled (\$7,380.93) and Computer Equipment Controlled (\$12,196.29)], \$27,841.87 on new enlargers for the Photography program Sabinal Building, two computers with extended warranty and four laser printers (\$7,608.98), Dell OptiPlex Computers (\$4,542.24) and 24-inch Dell monitors (\$1,217.64), and Dell Latitude 6430 laptops (\$2,400); Department of Communications Studies - \$36,939.38 in computing and technology upgrades; School of Journalism and Mass Communication - \$185,595 in furniture for Trinity and Media Innovation Lab, \$80,000 for equipment; School of Music - \$87,737 for instruments and equipment; Department of Theatre and Dance - \$3,341 for installing new card readers in Jowers B-175, \$40,545.48 for new projector, screen, and sound system for Jowers B-140, \$47,490.56 for new projector, screen, and sound system for Jowers B-175, \$54,205.86 for computer kiosk, projector, screen, and two new white boards for THEA 110, \$25,738 for 17 I-mac computers, \$9,000 for five laptops, \$3,654.97 for new film equipment, and \$3,904 for miscellaneous tools for scenic shop; and the Communication Design program – replacement of obsolete workstation for 3107. F (\$22,600) and 3107. G (\$22,600).
- The College of Liberal Arts made several purchases including: Department of English – sound equipment upgrade to FH341 (\$35,000); Department of Political Science purchased computers (\$4,471.35, software (\$364.99), a color printer (\$2,546.13), three commercial shredders (\$12,022.77); Department of Psychology purchased a REDn Eye Tracking System (\$20,500).
- The College of Science and Engineering made several equipment purchases: Ingram School of Engineering - \$400,000 of annual capital equipment funding associated with Engineering MS program; Department of Physics - Instructional Lab Infrastructure (\$49,000 department funded and \$31,000 provost funded); Department of Mathematics - computer equipment upgraded (\$1,529.23); and Chemistry and Biochemistry - purchased two infrared motion capture cameras and supporting equipment (\$25,100).

Number of Library expansions: In the College of Science and Engineering, a library resource grant of \$30,729 has been awarded to the Department of Mathematics to upgrade the Springer Journal backfile at Alkek Library.

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

List of current national/international program recognitions:

- In the College of Applied Arts, the School of Social Work's online graduate program was nationally ranked.
- In the College of Fine Arts and Communication, Performing-Art-Schools.com ranks Texas State's School of Music No. 20 in the country and 2nd in Texas out of 460 performing arts schools offering music degree programs; BestArtColleges.com ranks Texas State the No. 9 Performing Arts program in the country; PerformingArtsColleges.com ranks Texas State the No. 8 Performing Arts program in the country; CollegeMagazine.com ranks the Texas State Musical Theatre program No. 7 in the country. The Dance program is ranked by DanceColleges.com as the No. 10 bachelor's degree program.
- In the College of Health Professions, the BSN program is ranked in the top five percent of BSN programs in the state of Texas based on NCLEX-RN passing scores and other metrics.
- In the College of Liberal Arts, the Peace Corps named the Center for International Studies program to be a Peace Corps Undergraduate Certificate Program and the first academic unit at Texas State to offer the Coverdell Fellowship.
- In the University College, the PACE Academic Advising Center was named the 2016 Outstanding Institutional Advising Program by the National Academic Advising Association (NACADA).

List of current national/international student awards and recognitions:

- In the McCoy College of Business Administration, the McCoy College Net Impact team, comprised of Nikita Demidov, Joseph Fischer and Tayler Walter, was selected to present their business model for expanding social media highlighting Unilever Food Solutions to a panel of judges in Englewood Cliffs, NJ, at Unilever headquarters. The team won Phase 1 of the proposal assessment. In Phase 2, they came in 1st place in the popular vote and were awarded 2nd place overall. The Texas State Collegiate Entrepreneurs' Organization (CEO) chapter attended the CEO Conference hosted in Tampa, Florida and received 1st place in Best Marketing Plan, 2nd place for the Best Fundraising Chapter, and 3rd place in the Best Business Chapter category. The Texas State American Marketing Association (AMA) team of Carter Kalmbach, Nathan Loftus, Mathew Mazur, and Shelby Payne was awarded 1st place in the 2017 Collegiate

Case Competition at the AMA Collegiate Conference. Ms. Kiley Barry, Marketing major with a sales concentration, won 1st place and a \$5,000 scholarship at the prestigious Liberty Mutual Southwest Sales Competition.

- In the College of Education, the Department of Counseling, Leadership, Adult Education, and School Psychology reports that two School Improvement Ph.D. students were named to the annual David L. Clark National Graduate Student Seminar in Educational Administration & Policy; two School Improvement Ph.D. students were appointed national Jackson Scholars for a two-year term; and an Adult, Professional and Community Education Ph.D. dissertation was cited for excellence by the American College Personnel Association (Clint-Michael Reneau).
- In the College of Fine Arts and Communication, School of Art and Design students received the following awards: Communication Design student Pedro Moreno won a National ADDY in the American Advertising Awards for his entry Blue Water Lily; Communication Design student Angelo Acebo Ramirez won the Jazz'SALive 2016 poster contest; and Grayson Lawrence and his team were awarded a 2016 GDUSA award for Govely, a smartphone app designed to encourage political participation among high school students. The student team included Communication Design alumna Morgan Thomas, Alex Gimson, Badri Subrahmanyam, and Arthy Vasudeva Singh from the Department of Computer Science. Students also competed in FLUX, the AIGA Blue Ridge's Annual National Student Competition, and the following students were recognized: Logo Category – Honorable Mention, Jesse Rocha – Kings Garden Logo; Anna Surnina – Parma Farm Identity; Danielle Drummond – Guggenheim; Jessie Rocha – Fantasy toy barn; Jessie Rocha – Antonio's Ristorante Italiano; Selena Hu –Ten Fingers brand system; Brittany Savant – Swifto; Brittany Savant – Barbacon; Packaging Category – BEST IN CATEGORY Melina Sweet – Craftsman Brewing Co., Packaging Category Honorable Mentions – Thy Do – Red Boat Fish Sauce, Jesse Rocha – Liberty Tea; Posters Category Honorable Mentions – Madison Hanlon – Japanese Festival Posters, Jesse Rocha – Broken Child, Marina Nolen – Texas State University, Jesse Rocha – Farmer's Market. Additionally, Communication Design MFA student and graduate assistant, Thi Ngyuen's typeface design, Simply Canon, won a typeface design merit in the PRINT magazine Typography & Lettering Awards Winners 2016. Communication Design BFA major Pedro Moreno is one of 66 students (73 in the online edition) to be featured in GDUSA magazine's feature, Students to Watch in 2017. Students also competed in the "New Talent Competition," hosted by Graphis Inc. The following students were recognized and featured in hardcover annuals: Pedro Moreno, Silver, Logo; Christina Rodriguez, Silver, Logo; Pedro Moreno, Christina Rodriguez, Randy Gaytan, Silver, Ad Campaign; Alex Aydelott, Ken Morgan, Ashley Plauche, Amanda Culver, Silver, Ad Campaign; and Salena Hu, Silver, Branding System. New Talent Merit Awards included: Bridget Blankenship, Merit, Logo; Ethan Nevlud, Merit, Logo; Jon Johnson, Merit Logo; Pedro Moreno, Merit, Packaging; Bridget Blankenship, Merit,

Logo; Jon Johnson, Merit, Logo; Ethan Nevlud, Merit, Logo; Pedro Moreno, Merit, Logo; and Salena Hu, Merit, Poster Series. Seven Texas State School of Art and Design, Communications Design students have had works accepted into the 13th Annual National Student Show and Conference: Edgar Rios, Font Metric Guide, Book Covers/Spreads; Lisa Jayne Willard, Inside Dutch Design - Graduate Student Work; Valeria Flores, Frank's Red Hot TV Spot Commercial, Group Project; Ethan Nevlud, Rocket Cleaners, Logos; Jesse Rocha, Antonio's Ristorante Italiano, Logos; Jesse Rocha, Shave Bar, Logos; and Taylor Wilcox, *Photos You Would Never Hang on your Living Room Wall*, Publication Design. Nick Weddel, BFA 2016, has been accepted into the Ceramics MFA program at NYCC at Alfred University. Gabi Martinez won a \$200 merit award in the "Rising Eyes of Texas" statewide student juried exhibition at the Rockport Center for the Arts. Pedro Moreno and Christina Rodriguez were official semifinalists in the 2017 Adobe Design Achievement Awards. They're one of 1,725 Semifinalists chosen this year out of over 6,600 entrants. In the Department of Communication Studies, MA alum Vanessa Salazar presented at the International Communication Association. The paper won the "Top Interactive Display Award" in the Organizational Communication Division, The Elton Abernathy Forensics Society. Texas State's competitive speech team finished fourth overall. Jaelyn Ashford and Matthew Anderson were event champions, placing 1st in Program Oral Interpretation and first in Extemporaneous Speaking, respectively. Jaelyn also placed sixth in Poetry Interpretation and Matthew placed seventh in Impromptu Speaking. Tyler Cole placed sixth in Extemporaneous Speaking. At the fall 2016 Texas Intercollegiate Forensics Association (TIFA) championship, Texas State placed 2nd in individual events sweepstakes, 5th place in debate sweepstakes, and 3rd place overall. Two Bobcats placed 1st in their individual events: Micailah Nobles placed 1st in program oral interpretation and Symone Holmes placed 1st in dramatic interpretation. Micailah was the 3rd place speaker across all individual events and Symone was 6th overall. Also placing in Individual Events finals were: Emily Cumming, 6th in persuasive speaking and 6th in impromptu speaking; Preston Nieves, 4th in extemporaneous speaking and 3rd in novice persuasive speaking; Miguel Porfirio, 5th in poetry; Jaelyn Ashford, 2nd in novice program oral interpretation; Elissa Palmer, 2nd in novice impromptu speaking and 2nd in novice extemporaneous speaking; Micailah Nobles, 3rd in prose; Symone Holmes and Micailah Nobles, 2nd in duo dramatic interpretation. In the debate events, Coffey McCurdy and Elissa Palmer received 2nd place in team parliamentary debate. Coffey McCurdy and Nate Sauve were quarterfinalists in individual parliamentary debate. In the second half of the tournament, Texas State placed 3rd in individual events sweepstakes. Overall, Texas State received 3rd place for both tournaments combined. Emily Cumming placed 1st in persuasive speaking. Also placing in individual events were: Antonio Rivera, 2nd in Program Oral Interpretation; Jaelyn Ashford, 3rd in Program Oral Interpretation; Matthew Anderson, 5th in

persuasive speaking and 6th in extemporaneous speaking; Preston Nieves, 7th in extemporaneous speaking and semi-finalist in impromptu speaking; Miguel Porfirio, 3rd in poetry; Elissa Palmer, semi-finalist in impromptu speaking; and Symone Holmes and Micailah Nobles, 5th in duo dramatic interpretation. The Elton Abernathy Forensics Society, Texas State's competitive speech team, hosted the 28th Annual Hill Country Swing Speech Tournament. Texas State placed 3rd in their portion of the tournament behind Bradley University and Kansas State. Texas State had two 1st place finishes: Averie Bishop placed 1st in poetry interpretation and Micailah Nobles placed 1st in program oral interpretation with perfect scores in the finals. Also placing in finals were: Matthew Anderson, 6th in extemporaneous speaking and 4th in impromptu; Micailah Nobles, 5th in prose interpretation; Symone Holmes, 3rd in dramatic interpretation; Antonio Rivera, 6th in dramatic interpretation; and Emily Cumming, 3rd in persuasion. Texas State's 2017 NSAC Team brought home 3rd place and Special Judges Award for Best Media Plan at District Competition. William Tinke, BFA Performance and Production, was hired as part of the motion capture team for the new James Cameron/Robert Rodriguez feature film, *ALITA*. TJ Young, Dramatic Writing MFA, won the Harold and Mimi Steinberg National Student Playwriting award as part of the Kennedy Center American College Theatre Festival. TJ also won the Ken Ludwig National Scholarship for best body of work by a college playwright. Caitlin Turnage, Dramatic Writing MFA, won the John S. Cauble Short Play award for her play, *In a Dark Room, the Lord Knows*, at the Kennedy Center/American College Theatre Festival and attended the O'Neill Playwrights' Conference as part of the award. She was also invited to present her play *The Holes in Human Flesh* as a national finalist to the American Theatre in Higher Education national conference in Las Vegas. The play was a finalist at the Samuel French Off-Off Broadway Short Play Festival Contest and received two performances at the Connelly Theatre in New York City. Caitlin's play, *Slack*, was given a reading at Random Acts Theatre in Chicago. Andrew Heinrich, Dramatic Writing MFA, was one of ten playwrights in the nation invited to the Kennedy Center to workshop his play *Flood* as part of the Kennedy Center's MFA Playwriting workshop. Audrey Webb, Dramatic Writing MFA, had her play *Hindsight* produced at the Articulate Theatre in New York City, as part of Articulating the Arts: Tales in Time. Bruce Turk, Directing MFA, won the SDC Directing Initiative Fellowship and traveled to the national Kennedy Center/American College Theatre Festival in Washington, DC. Tom Delbello, Directing MFA, was the runner-up for this award. Sally Rath, Technical Production BFA, won the Barbizon Award for Excellence in Costume Design and traveled to the national Kennedy Center/American College Theatre Festival in Washington, DC. She was runner-up for the National Award for Excellence in Costume Design, selected out of all design areas as the first alternate for the award's educational trip to Seoul, Korea. Brandon Newton, Scenic Design MFA, won the Barbizon Award for Excellence in Scenic Design and traveled to the

national Kennedy Center/American College Theatre Festival in Washington, DC. Dance BFA students Lindsey Gerson, Sarah Nastoupil, Nan Simms, Brittany McKinney, Cali Martin, Lynson Alexander, Lilly Thurman, Jes DeCesare, Hope Tate, Rebekah Balli, Francescas Iannelli, and Kaelyn Miller performed at the 2016 COCO Dance Festival in Port of Spain, Trinidad. Video dance pieces by Lindsey Gerson and Lynson Alexander (Dance BFA) were selected for the Gala of the Dance Shorts College Film Festival at Arizona State University.

- In the College of Health Professions, two senior Clinical Laboratory Science students, Eric Bruton and Sheridan Limmer, were awarded two of the five national Travel Grant awards to attend the American Society for Clinical Laboratory Science in San Diego, CA and were able to present their undergraduate research posters. Mr. Bruton's presentation was "Three-Dimensional Imaging of Immunostained Tubule Lumens in Solvent-Cleared, Whole-Mount Mouse Kidneys," and Ms. Limmer's presentation was "A Prospective Study of Patients Diagnosed with Sarcoidosis: Nutrition, Health Assessment and Environmental Exposures." One junior Clinical Laboratory Science student, Quincey Gonzalez, presented a poster at the Annual Biomedical Research Conference for Minority Students, "What are the Differences in Outcomes for Student participants in REU Sites versus REU Supplements?"
- In the College of Liberal Arts, two Center for International Studies program graduate students won the prestigious Boren Scholarship, and one undergraduate won the Gilman Scholarship. Department of English alumnus Amelia Gray (Fiction MFA) received the 2016 NY City Public Library's 'Young Lion' Award; alumnus James Knippen (Poetry MFA), received a 2017 Discovery/Boston Review prize; Technical Communication MA student Miriam Williams named a Fellow of the Association for Teachers of Technical Writers, a lifetime achievement award; recent BA alumnus Kay Iguh received a NYC Emerging Writer's Grant, was awarded the Disquiet Literary Prize for her story "House Girl" (published in Guernica), and traveled to Lisbon, Portugal to attend the Disquiet International Literary Program. Department of Political Science students won numerous awards at the Eugene Scassa Mock Organization of American States competition, including the 1st Place Overall individual award and 2nd Overall team award. Texas State students participated in the first annual Western Civilization Challenge Bowl sponsored by The American Heritage Educational Foundation. Each Texas State student received a \$500 scholarship from the foundation for their efforts.
- In the College of Science and Engineering, Material Science, Engineering, and Commercialization student, Elizabeth LeBlanc received the William E. Spicer – Thomas N. Casselman Best Student Paper Award for her presentation entitled "Controlling the Magnesium Composition in CdTe/CdMgTe Heterostructures" at the 2016 US Workshop on the Physics and Chemistry of II-VI Materials. Elizabeth LeBlanc and Sadia Rab are recipients of the Department of Energy Solar Graduate Student Research

Internship. They will work at the National Center for Photovoltaics (NCPV) within the National Renewable Energy Laboratory (NREL) in Golden, CO. Two Department of Computer Science students were awarded the prestigious National Science Foundation Graduate Research Fellowships. A Department of Computer Science master's student received the Conference of Southern Graduate School's Outstanding Master's Thesis Award in Math, Physical Sciences, and Engineering. One Department of Computer Science undergraduate student received the CRA 2016 Outstanding Undergraduate Researcher Award. Nine teams (26 students) from the Honors Summer Math Camp were recognized as semifinalists in the Siemens Competition, and one team (3 students) was a regional finalist. Vincent Huang, an alumnus of the Mathworks program, was the youngest member on the 2017 US International Mathematical Olympiad (IMO) team and won a silver medal. Mathcamp student Claire Zhou tied for 1st place at the 9th annual Math Prize for Girls competition held at MIT and won a \$15,400 cash prize. Amber Lu, former student engaged in research with one of our faculty members, received the Barry Goldwater Scholarship.

- In the Graduate College, Maël Le Noc from the Department of Geography won the Conference of Southern Graduate Schools Outstanding Master's Thesis Award in Digital Scholarship, and Sepideh Maleki in the Department of Computer Science won the Conference of Southern Graduate Schools Outstanding Master's Thesis Award in Mathematics, Physical Sciences, and Engineering.

Number of academic programs accredited or reaccredited: During the 2016-2017 academic year, nine academic programs were reviewed and received specialized/professional accreditation from recognized accrediting agencies; additionally, one support service program was accredited. Thirty-four academic programs, five certificate programs, one internship, and three support service programs are accredited by 34 accrediting bodies in addition to the university's overall accreditation.

- In the McCoy College of Business Administration, the AACSB Continuous Improvement Review Committee concurred with the peer review team's recommendation for an extension of accreditation through 2021. The recommendation was subsequently ratified by the AACSB Board of Directors in February 2017. Likewise, separate AACSB accreditation for accounting programs offered by Texas State was also approved and ratified by the Board of Directors in February 2017.
- In the College of Science and Engineering, the Engineering Technology program underwent a certification site visit in spring 2017. The program was recertified for another five years by the Foundry Education Foundation.

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

Current sponsored program expenditure dollars: Total sponsored program expenditures during FY 2017 were \$44,990,288.48 (including IDC).

List of new cross-discipline collaborative sponsored programs: There were 14 new cross-disciplinary sponsored programs in FY 2017.

- In the College of Fine Arts and Communication, Melinda Villagran coordinated the first “Health Scholars” Showcase, featuring aspects of Health Communication from all departments on campus. The showcase was composed of a series of events highlighting translational health research at Texas State.
- In the College of Health Professions, Dr. Denise Gobert in the Department of Physical Therapy, collaborated on a funded proposal through the Texas Physical Therapy Foundation with Warm Springs focused on trunk stability. Dr. Barbara Hewitt in the Department of Health Information Management, collaborated with external partners on a funded proposal in support of women in technology through programs for female high school students. Dr. Rodney E. Rohde in the Clinical Laboratory Science program, collaborated with the Department of Agriculture on the 2017 MIRG proposal selected for funding.

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

Academic start-up dollars awarded (division and college): In FY 2017, the Provost awarded \$2,652,020 in start-up funds.

- In the College of Liberal Arts, the Department of Psychology provided \$1,750 in start-up funding to Dr. Kate Warnell.
- In the College of Science and Engineering, in addition to start-up funds provided by the provost, the Department of Mathematics committed to providing \$8,000 in start-up funding to the two faculty hired in 2016-2017.

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
- List of new technology support activities for international research

List of new international research efforts and scholarly/creative activities:

Six new efforts were reported at the institutional level: Thomas Myers, AKZO-NOBEL, Organo-clay and MUD sample, preparation (Netherlands); Honchi Shi, Sony, invitation to submit a proposal (Japan); John Schemmel, Heriot Watt University, develop a device to measure the sub-surface stress in construction materials such as concrete (Scotland); Yihong Maggie Chen, Ceradrop, non-disclosure agreement (France); Walter Horton, Leiden University, joint invention agreement: Photoactivatable Cancer Prodrug (Netherlands); and Habil Zare, Sanger Institute, data use agreement-genomic data set (UK).

- In the McCoy College of Business Administration, Dr. Todd Jewell in the Department of Finance and Economics, was a Scholar in Residence at the University of Castile-La Mancha in Ciudad Real, Spain. He gave the keynote presentation titled, “The Economics of Major League Soccer” at the Spanish Sports Economics Conference. Dr. Steven Rayburn in the Department of Marketing, conducted the first colloquium for the Transformative Service Research Workshop for the Universidad de Piura.
- In the College of Education, a Recreation program faculty member was invited to China as a Visiting Scholar; a Health Education program faculty member was invited to deliver the keynote address at an International Health Conference in Japan; the Recreation program successfully implemented a summer study abroad program in Australia; and the Health Education program successfully completed the third study abroad program in the UK. Additionally, Dr. O'Malley in the Department of Counseling, Leadership, Adult Education and School Psychology is an investigator on the new Centro Justicia Educacional project funded by the Chilean Ministry of Education and housed at the Pontificia Universidad Católica de Chile.
- In the College of Fine Arts and Communication, Gina McDaniel Tarver launched her book, The New Iconoclasts: From Art of the New Reality to Conceptual Art in Colombia, 1961–1975, with two events in Bogotá: one at the Oficina del Doctor, Galería Casas Riegner and another at the Universidad de los Andes. Teri Evans-Palmer’s co-authored article, *Embers to Bonfires: Early Childhood Teacher Training in Zambia*, is in press for publication in the Africa Education Review, an international journal associated with UNISA. Nicole DesChamps-Benke was invited to participate in the North American Mokume-Gane Exhibit in Japan—300 years of Tradition, Innovation and Influence. Mark Menjivar has work included in the exhibition *Fridges Fight Back* curated by The British Museum of Food at KK Outlet (KesselsKramer) in London, England. Mark also had work featured in the Mexico City-based magazine, *Hoja Santa*. Shannon Faseler attended a fully funded artist residency over winter break in Iceland at the Creative Centre, Stöðvarfjörður. MiHyun Kim was invited to submit a paper titled:

Design Trend: Design and Computer Technology for Korea Evaluation Institute of Industrial Technology, and Kim had an exhibition at the 2016 Korea Society of Design Science International Invitation Exhibition. Carolyn Kilday's book, *Fatto a Mano*, was shown in the International Art Exhibit at the Art Gallery Le Logge, Piazza del Comune in Assisi, Italy. From this exhibition, Carolyn's book was selected to be shown in Florence at the Accademia delle Arti del Disegno in March 2017. MiHyun Kim presented Design Practices in User-Center Design Thinking in WMAS 2017: World Multidisciplinary Art Symposium in Prague, Czech Republic. In April, Liz Rodda and Joey Fauerso presented their REP funded project 'SET', a video screening accompanied by live musical performances at The Museo de Art Moderno in Medellin, Colombia, and at the gallery Lugar y Dudas in Cali, Colombia. A solo presentation of Barry Stone's work was exhibited in Cologne, Germany at the Gaa Gallery Project Spact during the Cologne Art Fair. Michael Rau was invited to participate in the Forward/Story residency in Bintam, Indonesia where he collaborated with fellows from the UK, Australia, South America, and the US. Ana Baer filmed *Wild-er-ness* in the North Yorkshire Moors, UK with Texas State colleague Michelle Nance and UK artist Hieke Salzer, and presented multidisciplinary piece WECCreate Ice at the Symposium between Spaces, University of Chichester, UK. She also premiered screen dance piece, *The Wall* (featuring Texas State colleague, Michelle Nance) at Cine Club Sandwich in Puebla, Mexico. Brandon Gonzalez choreographed and performed *Touch Loop*, an installation/performance piece in Freiburg and Kassel, Germany.

- In the College of Health Professions, Dr. Rodney E. Rohde in the Clinical Laboratory Science program was awarded three international titles that span his research, teaching and service areas: 1) title of Global Fellow by the Global Citizenship Alliance in Potsdam, Germany, which included an appointment as Visiting Scholar at UT Austin (in collaboration with Austin Community College); 2) title of Fellow by the Association of Clinical Scientists; and 3) an appointment to the International Federation of Biomedical Laboratory Science Microbiology Advisory Group for two years for development of IFBLS documents for WHO, CLSI and ISO TC212 in the area of expertise (antibiotic resistance). Dr. Janet Bezner and Dr. Karen Gibbs in the Department of Physical Therapy presented and networked at World Confederation of Physical Therapy in Capetown, South Africa. Dr. Barbara Hewitt in the Department of Health Information Management, gave a scholarly presentation at Hochschule Hannover University in Germany. Dr. Barbara Sanders in the Department of Physical Therapy was appointed to Advisory Board for the Instituto Profesional en Terapia y Humanidades in Puebla, Mexico.
- In the College of Liberal Arts, the Department of Geography received ERASMUS+ grants from the European Union in partnership with the University of Rennes in France. The grant pays for the exchange of two faculty members, three students, and one staff member per university. In addition, the Department of Geography started new collaborations with

UNIMINUTO in Colombia, UAEM in Mexico, and Capitol Normal University in China. A Department of Modern Languages faculty member collaborated with Canadian scholar to propose an edited collection to include contributors from the US, Canada, UK, and Europe. Another Department of Modern Languages faculty member conducted extensive research in Spain with a Spanish historian to complete a co-edited critical edition and biography now in submission. A faculty member also participated in a grant-funded working group with Spanish colleagues in Mallorca, while another faculty member participated with Spanish colleagues at the University of Malaga on the submission of a grant proposal. In the Department of Philosophy, Dr. Yuan pursued departmentally-funded research in Beijing, China; Dr. Lewis pursued departmentally-funded research in London, UK and in South Africa; Dr. Luizzi pursued departmentally-funded research in South Africa; Rebecca Raphael pursued departmentally-funded research in Germany and South Africa; and Jonathan Surovell pursued departmentally-funded research in Germany and Canada. Several Department of Political Science faculty were involved in international research efforts: Dr. Willard Fields (Oxford, England) – Transportation Resilience – Center for Urban and Environmental Solutions; Dr. Thomas Longoria (Oxford, England) – Women’s Leadership Symposium; Dr. Dianne Rahm (Vienna, Austria) – International Journal of Arts & Science Multidiscipline Conference; Dr. Omar Sanchez (Sibony, Peru) – Latin American Studies Association Conference; and Dr. William DeSoto (Cairns, Australia) – Crime and Justice in Asia & Global South. In the Department of Sociology, Joseph Kotarba was the recipient of the Visiting Faculty Distinguished Lecture, Department of Sociology, Uppsala University, Sweden, while Chad L. Smith presented at the European Research Group on Military and Society in Athens, Greece in summer 2017.

- In the College of Science and Engineering, several faculty in the Department of Engineering Technology traveled to international destinations in an effort to cultivate additional opportunities for collaboration. These included trips to Korea by Drs. Yoo Jae Kim, Byoung Hee You, Soon Jae Lee, and In-Hyouk Song. While on faculty development leave, Dr. Tom Myers in the Material Science, Engineering, and Commercialization program teamed up with researchers at the University of Malaga in Spain to share expertise in solar cell and thermoelectric energy harvesting materials while gaining new skills and understanding in all aspects of clean energy production and storage.

International travel funds provided (division and college):

- The College of Applied Arts provided \$51,556.73 in travel expenditures to international conferences for 17 faculty.
- The McCoy College of Business Administration allocated \$66,323.65 for international travel funds.
- The College of Education provided approximately \$30,000 in international travel funds for faculty and graduate students (combination of department funds, Round Rock Incentive, and Institute for Play Therapy funds).

- In the College of Fine Arts, the School of Music funded 17 international research trips (\$12,500) and 15 guest artists of international stature (\$33,100).
- In the College of Liberal Arts, international travel faculty expenses supported by the Department of Geography were over \$13,000. The Department of Modern Languages provided \$48,619.53 in international research travel funds to faculty. The Department of Political Science provided \$11,807 on foreign travel funds.
- In the College of Science and Engineering, the Department of Mathematics provided \$12,867.46 in funding for international travel. Grant funding within the Department provided an additional \$5,328.63, and the Mathworks program funded \$10,415.44 in research related international travel. One faculty member, Dr. Dochtermann, received funding from the Alexander von Humbolt Foundation for a one-month research stay in Berlin.

Number of Fulbright Research Scholars and other international fellowships: In FY 2017, Texas State had three Fulbright Scholars.

Number of Visiting Scholars Supported: Fifty-four J-1 scholars were supported in FY 2017.

List of New Technology support activities for international research:

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

Total restricted research expenditures: \$30.1 million

Total endowment funds: \$164.7 million

Number of doctor of philosophy (PhD) degrees awarded: 50

Percentage of first-time entering freshmen in the top 25 percent of their high school class: 50.8 percent

Average SAT and ACT scores of first-time entering freshmen: SAT - 1024 and ACT- 22

Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter: Texas State is not yet a member of the Association of Research Libraries and does not have a chapter of Phi Beta Kappa. Texas State established a chapter of Phi Kappa Phi in 2013.

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: Three faculty members were recognized with NSF CAREER Awards in 2016, and one was recognized as a Cottrell Scholar.

Number of graduate level programs and graduation rates for master's and doctoral programs: 92 masters (77.9 percent graduation rate) and 12 doctoral programs (73.7 percent graduation rate)

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

Number and total dollar amounts of TRIP-eligible submissions/awards:

Twenty-two TRIP-eligible submissions/awards worth \$5,881,234.99

- The School of Health Administration in the College of Health Professions received \$100,000 from the Williamson Fund eligible for 50 percent TRIP match.
- The Department of Anthropology in the College of Liberal Arts, received \$184,500 TRIP match.
- The College of Science and Engineering reports that the Department of Computer Science received a TRIP-eligible research gift from Google. The Department of Mathematics received \$51,750 from KLE, which was also TRIP match eligible.

Total dollar amount of matching funds received from TRIP for the year: \$2,812,041.39.

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)

Freshman class size compared to prior year and percent change: In fall 2017, 5,874 freshmen were enrolled, compared to 5,732 in fall 2016 (increase of 2.5 percent).

Overall enrollment compared to prior year and percent change: In fall 2017, overall enrollment was 38,666 compared to 38,808 in fall 2016 (decrease of 0.4 percent).

Overall African American and Hispanic enrollments compared to enrollments of previous year: In fall 2017, 4,267 African Americans were enrolled compared to 4,144 in fall 2016 (+ 3 percent); while 13,885 Hispanics were enrolled in fall 2017 compared to 13,452 in fall 2016 (+ 3.2 percent).

Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates): In fall 2016, there were 30,791 applications for admissions. The freshmen-to-sophomore retention rate for 2016 was 77.4 percent and graduation rate was 54 percent. The freshmen-to-sophomore retention rate for 2017 was 77.7 percent and graduation rate was 53.9 percent.

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)

List of current economic collaborations with external constituents:

- The College of Applied Arts invested \$10,000 in research in collaboration with the SMCISD Early Childhood Center, and provided twelve (\$12,500) graduate research assistants for a total of \$150,000.
- In the McCoy College of Business Administration, the Texas State University Small Business Development Center served 463 clients; provided 3,672 hours of client assistance; and conducted 47 professional business seminars, workshops, and conferences. It helped create 396 jobs and save 503 jobs through the creation of 28 businesses and expansion of another 49. The Center provided training for more than 1,472 participants and facilitated more than \$59.35 million of capital infusion to qualified businesses. Small Business Development Center offices are located in Austin, Round Rock, and San Marcos.
- The Department of Curriculum and Instruction in the College of Education, collaborated with the H-E-B READ3 Early Literacy Program with the SMCISD; conducted a Play and Inquiry Workshop summer program with Bonham Elementary; and provided 20 Field Block courses in public schools in local ISDs. In the Department of Health and Human Performance, Dr. Hamilton continues to lead the Center for P-16 Initiatives and along with other colleagues in the Caminitos Collaborative promote Pre-K and early childhood programs for underserved youth. Faculty in the Exercise & Sports Science, Recreation, and Health Education programs continue to create outreach programs for underserved youth and their families (i.e., Fun & Fit 4 Life, Goal Post, SLOPE).
- In the College of Fine Arts and Communication, Claudia Roeschmann was invited to participate as a table mentor and speaker at the Women Entrepreneurship Week (October 15-22) on campus sponsored by the Enterprise Futures Network, the Center for Gender and Diversity, and the Center for Entrepreneurial Action. The School of Journalism and Mass Communication graduate SXSU team participated in the 2017 TXST Innovation Lab.
- The Department of Communication Disorders Speech-Language Hearing Clinic in the College of Health Professions provided speech-language services under contract for the SMCISD. Speech-language-hearing services are provided for monolingual and/or bilingual Spanish-English speaking students beginning in pre-kindergarten as well as assisting with bilingual re-evaluations. The Department of Respiratory Care's Sleep Center clients averaged 52 patients per month.
- In the College of Liberal Arts, the Department of Anthropology has an RFP for an Army Corps of Engineers and Department of Defense (DoD) five-year agreement with total funding of \$45,000,000 for cultural and natural resource projects. The Department of English had two funded external grants (totaling \$45,000), supporting fire services and public safety. A faculty member participated in an interdisciplinary teaching grant (\$100,000) to teach computer programming skills to middle and high school teachers.

Number of clients in STAR Park: During FY 2017 there were 49 partnerships with for-profit companies. In the same time period, there were five clients at STAR PARK.

Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC): The SBDC served 501 clients, 339 jobs were created, 328 jobs retained, 34 businesses started, and 45 expansions occurred. There was \$57,788,451 in capital infusion in SBDC.

Number of clients in the Office of Commercialization and Industry Relations (OCIR): 49 clients

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)

List of current cultural collaborations with external constituents (e.g., Wittliff program development, lecture series, performance and creative arts events):

- In the College of Applied Arts, Nutrition program classes provided outreach to the San Marcos Housing Authority and other community agencies. The School of Social Work also provided student interns to the school district.
- In the College of Education, the Department of Health and Human Performance continued to offer Brennan and Smith Lecture series for the academic, local, and regional community.
- In the College of Fine Arts and Communication, Mark Mejivar led a workshop at the International School of the Americas in San Antonio, TX with 200 students as part of his ongoing project, *Migration Stories*. Mejivar also presented at Texas Pecha Kucha as part of the New Cities, Future Ruins conference held at Southern Methodist University's Meadows School of the Arts. Mejivar received a commission from the City of San Antonio's Department of Art and Culture to create five new images for the exhibition *Our Comida, Our Cultura* that opened December 8th at the Centro de Artes in downtown San Antonio. Centro de Artes is dedicated to telling the story of the Latino experience with a focus on South Texas through art, history and culture. He also led a manifesto workshop as part of Borderland Collective's Education Workshop in partnership with Dream Week San Antonio. The printed manifesto was distributed back to participants and disseminated widely across Texas. Mark Menjivar, Jason Reed and Erina Duganne spent time at the University of Arizona Art Museum in Tucson for the opening of their traveling exhibition, *Northern Triangle*. While there, they facilitated workshops and gave gallery talks to several college and high school

classes. Menjivar also worked with art education students at the University of Arizona for another iteration of his ongoing project, *Migration Stories*. Roger Colombik and Jerolyn Bahm-Colombik's socially-engaged project *More Life in a Time without Boundaries* was on exhibit at the Grace Museum in Abilene, April 19-August 14, 2016. Erina Duganne was an invited speaker for the panel, "*The New America: Immigration, Demographic Change and Political Power in the 'Gap States'*" at New Cities, Future Ruins, a four-year curatorial initiative inviting artists, designers, and thinkers to re-imagine and engage the extreme urbanism of America's Western Sun Belt. The founding partners in the initiative are the Southern Methodist University Meadows School for the Arts, which hosted the Dallas convening, ASU Gammage, and UTEP Rubin Center for the Visual Arts. The Department of Communication Studies hosted a public debate featuring the British National Debate Team in fall 2016. They also hosted TEDx speaking event in fall 2016.

- In the College of Health Professions, Dr. Rodney E. Rohde in the Department of Clinical Laboratory Science was selected to present a TEDx talk entitled "*Saving Lives in the Shadows of Healthcare*," discussing issues of global antibiotic resistance and healthcare associated infections at the intersection of medical laboratory science and public health. The TEDx talk has gone viral and won several national awards. The 2017 Department of Communication Disorders Diversity Day titled "Music & Literature: Weapons of Peace through a Century of Conflict" was held on February 10, 2017. This event was recognized by the Common Experience committee, and it received a Common Experience grant. The event provided the opportunity for students, staff, and faculty to share music and literature across generations. The event was well attended and well-received.
- In the College of Liberal Arts, the Center for International Studies hosted Dr. Przemyslaw Osiewicz (Adam Mickiewicz University, Poznan, Poland) as Fulbright visitor in February 2017, as well as over fifty national and international scholars to explore the foreign and domestic legacy of President Barack Obama. The Department of English hosted the Sandra Cisneros Symposium (day-long gathering of leading national scholars, attended by Sandra Cisneros, in conjunction with the reception of her archives). The Department of History, in conjunction with the Common Experience program, sponsored a display on Texas prisons in the library. The Department of History's Center for Texas Music History collaborated with the Wittliff Collection to build up holdings on Texas Music. In the Department of Philosophy, the Philosophy Dialogue Series collaborated with the San Marcos Public Library on the Library Dialogues for 15 Library Dialogues. They also collaborated with the LBJ Museum in San Marcos to program the Summer Dialogues on Activism, three day-long workshops. The Department of Philosophy collaborated with the Dance program to co-host "Engagement: Philosophy and Dance" a four-day international symposium and dance festival featuring the Mark Morris Dance Company.
- In the University College, the 2016-2017 LBJ Distinguished Lecture was

held in October 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 attended 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

Number of new scholarships awarded: In 2016-2017, 5,082 academic scholarships were awarded, 371 additional from the prior year.

Number of new merit scholarships awarded: 0

Total dollar amounts of new scholarships and average award amounts:

The amount of academic scholarships awarded in 2016-2017 was \$13,778,221, with an average award per student of \$2,711.

Other dollars contributed toward undergraduate and graduate student financial support (division and college):

- The College of Applied Arts received \$100,000 donation for undergraduate scholarships for the Department of Agriculture (fall 2016) from Tonya and Malcolm Hawkins from Houston, Texas.
- The McCoy College of Business Administration received \$1,245,264 in total contributions in FY 2017. Eight new endowments were established. Additionally, the College received \$476,690 in direct contributions.
- The Department of Communication Studies, in the College of Fine Arts and Communication, provided a total of \$11,653 to support graduate and undergraduate student participation in regional and national communication conferences. The School of Music provided a total of 443 scholarship awards totaling \$468,030. The Department of Theatre and Dance spent \$36,290 to assist 114 students traveling for different student events. The Department of Theatre and Dance also provided the following new scholarship dollars: \$149,000 for 48 Musical Theatre BFA majors (average award of \$3,100/student); \$23,750 for 23 Acting BFA, Teacher Certification, Technical Production, and Performance and Production majors (average

award of \$1,000/student); \$36,000 for 19 Theatre MFA majors (average award of \$2,000/student). Graduate students received \$242,825.98 in graduate assistantship dollars (an increase of 8.45 percent over the prior year).

- In the College of Health Professions, the Clinical Laboratory Science program reports that endowment level was reached for the Cardinal Health Clinical Laboratory Science Scholarship honoring Dr. Rodney E. Rohde and Ms. Jennifer Dawson. The scholarship was established with the 2015 award to Dr. Rohde of \$20,000. In 2016, Mrs. Jennifer Dawson was awarded the same award, an Essential honor and received \$25,000. Ms. Dawson selected Texas State's Clinical Laboratory Science program as the recipient of the \$25,000 award. Ms. Dawson's donation will allow Clinical Laboratory Science students to receive scholarships for the 2018-2019 academic year. The Department of Communication Disorders received four Graduate Merit Fellowships (\$2,500) from the Graduate College for the entering cohort of fall 2016. In addition, the John Wendel Scholarship was again donated to the Department in 2016-2017 in the amount of \$1,000 for a student in the Autism Cognate. The Department of Health Information Management funded seven undergraduate students at \$200 each for student travel to participate in a student exchange program in Germany. The Radiation Therapy program awarded scholarships to two Junior students in the amount of \$550 each from the Thomas L. and Helen E. Cox Scholarship, Texas State Endowed Scholarship in Radiation Therapy.
- In the College of Liberal Arts, the Department of Geography distributed over \$57,000 over approximately 55 scholarships to undergraduate and graduate Department of Geography students and instituted two new scholarships for graduate and undergraduate students in geography: the National Center for Farmworker Health Award in Geography (non-endowed) and the Giordano-Mastroianni Family Scholarship (endowed). The Department of Political Science received new scholarship funding from McGraw Hill (\$8,257). Funds support both undergraduate and graduate students, with an average award about of \$1,500.
- In the College of Science and Engineering, 21 Materials Science, Engineering and Commercialization program students received a combined total of \$523,234 in assistantship funding. An additional \$6,707 was paid to support student travel. In the Department of Engineering Technology, each year the local CIM Patrons Board contributes upwards of \$20,000 in scholarship funding for students in the Concrete Industry Management program. The Ingram School of Engineering implemented department-supported "Ingram Graduate Fellowship" for recruiting outstanding graduate students (\$10,000/yr., several awards at \$2,000-\$2,500 each). The Department of Computer Science awarded departmental scholarships (worth about \$6,000) to computer science undergraduate and graduate students. The Department of Physics employed 12 graduate instructional assistants in fall, 10 in spring, and six in summer (\$150,026). Additionally, the Department of Physics awarded the following scholarships: Griffin

Scholarship (one award of \$300); Crawford Scholarship (two awards of \$782 each); and the Anderson Scholarship (two awards of \$950 each). The Department of Mathematics awarded \$17,200 in scholarships to undergraduate and graduate students. The Department of Mathematics spent \$118,371.27 on student wages in FY 2016-2017, in addition to approximately \$700,000 in wages for teaching assistants, graduate assistants, research assistants, and undergraduate instructional assistants. The Department received \$25,000 to endow an additional scholarship, the Ram Lal Seekri Endowed Scholarship, which was awarded for the first time in spring 2017.

- In the Graduate College, summer incentive scholarships range from \$1,000 to \$2,000, depending on enrollment of students. A total of eighty scholarships were awarded for a total of \$126 each.

Percentage increase in salary levels for graduate assistants: The College of Fine Arts and Communication reports that graduate stipends for graduate students increased by 8.45 percent in the Department of Theatre and Dance.

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

Number and list of new/revised courses and programs with international content:

- In the College of Applied Arts, faculty reviewed and updated the curriculum to diversify the content of the course in CTE 3321, Work-based Learning in Career and Technical Education.
- The McCoy College of Business introduced BA 2310, Introduction to Business in a Global Environment, as a required core course for all business majors. This course introduces students to the business enterprise with an emphasis on the interdependence of the business functions in a global environment.
- In the College of Education, Miranda Lopez in the Department of Curriculum and Instruction, offered a new study abroad summer program in the Dominican Republic.
- In the College of Fine Arts and Communication, the Dance program offered a new study abroad course in England during summer 2017.
- In the College of Health Professions, four courses (CLS 4333, Bridge to CLS Practice; CLS 4321, Directed Study in CLS; CLS 4463, Clinical Practice I; and CLS 4364, Clinical Practice II) were altered for the Clinical Laboratory Science program in order to include interprofessional education, international globalization, and study abroad content. The Department of Communication Disorders developed and approved two new courses CDIS

4680 and CDIS 5680, International Multicultural Experience for students participating in study abroad opportunities.

- The College of Liberal Arts' Center for Diversity and Gender Studies added DVST 3320, Introduction to Global Diversity Issues as a required course and DVST 5388, Independent Study in Diversity Studies to course offerings for the graduate Diversity minor. The Department of Modern Languages added six new courses and developed 15 new courses with international content.

Number of faculty participants in globalization workshops:

- In the College of Education, four Department of Counseling, Leadership, Adult Education and School Psychology faculty members participated in workshops abroad oriented toward internationalizing courses and program opportunities.
- In the College of Health Professions, Dr. Rodney Rohde in the Clinical Laboratory Science program was selected to attend the Global Citizenship Alliance conference in Potsdam, Germany and received the title of Global Fellow.
- The College of Science and Engineering had one faculty participate in a globalization workshop.

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

Number of faculty-led study abroad programs: 43 faculty-led study abroad programs in FY 2017.

Number of students studying abroad: The total study abroad participation was 895 students, which represents a 12.5 percent increase from FY 2016.

Number of Fulbright Teaching Scholars: The Department of History, in the College of Liberal Arts, received one Fulbright scholar from Turkey.

Number and list of student international research efforts and scholarly/creative activities (presentations, papers, etc.):

- In the McCoy College of Business Administration, the first full-time MBA cohort enrolled in MGMT 5313 completed an international field project. The project was sponsored by Safety Vision and involved five teams evaluating the Mobile Video Landscape market and dominant suppliers for each of Safety Vision's five market verticals (Law Enforcement, Mass Transit, Student Transportation, First Responders, and Over the Road Trucking) within the Peruvian market. Following their trip to Lima, Peru, the MBA Cohort students collaboratively presented their recommendations to Safety Vision. Each student who participated in the trip received a \$1,500 scholarship. Student, Ellery Capuozzo completed a global accounting internship with KPMG, LLP. The internship began with training in international tax before spending four weeks in Paris, France working in KPMG's international Business Tax Services.
- The Department of Curriculum and Instruction in the College of Education, had nine students present internationally: Lori Madrid Assaf (Spain), presentation at the 20th European Conference on Literacy; Christopher Lima Busey (Peru), presentation at the Latin American Studies Association; Kiyomi Colegrove (New Zealand), presentation and local school visits at Re-conceptualizing Early Childhood Education RECE; Gail Dickinson (Athens, Greece), presentation at the 19th Annual International Conference on Education; Ellen Duchaine (Tokyo, Japan), presentation at the 19th International Conference on Child and Adolescent Psychiatry; Jesse Managua Gainer (Nicaragua), research at the Universidad Centroamericana; Mary Esther Huerta (Campeche, Mexico), presentation at Southwest Council of Latin American Studies (SCOLAS); Charise Pimentel (Campeche, Mexico), presentation at SCOLAS; and doctoral student Ren Vanderlind (London, UK), MHHR conference. The Department of Counseling, Leadership, Adult Education and School Psychology had ten students complete international research/scholarly activities resulting in refereed publications or presentations: J. E. Coryell, P. Stewart, Z. Wubbena, B. J. Spencer, and C. Valverde, "International Service-Learning, Study Abroad, and Global Citizenship Development in a Post-Disaster Locale"; J.E. Coryell, M. Fedeli, J. Tyner, and D. Frison, "Personal and Professional Learning of University Faculty in an Era of International Student Mobility: A Comparative Investigation." (paper presentation at the Clute Institute International Education Conference. Venice, Italy); B. Davis, A. Young, A. Hendrix, B. J. Spencer, and J.E. Coryell, "Ciao Tutti! Graduate Adult Education Students' Reflections from International Field Study and Future Directions." (roundtable presentation at the Annual Meeting of the American Association of Adult and Continuing Education, Albuquerque, NM); M. Monserrate, A. S. Mendes, M. A. Lecheler, and J. Lasser, "An Examination of the Education and Training of School Psychologists in Portugal and the United States." (poster presentation at the Trainers of School Psychologists Conference, New Orleans, LA); M. P. O'Malley, T. A.

Long, D. Barrera, S. Croteau, J. King, L. K. Reyna, and S. Walkes, "Public Provocations and Interruptions from Urban Life in Chile: Exploring Pedagogies of Social Transformation." (Annual Meeting of the American Educational Research Association, Division B: Curriculum Studies, Section 1: Culture and Commentary The Readings/Makings of Curriculum), San Antonio, TX); M. P. O'Malley and T. A. Long, "Project LEARN-Chile: Building In-Country Partnerships to Support Graduate Student International Academic Mobility. Partnership 2016: La Inclusión e Innovación en Las Américas," (Guadalajara, Jalisco, México); M. P. O'Malley, D. Barrera, and Z Wubben, "Resisting Globalization of Neoliberal Educational Accountability: Student Movements' Impact on Educational Policy in Latin America." (University Council for Educational Administration Annual Convention, Detroit, MI); M. P. O'Malley, T. A. Long, D. Barrera, S. Croteau, J. King, and B. Lee, "Educational Leadership through Pedagogies of Social Transformation: Innovations from Urban Life in Latin America." (University Council for Educational Administration Annual Convention, Detroit, MI); Skyller Walkes (Adult, Professional, and Community Education Ph.D.) initiated field research in Cuba; Zane Wubben, "Education in the Media." (Texas State University doctoral dissertation).

- The College of Fine Arts and Communications reports in May 2017, Professors Kym Fox and Dale Blasingame in the School of Journalism and Mass Communication launched the inaugural *Study in America* faculty-led program to state and national parks in Texas and New Mexico. Nicole Wesley in the Department of Theatre and Dance took 12 students to Trinidad/Tobago to perform at the COCO Dance Festival. Michael Rau and Laura Lane traveled to Brazil to work with artists at the University of Brasilia on a devised piece that will travel to Texas State in 2018 (one Acting BFA student also participated).
- In the College of Health Professions, the Department of Health Information Management completed the sixth year of participation in the student/faculty exchange with Hochschule Hannover – University of Applied Sciences and Arts in Germany. This past academic year, one student from Germany attended Texas State in the fall 2016 semester. Seven Department of Health Information Management students completed coursework at Hochschule Hannover in summer 2017. One faculty member from Germany provided lectures to Texas State Department of Health Information Management students and met with the faculty. One faculty from Texas State provided lectures to Hannover students in summer 2017 and presented scholarly research. Dr. Pamela Wilson in the St. David's School of Nursing presented two papers at the Sigma Theta Tau International Research Conference in Dublin, Ireland. Dr. Kim Belcik and Dr. Shirley Levenson presented a paper at the same conference.
- In the College of Liberal Arts, the Center for International Studies started the Wilson Research Fellowship for Latin America. A graduate student conducted research in Italy for her thesis. The Department of Modern Languages had one undergraduate student, Yolanda Fierro Ulloa, and two

graduate students, Mohit Mehta and Andres Carlin Esquer, present research talks at the annual SCOLAS conference in Campeche, Mexico. The Department of Political Science hosted its first visiting scholar from the Autonomous University of Zacatecas (UAZ), a university located in Central Mexico. Thirteen mediators from the Autonomous University of San Luis Potosí visited Central Texas to participate in a course entitled “The Culture and Practice of Mediation in Texas.” The Department of Political Science signed a memorandum of understanding between Texas State and the Autonomous University of San Luis Potosí to establish the general bases of collaboration between the two universities for purposes of planning and developing specific academic projects; facilitating academic cooperation; promoting mutual understanding; promoting student mobility and exchanges among academics; promoting internationalization as one of the universities’ priorities; and sustaining multicultural understanding through educational activities and research. Mr. Choong Hee Park, a senior reporter for Munhwa Broadcasting Corporation in South Korea was a visiting scholar in the Department of Political Science.

- The College of Science and Engineering reports that Dr. Anton Dochtermann in the Department of Mathematics received funding from the Alexander von Humboldt Foundation for a one-month stay in Berlin. A graduate student, Zachary Hurdle, conducted research related to his dissertation in Costa Rica. Two doctoral students, Zhaochen Song and Ziaowen Cui, have begun dissertation study involving research that takes place in China.
- As reported by The Graduate College, two students received Boren Fellowships (for language learning abroad). In addition, 21 graduate students received funding from the Graduate College to give a research presentation abroad.

Number and list of student international teaching activities: 0 reported

Number and list of student international service activities: 0 reported

Dollars contributed toward study abroad scholarships: Texas State awarded \$570,500 to 652 students in study abroad scholarships, compared to \$350,750 in FY 2016. The average award was \$986.58 per student. Eight Texas State study abroad students were awarded the Benjamin Gilman International Scholarship. Texas State partnered with the Gilman program recipients and representatives for two information sessions about the scholarship program. Two Texas State study abroad students received a BOREN award for studies in Brazil and Jordan. This is a very prestigious scholarship program for critical languages.

- The Study Abroad Office awarded study abroad mini-grants to five new faculty-led program initiatives planned for FY 2018, with awards of \$3,000 to each program.
- The McCoy College of Business Administration awarded \$49,500 in scholarships to 33 graduate students to support their study abroad

experience. The scholarships were funded by the McCoy graduate fee. The College's Step-up-for State donation page raised \$3,010 with 52 gifts for study abroad opportunities.

- In the College of Fine Arts and Communication, the School of Music distributed \$146,383 to support travel for 36 students. The Department of Theatre and Dance provided \$6,500 to assist four students.

Number of institutionally-recognized international exchange programs:

There were 79 institutionally-recognized international exchange programs.

Number and list of countries impacted: 35 countries were impacted including:

Australia, Austria, Belgium, Belize, Brazil, Cambodia, Chile, China, Costa Rica, Czech Republic, Dominican Republic, Ecuador, England, Estonia, France, Germany, Ghana, Greece, Iceland, India, Ireland, Italy, Japan, Mexico, Morocco, The Netherlands, Nicaragua, Norway, Peru, Russia, Scotland, South Korea, Spain, Switzerland, and the United Kingdom.

Number and list of staff-led international experiences: 0 reported

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

List of new or major modifications to undergraduate and graduate recruitment initiatives: Undergraduate Admissions expanded the Cats Caravan Event to San Antonio; increased the number of search names purchased and added new purchases of February SAT test takers; and restructured to add a top scholars' coordinator position.

- The College of Applied Arts now follows up on every graduate applicant that considers admissions to their graduate program.
- In the McCoy College of Business and Administration, the Department of Accounting, along with members of the Accounting Club, hosted seven new student/recruiter events: "Mock Interviews" with representatives from 20 accounting firms; a showcase event on opportunities provided by small and local CPA firms; two showcases featuring nine mid-tier firms; a showcase featuring Big Four Firms; the first annual Accounting Excellence Banquet; and a recruiter event providing a debriefing of the new recruiting events.
- In the College of Education, the Department of Counseling, Leadership, Adult Education and School Psychology enhanced its school district partnerships for recruitment of principal preparation graduate students, resulting in a six-year partnership with Austin ISD expected to yield 75 net new graduate students. The Adult Education program began development of recruitment activities for its new online delivery of the master's program.

- College of Fine Arts and Communication faculty participated in an extensive discussion and strategy development for increasing graduate enrollment. Plans include adding an undergraduate Theatre Arts course, which is a major source of MA student recruitment, more focused efforts to publicize benefits of Communication MA to undergraduate students, and more effectively publicize the Master's program's strengths in areas such as pedagogical development for both academic and non-academic career pursuits (e.g., Teaching and Learning Academy). The School of Music contributed \$16,087 for 40 faculty/staff trips for recruitment throughout the state.
- In the College of Health Professions, the St. David's School of Nursing held open houses in the fall and spring to attract potential students; led tours of the school and sim lab; and held a community health fair in conjunction with one of the open houses.
- In the College of Liberal Arts, the Department of English placed ads for graduate recruitment in local and national venues; increased interventions with prospective graduate students in all programs, before and after admission; increased recruitment of graduate students among qualified undergraduates at Texas State; and increased recruitment of undergraduate and graduate students at local higher education fairs. The Department of History hosted a table at the National Council on Public History conference to advertise their program. The Department of Modern Languages promoted undergraduate majors and minors at the Ronald Reagan High School Majors Fair in San Antonio, Texas and hosted the annual Texas-wide German Contest with 700+ junior high and high school students participating. The Department of Political Science Legal Studies MA faculty participated in recruiting fairs at other campuses, beginning with UTSA in 2016 and UT-Austin in 2017. The Master of Public Administration program created flyers targeted for women in public administration to distribute at the Executive Women in Texas Government Conference; and subsequently followed up with an individual email to each person who left their name. The Department of Psychology graduate program hosted a recruitment table at the Southwest Psychological Association Conference for the first time in April 2017. The Sociology Graduate Student Association organized a luncheon with faculty, graduate students, faculty-nominated undergraduates, and undergraduate students with 3.5 and above GPA for the Sociology and Applied Sociology programs. The Department of Sociology chair conducted a graduate programs recruitment presentation for St. Edwards University sociology undergraduates.
- In the College of Science and Engineering, the Department of Chemistry and Biochemistry continued to explore new recruiting tools and methods for the graduate chemistry program, including updating the departmental website, revising recruiting brochures, and engaging potential students at both regional and national ACS meetings. Ingram School of Engineering participated in ENGINE national graduate student recruiting database. The Department of Physics is conducting outreach events through the Society of

Physics Students and Astronomy Club supported by the department. The Department of Mathematics held its 7th annual Graduate Mathematics Open House in October, their major recruitment tool that runs in conjunction with their Math in the Picture Contest, which engages students in high school through graduate school. The Department of Mathematics also began a new initiative to invite their top undergraduate students to apply for their graduate programs. Faculty engaged in direct contact with students to encourage graduate applications. The Department of Mathematics emailed fliers to all chairs and math departments of universities and colleges in Texas advertising their programs. The Department of Mathematics sent a survey to junior and senior majors to gauge interest in various graduate programs and concentrations offered by the Department. The survey was designed to also advertise the programs and provide options for receiving further information.

- The Graduate College met with departments with declining graduate enrollment to discuss measure to reverse trends.

List of new or major modifications to marketing efforts implemented:

Undergraduate Admissions launched a new digital marketing plan which focused in geo-fencing at top community college campuses. University Marketing added a digital media position to create more University Marketing engagement; added additional billboards along the I-35 Corridor; created new marketing materials for the Office of Undergraduate Admissions; designed a new graduate website; targeted social media campaigns in Dallas, Fort Worth, Austin, Houston, and San Antonio; and launched a social media campaign for financial aid FAFSA apply dates.

- The College of Fine Arts and Communication placed advertising promoting the Department of Communication Studies in the conference programs of the National Communication Association, Southern States Communication Association, and the Eastern Communication Association.
- The College of Health Professions, in an effort to target a more diverse applicant pool and to pull from other institutions in the state of Texas, during spring 2017 the Department of Communication Disorders purchased a one page, full-color ad in the program booklet for the Texas Speech-Language-Hearing Convention that was paid for with funds from the Graduate College. The ad was to show how diverse our faculty is as well as to summarize our strong programmatic offerings.
- In the College of Liberal Arts, the Department of Modern Languages advertised the Spanish MA in the Austin-American Statesman and *¡Ahora Si!* Hispanic journal in Austin. The Department of English ran ads for graduate recruitment placed in new local and national venues and increased interventions with prospective graduate students in all programs, before and after admission. The Political Science MA program developed new marketing material for the Teacher's Emphasis; acquired new recruiting materials for the MA program; researched available data regarding state mandates pertaining to dual credit course availability in all Texas high

schools to identify potential markets; and developed new and updated current program materials on the MA website such as study abroad options and emphases relating to career goals. In the Department of Sociology, the graduate advisor, chair and support staff began working with the Office of University Marketing to develop a new webpage for the Sustainability Studies MA/MS. The Department of Political Science designed a pull-up banner for recruiting events and program logo water bottles. Master of Public Administration faculty got pens with the Texas State University and MPA program names on them.

- In the College of Science and Engineering, the Department of Physics targeted marketing campaigns for graduate programs through the American Institute of Physics and GradSchoolShopper.com
- The Graduate College redesigned the Graduate College webpage, had a higher social media presence with more relevant content, began research into more effective communication strategies, provided additional training for their publications writer, and created new marketing materials for international recruitment. The Graduate College also did radio advertising with NPR.

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

Number and list of new Texas State athletic advertisements placed: N/A

List of all athletic events on local or national television: N/A

Average number of athletic events each year, home and away: N/A

Total economic impact from athletic events on local community: N/A

Product licensing income for the year and new licenses added around the State of Texas: N/A

Increase in membership for Bobcat Club for the year: N/A

2.9 Expand delivery of distance learning.

Key Performance Indicators*:

- Number of new online and hybrid SCH as a percent of overall offered

Number of new online and hybrid SCH as a percent of overall offered: In FY 2017, the online/hybrid SCH was 72,975 of 973,665 (7.5 percent overall).

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

Student retention rates compared to prior year (college and institutional):

Overall freshman one-year retention rates increased from 77.4 percent in fall 2016 to 77.7 percent in fall 2017. Freshmen retention rates were down slightly for undeclared majors (77 percent to 73.6 percent), College of Fine Arts and Communication (81.3 percent to 79.8 percent), and College of Applied Arts (78.4 percent to 75.5 percent). Freshman retention rates were up slightly in McCoy College of Business Administration (78.2 percent to 79.6 percent), College of Education (79 percent to 82.1 percent), College of Health Professions (75 percent to 76.4 percent), College of Liberal Arts (75.3 percent to 78.7 percent), and College of Science & Engineering (75.9 percent to 76.2 percent).

Student graduation rates compared to prior year: Overall graduation rates changed little from 54 percent in fall 2016 to 53.9 percent in fall 2017.

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

Number and list of new co-curricular activities provided and average number of attendees at each event:

- In the College of Education, the Department of Curriculum and Instruction held Quetzal film series events (attendance at about 75 per film showing) and the Tomás Rivera Mexican American Children's Book Award (attendance of 150). The Department of Health and Human Performance created the Spring Lake Outdoor Education Program this year and engaged Exercise and Sports Science and Recreation undergraduate students. The Department of Health and Human Performance maintains Fun & Fit 4 Life, a

program with the local Boys and Girls Club, and Caminitos Collaborative, a co-curricular program with Bonham Pre-K.

- In the College of Fine Arts and Communication, Hannah Park was invited to participate as a mentor in the 3 Day Startup, Texas State University. 3 Day Startup is a campus workshop that teaches entrepreneurial skills to university students. The event was hosted by Emmett & Miriam McCoy College of Business Administration. Texas State is one of 150 schools participating in this initiative. 3DS alumni have launched 90 companies and raised \$70,000,000. "The Last Supper" exhibition and lecture series were co-sponsored by the Common Experience, and were attended by a number of students enrolled in University Seminar. Attendees at the Lecture Series included students from far afield (e.g., from the School of Social Work and the Urban and Regional Planning concentration). Faculty member Brandon Gonzales collaborated with dance faculty Pat Stone on a FLEX exhibition titled "the shape of our shapes (and the skin of that)." School of Journalism and Mass Communication, Public Relations and Advertising students traveled to New York as part of a professional development tour. The Department of Theatre and Dance created a Writers Lab, a monthly play-reading event, to workshop new scripts (10-30 attendees monthly).
- In the College of Health Professionals, the Clinical Laboratory Science program had five students participate in the Texas Association for Clinical Laboratory Science "student bowl" which is a competitive academic event. The Clinical Laboratory Science program also sent two students to the national American Society for Clinical Laboratory Science conference in San Diego, CA. Each of these students were awarded two of the five competitive travel grants to attend and participate in professional activities. St. David's School of Nursing faculty and staff offered an enhanced peer mentoring program with 60 pairs of students. A living/learning community was established for freshman pre-nursing students on the San Marcos campus. One hundred eighty-six nursing students participated in service learning activities during the year with official recognition provided for this service. The students earned this recognition through the hours provided to Georgetown ISD. The seniors provided all the hearing and vision screening, and the juniors provided vital signs and heights and weights for students needed to be screened per protocol. Students, faculty, and staff participated in over 20 community events, such as the Alzheimer's Walk, Relay for Life, Scott and White Blood Drive, Race for a Cure and PAWS for a Cause (a student-sponsored event to benefit school children by providing new properly fitting shoes). Thirty nursing students who are members of "Student Promoted Integration in Nursing" (SPIN) organization provided the following hours to the Round Rock Serving Center: RACS Coats for Kids (180 hours); RRACS volunteering twice a month throughout the school year (900 hours); Paws for a Cause (120 hours), Dell Children's 5K (120 hours); and Christmas decoration for the RRACS (120 hours). The approximately 120 students who belong to the Student Nurses Organization provided over 1,000 hours of service to Medicine in Motion which provides service and

supplies at marathons in the area, Be the Match, The Baylor Scott and White Blood Drive, and the Alzheimer's walk.

- In the College of Liberal Arts, the Center for Diversity and Gender Studies hosted an International Symposium -- Century of Conflict: Dialogues on Women, Gender, Intersectionality and Militarism (~100 attendees). The Department of English hosted 12 new co-curricular activities and brought in eight guest speakers with national and international reputations (30-50 attendees at each); developed a day-long symposium (50 attendees); screened films (400 attendees); and offered performances of a bilingual adaptation of a Shakespeare play (200 attendees). The Department of Modern Languages hosted a guest speaker from the University of Miami on Golden Age Spanish literature (60+ attendees); a guest speaker from the UNAM in San Antonio on the etymology of "Texas" (40+ attendees); presented three film series: French, German, and Spanish; hosted two "Intercambio" events bringing together students in Spanish classes with Texas State Intensive English students (60+ attendees); hosted weekly conversation events open to all students in language classes; and hosted a Peace Corps presentation (20+ attendees).
- The University College sponsored a panel discussion (100 minority student attendees). 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 or color in college and shared their Texas State experiences as inspiration for success in college, career, and life. 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. The three Outstanding Alumni were Patric Edmondson, Senior Vice President of Product Development at Modernizing Medicine; Robert Cadena, President and Chief Executive Office of Retirement Solutions in San Antonio, TX; and George R. Benavides, Parts Director for AutoNation Toyota in Austin, TX.
- The Round Rock Campus hosted several new events: Student Development – Lunch & Learn: Home Gardening Tips, Tricks, and other Resources (11 attendees); Lunch & Learn: Reflections on Higher Education in Philippines (8 attendees); Lunch & Learn: Therapeutic Forgiveness (8 attendees); Lunch & Learn: PTSD - Assisting Students and Faculty (8 attendees); Lunch & Learn: A Comparison of Presidential Platforms and Their Economic Effects (13 attendees); Career Services – Benefits and Salaries- Realistic Expectations (4 attendees); Practice Makes Perfect: How to Prepare for a Job Interview (10 attendees).

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 (i.e., walk-in, email, phone, appointment, social media):

- In the McCoy College of Business Administration, academic advisors conducted 6,600 individual advising appointments and assisted with 12,304 phone calls and 6,397 students at the front desk during the academic year. MAcy advisor, Laurie Brown, advised approximately 1,050 students.
- In the College of Health Professions, the St. David's School of Nursing Admission and Retention staff attended four Bobcat Days in San Marcos, interacting with approximately 600 prospective students, and three Bobcat Days in Round Rock, interacting with approximately 40 prospective students. St. David's School of Nursing admission's staff held two information sessions in San Marcos with approximately 31 pre-nursing students regarding the requirements for the undergraduate Nursing program. Nine information sessions were held in the St. David's School of Nursing in Round Rock for prospective students, with approximately 45 individuals attending. In addition, two open houses were held with approximately 500 individuals attending. The St. David's School of Nursing Admission and Retention Office fielded 4,296 phone calls, answered 2,623 emails, and serviced 222 walk-in consultations from prospective students during this time period. Staff maintain a presence for the St. David's School of Nursing on social media, such as Facebook and Twitter. Admissions staff also met with two area high school health science groups, totaling 27 students, in an effort to capture interest while students are forming opinions about careers.
- In the College of Liberal Arts, the Department of Modern Languages' graduate advisor worked with 39 students, and the undergraduate Spanish program advisor answered 1,475 emails from undergraduate students. The undergraduate Political Science and Public Administration program faculty coordinator advised approximately 500 students each semester, including summer. The graduate Legal Studies program director met with and advised approximately 50-75 students during the long semesters. The director of the Political Science masters program had approximately 400 contacts with students via walk-ins, email, phone, and appointment. The director and administrative assistant of the Master in Public Administration program met with, talked to, and advised at least 90 students in the study period and answered several hundred emails received via the dedicated mailbox for potential applicants.
- In the College of Science and Engineering, the Material Science,

Engineering and Commercialization program graduate advisor advised 35 students in 2016-2017. The Department of Mathematics assisted ~304 majors, ~1,029 minors, and ~12,000 students in general education courses.

- In the University College, the academic advising centers served a total of 87,210 individual appointments.
- The Round Rock Campus Advising Team held a total of 1,318 advising appointments, not including phone calls, emails or walk-ins.

List of professional development opportunities provided to academic advisors for consistent messaging:

- Six McCoy College of Business Administration academic advisors attended the 18th annual Texas State Academic Advisors Conference.
- In the College of Liberal Arts, the director of advising for the Department of Political Science attended the following professional development opportunities: Reframing the Future: Establishing Student Outcomes and Assessment and Foundations of Online Course Design and Development.
- In the University College, a total of 89 academic advisors attended the 2016 Texas State Advising Conference. In spring 2017, 78 academic advisors attended the annual Advising Assessment Summit.
- Four Round Rock Campus academic advisors attended a total of 41 internal professional development sessions.

Number of external professional development opportunities attended by how many advisors:

- The McCoy College of Business Administration had six academic advisors attend the University of Texas–San Antonio Academic Advising Conference.
- In the University College, 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 University College PACE Advising Center was recognized as NACADA's Outstanding Institutional Advising Program for 2016.

Advisor/student ratios compared to prior year:

- The McCoy College of Business Administration's advisor to student ratio was 302:1, compared to 374:1 last year.
- In the College of Education, the seven faculty graduate advisors in the Department of Counseling, Leadership, Adult Education and School Psychology provided direct advising to approximately 650 graduate students (ratio = 92:1).
- In the College of Health Professions, student comments were positive, and there were no changes in the advisor ratios.
- In the University College, the number of students served by each academic advisor had been reduced to 377:1 from 408:1 in FY 2016.

- The advisor to student ratios in the Round Rock Campus was 302:1.

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

Number and percent of students enrolled in Honors College compared to prior year: In fall 2016 semester, there were 469 student enrolled in 32 Honors sections, an additional 158 in nine departmental Honors sections for a total of 654 students. An additional 185 students took nine US 1100 sections designated as for Honors students and in collaboration with University Seminar. In spring 2017, there were 455 students enrolled in 29 Honors sections and 89 in six departmental sections for a total enrollment of 544 students. This corresponds to a total of 1,016 students for the year in 61 regular Honors courses and 15 departmental classes. The previous year's total was 50 regular Honors courses and 10 departmental.

Number of Honors sections offered: The number of Honors sections increased from 59 in FY 2016 to 70 in FY 2017.

Number of Honors College graduates compared to prior year: The number of Honors College graduates in 2017 was 77 (two in summer 2016, 24 in fall 2016, and 51 in spring 2017), compared to 66 the previous 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

Number and list of events (athletic and artistic) provided for the year:

- In the College of Fine Arts and Communication, the Department of Theatre and Dance had four productions in the Harrison, two Mainstage productions, and four Studio productions. (56 performances, 12,244 attendees). The Dance program held an Opening Door concert, Merge concert, Orchesis

concert, CimTEYA Childrens' concert, and three Choreographers' concerts (17 performances, 2448 attendees). The School of Music held 93 performances of ticketed events, with attendance of 8,019. In total, The College of Fine Arts and Communication (including special events) held 119 events totaling 181 performances and 33,588 tickets; since the opening of the Performing Arts Center, there has been a 70 percent increase in performing arts attendance.

- In the College of Liberal Arts, the Department of English hosted the Therese Kaysen Lindsey Literary Series, which brought in eight major writers and scholars to read and discuss their work at the Wittliff and other venues. The Department of Philosophy's *Engagement: Philosophy and Dance* included four dance performances, three master classes, and several movement and dance therapy workshops.

Average number of students that attend sporting events: N/A

List of promotions and collaborations with student groups to engage them in athletics: N/A

Number and list of new academic support initiatives provided to student athletes:

- In the College of Science and Engineering, one scholarship endowment gives preference to a student athlete, as per the MOU.

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

Examples of new selected improvement efforts implemented as a result of assessment findings: Overall, examples of improvements based on student learning outcomes assessment include offering additional sections of courses, allowing students to better succeed at related student learning outcomes; improving writing skills after a concerted effort by faculty to address writing skills during class time; and improving policy and research knowledge based on improved teaching tools and research enhancement in courses.

- In December 2016, the Office of International Affairs at Texas State purchased the Beliefs, Events, and Values Inventory (BEVI) to assess the different ways in which students see the world. In summer 2017, students from selected faculty-led programs, affiliated and exchange programs were asked to participate in Before and After International/Intercultural Learning

Experience surveys. This was the first year that BEVI has been used to measure cross-cultural competencies. The Study Abroad Office updated the Faculty-Led Program Survey to include questions that aligned with global learning outcomes and transformational learning.

- In the College of Applied Arts, chairs and deans reviewed outcomes/results and made adjustments to course syllabi.
- In the McCoy College of Business Administration, the Department of Management changed the final course requirement for students who may not plan to launch a new business venture. For those students, MGT 4351, Applied Entrepreneurship will be replaced with a choice of MGT 3362, Family Business and Franchising; MGT 4351, Applied Entrepreneurship; MGT 4353, Integrative Field Project; or MGT4393, Entrepreneurial Internship. The McCoy College of Business Administration added a new course, BA 2310, Introduction to Business in a Global Environment, to the BBA core requirements for all business majors entering the program under 2016 catalog. QMST 3339, Introduction of Data Mining, became a required quantitative course for all Computer Information Systems program majors replacing QMST 3334, Statistical Modeling.
- In the College of Education, the Department of Curriculum and Instruction continued to implement the Danielson Framework for Teaching, which has strong reliability and validity. Field block faculty received training in 2016 and are continuing to align coursework with the framework.
- In the College of Health Professions, an example of improvement noted by the St. David's School of Nursing in spring 2017 included: the School used grant money to hire a faculty member to work with students who scored in the bottom 25 percent (n=25) of the grading scale in the Pathophysiology and Pharmacology course. The faculty member met with the second semester students to work on test-taking skills and building of confidence in answering NCLEX-RN style questions. The students in this group improved on average four points above the other students and most were successful in the course. In the summer 2017, another faculty member used a similar approach with some of the same students from the spring; however, it contained less structure. While the students felt it was useful, no data could be obtained to indicate that these students did better than their counterparts.
- In the College of Liberal Arts, a Department of Political Science faculty committee implemented new common reading/assessment in the core curriculum (POSI 2310 and 2320) for fall 2016. Improvement was noted in all student learning outcomes at the end of the academic assessment cycle. Undergraduate Political Science program learning outcomes were reviewed. During the academic cycle 2016-2017, enhanced rubrics were used to evaluate student learning outcomes by faculty members. The results showed that using a standardized rubric more accurately evaluated student learning and, thus, outcomes improved. At the undergraduate level in the Public Administration program, interns and students engaged in capstone research were provided with an expanded set of instructions that aided

them in connecting their internships or research to evidence of student learning outcomes. As a result, improvement was noted in most outcomes at the end of the assessment period. At the graduate level, the reaccreditation team's observation was that the sole instrument of assessment was the applied research project. To improve the likelihood of success, two new pathways to graduation have been created, namely the thesis and comprehensive exam. These additional pathways to graduation are pending approval from university authorities. As a result of assessment findings, the Legal Studies program made changes to curriculum to include incorporating the use of more technology and also continued to add more role-play exercises utilizing the moot courtroom and guest speakers from the profession.

- In the College of Science and Engineering, the Department of Physics modified course descriptions and objectives at the undergraduate and graduate levels with specific regards to the Intro Physics courses and piloted implementation of physics simulation as part of the undergraduate majors program. Department of Mathematics assessment outcomes were presented and discussed at a faculty meeting with an emphasis on finding ways to improve instruction. The instruction information for faculty teaching selected courses was changed to include the recommendation that they spend a little extra time on selected material to address problems identified by outcomes assessments. One course in particular had some modifications made as a result of the outcomes assessment. Regularly held teaching forums were started for several courses as a means to share information to improve instruction and to complete the feedback loop for assessment results.

Number and percent of programs completing outcomes assessment:

Overall, there were 279 programs that completed outcomes assessment in 2016-2017.

Number and percent of completed audits: Audits were completed on 100 percent of the 279 outcomes assessment reports.

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

Number of program reviews completed and number submitted to THECB:

Twenty-eight academic programs were reviewed through the program review

process in 2016-2017 and of those reviews, 16 were submitted to the THECB.

- In the McCoy College of Business Administration, the Department of Accounting completed three program reviews in fall 2016. Two program reviews were sent to THECB for its two masters programs (MAcy and MSAIT). A third program review was conducted by AACSB for the accounting programs separate AACSB accreditation.

Examples of selected program improvements made based on program review/accreditation findings: Examples of planned improvements include revising tracks within majors; streamlining curriculum, providing course delivery options (i.e., hybrid courses); and recruiting and retaining more and a diversity of students in the programs.

- In the College of Liberal Arts, the Department of Political Science had two programs which were externally reviewed: as a result of reaccreditation findings, the Legal Studies program is making a number of improvements. The program is expanding its advisory board and reviewing the library's collection of legal resources to make sure we have the optimal collection of resources for the students. The program is also continuing its efforts to develop a more diverse faculty, which it has been able to do with recent adjunct hires. In the Masters of Public Administration program, the NASPAA accreditation committee had requested before the site visit that a diversity plan be crafted for the MPA program. A detailed diversity plan has been created as a result of that recommendation.
- In the College of Science and Engineering, the Department of Mathematics, underwent an academic program review during 2016-2017. Program improvements made as a result of the review include expanded departmental orientation for new faculty and graduate students; created a Research Active Faculty policy specifying conditions under which faculty can be granted additional time for research with a goal of a 2/2 load for faculty with a strong record of research and grant activity; the Department strategic plan was revised to reflect review recommendations; associate professors were assigned mentors; associate professors in the Mathematics Education program who were eligible for promotion to full professor were encouraged to apply for promotion; open positions were requested and advertised earlier in the hiring cycle; increased recruiting efforts at the master's level resulted in larger graduate class sizes; and admissions criterion for master's programs were updated as per reviewer's suggestions.

Percent of academic program reviews with all items scored "acceptable" or higher: Only five of the 28 reviews in 2016-2017 were completely scored overall as acceptable or higher; 23 of the reviews indicated that improvements were recommended in one to six areas – most being in the number of human and physical resources needed for the program.

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 career support programs provided:

- The associate vice president for Academic Affairs established a committee consisting of representatives from various divisions on campus, including faculty from each college, to identify marketable skills to be incorporated in course curricula.
- In the College of Fine Arts and Communication, the Acting BFA and the Musical Theatre BFA programs conducted a New York Showcase for its graduating students, where students auditioned for agents and casting directors. Students in both programs participated in a series of “Business of the Business” seminars. Exit Reviews and Senior Portfolio classes in the Communication Design program are now required and have been expanded to better prepare students for design careers. During Communication Week, speakers addressed strategies for breaking into the sports industry, leadership in the nonprofit sector, strategies for a successful job search, innovative approaches to entrepreneurship, and a speed networking event.
- In the College of Health Professions, the Department of Health Information Management provides the Professional Practice Experience (PPE), an opportunity for students to engage with Health Information Management leaders in the workplace. The PPE is typically done in the last semester and some students are given employment offers during the PPE or shortly after. Respiratory care students participated in the Health Professions Career Day through senior job interview exercises. During the Professional Growth and Development course, nursing students take the jurisprudence exam required of all nurses who apply for licensure as an RN in Texas. This activity assists students in meeting requirements for practice in the State of Texas. Students also practice taking national-normed standardized online tests throughout the program to prepare them for the NCLEX-RN licensing

exam.

- In the College of Liberal Arts, the English Honors Society and departmental collaboration brought in three speakers to discuss careers using skills of English program majors in law, business, and political science. Other Department of Political Science career networking events included résumé writing and interviewing workshops as part of the internship course, as well as job postings distributed through the student and graduates email lists maintained by the program.
- In the College of Science and Engineering, the Department of Physics offered a colloquium series to encourage networking with industry professionals and exposure to different areas of focus.
- The Round Rock Campus provided seven programs: How to Work a Job Fair (four attendees at two sessions); Practice Makes Perfect: How to Prepare for a Job Interview (10 attendees); Benefits & Salaries: Realistic Expectations (four attendees); Linked up with LinkedIn (five attendees at two sessions); and What Can I Do with My Major? (two attendees).

Number and list of academic outreach and recruitment efforts:

- The Department of Mathematics in the College of Science and Engineering, hosted a Graduate Open House in October as a recruitment tool. A panel discussion was held (open to all current students as well) regarding successful transition to graduate school.
- The Round Rock Campus held 33 outreach and recruitment efforts.

Number and list of new companies recruiting at Texas State:

- In the College of Health Professions, Aureus Medical Group (national medical staffing agency) and Sonic Reference Labs (Austin and internationally based) visited the Clinical Laboratory Science program for recruiting purposes.
- In the College of Science and Engineering, the Department of Mathematics hosted a Graduate Open House in October as a recruitment tool. A panel discussion was held (open to all current students as well) regarding successful transition to graduate school.
- The Round Rock Campus had 17 new companies recruiting: Randolph Brooks Federal Credit Union; Office Depot; Sylvan Learning of Austin; Heaton Bennett Insurance; American Campus Communities; Central Texas Food Bank; College Forward; Austin Police Department; Girlstart; Liquidation Channel; United TEFL Training; Vital Sleep; Comfort Keepers; Texas Controller of Public Accounts; Protect America; The Progressive Group of Insurance Companies; and Westbrook Metals Inc.

Number and list of employers conducting on-campus interviews:

- The McCoy College of Business Administration's Center for Professional Sales and Enactus co-sponsored "Interview Express," where 45 corporate partners interviewed ~300 students.
- In the College of Fine Arts and Communication, casting directors from

theatres such as Great Rivers Shakespeare, TPAP, and Theatre Aspen visited campus to audition Department of Theatre and Dance students.

- The College of Health Professions reports that in spring 2017, Baptist Health System, Parallon, e-4 Services, Department of Veteran Affairs, Texas General Land Office, UT Health Science Center-Houston, Connally Memorial Medical Center, RC Billing, and Memorial Hermann professionals visited with senior Health Information Management program students. The Radiation Therapy program includes clinical rotations with several clinical affiliates offering internship experiences to students. All students are assigned a clinical rotation at a site each semester within the 2½-year curriculum including a 10-week summer session. Students have an opportunity to meet with supervisors and administrators during their clinical rotations resulting in job interviews near graduation. The post-graduate employment rate for the Radiation Therapy program, within six months' post-graduation, ranges from 95 to 98 percent.

Number and list of career fairs, including number of employers attending fairs:

- In the McCoy College of Business Administration, the Department of Accounting hosted 20 recruiters representing 18 public accounting firms from Austin, San Antonio, and Houston during a recruiter luncheon. The Department of Computer Information Systems & Quantitative Methods hosted four companies for corporate information sessions: Charles Schwab, ExxonMobil, HEB, and USAA. The McCoy College Career Expo connected 362 students with 68 companies interested in hiring. The McCoy College of Business Administration partners with Career Services to host this event.
- In the College of Health Professions, the St. David's School of Nursing continued to host a career fair each fall for graduating seniors, inviting potential employers. Twenty-one potential employers participated in the fall 2016 fair. In the spring, four health systems were invited to meet with graduating seniors to discuss their internship programs post-graduation.
- In the College of Science and Engineering, the Department of Engineering Technology sponsored and participated in four career fairs, two for the construction and concrete industries, and two STEM fairs for all College majors. At each of the two most recent construction and concrete industry career fairs, over 65 employers and more than 200 students participated. These career fairs are a significant source of internships for underclassmen and career positions for graduating seniors and graduate students.

Number of internships completed by students:

- The McCoy College of Business Administration successfully coordinated 17 internships for College graduate students in the Flex MBA, Full-Time Cohort MBA, and MSHRM programs, as well as 74 internships for College undergraduate students. The McCoy College of Business Administration provided financial support for two students to complete their international study abroad internship with UPS in Barcelona, Spain in summer 2017.

These study abroad internships were arranged and organized through the Center for Professional Sales.

- In the College of Education, the Department of Health and Human Performance had over 500 students complete internship/field experiences. The Department of Counseling, Leadership, Adult Education and School Psychology had internships completed by 343 graduate students (which is an increase of 32 from FY 2016) in Adult Ed, Counseling, Educational Leadership, School Psychology, and Student Affairs programs. An additional 135 graduate students completed practica in which they provided counseling and psychological services to members of the community.
- In the College of Fine Arts and Communication, Texas State Galleries has an internship program which trains two to four students per term in arts administration and curatorial studies. The School of Art and Design had nine internships for credit and six non-credit in fall 2016, five Photography program internships, and six Art History program internships. During fall 2016 through summer 2017, approximately 187 School of Journalism and Mass Communication students completed internships. More than 20 students completed one-hour media practicums throughout the year. For the Department of Theatre and Dance, one graduate student interned for a Broadway show and another in Italy. Others worked at Monomoy Theatre Company, Texas Shakespeare, Theatre under the Stars, Dallas Shakespeare, and Zach Theatre.
- In the College of Health Professions, the Department of Communication Disorders second-year graduate students completed a total of 62 externships (n=31 students); the Department of Health Administration had 100 percent of BHA and MHA students complete a one-semester field placement in their last semester. Eighty-six nursing students were placed in area hospitals during spring 2017 to complete a 156-hour precepted experience (pairing students one on one with a registered nurse). This is considered a capstone experience for BSN students. As part of the course, they are required to conduct a teaching project needed for the specific unit they are assigned. This was the third year participating in the Accelerated Student Experience with St. David's HealthCare. Nine students precepted for 172 additional hours and were provided automatic hire and a sign on bonus if they chose to be employed in the unit where they completed the hours.
- In the College of Liberal Arts, the Department of Anthropology had 21 undergraduates complete internships. The Department of English had 10 undergraduate and 40 graduate internships completed. The Department of Political Science completed 20 undergraduate and two graduate internships. The Public Administration program completed 39 undergraduate internships and five graduate internships. The Legal Studies program had 23 graduate internships completed. The Department of Philosophy sponsored an internship for a sustainability student, with support provided by the Environmental Defense Fund and funding from Staples.
- In the College of Science and Engineering, the Materials Science,

Engineering and Commercialization program had one internship completed in the summer at Intel. Department of Computer Science graduate and undergraduate students completed more than 20 internships.

Number and list of programs and events to prepare students for graduate/professional education:

- In the College of Fine Arts and Communication, Texas State Galleries facilitates successful transition of students to the workplace through its programming. The BFA and MFA exhibitions prepare students for exhibiting their work in a professional gallery context; skills taught include installation techniques, event planning, promotion, etc. Faculty, students, and alumni are eligible to propose and organize programming in the Galleries' FLEX space. This process assists students with proposal development, exhibition planning, art shipping, fundraising, art writing, etc. Successful exhibitions in the FLEX are résumé-builders, and sometimes receive external accolades. In the School of Art and Design, professional practice components are integrated within Thesis II and includes a session with Career Services on what to do with an Art History degree. Professional practice components are also integrated with a new course: Art Criticism and Writing, which includes visits and tours to local art institutions.
- In the College of Liberal Arts, the Writing Center offered four workshops to assist students applying to graduate programs. The Department of English offered three workshops for master's students preparing applications for doctoral programs. MFA faculty provided a workshop for students seeking information about publishing. The Department of Philosophy hosted two workshops on "What's Next?" (one directed at undergraduate students, the other at MA students).
- In the College of Science and Engineering, the Math Club has multiple activities aimed at transitioning students including: host visits from institutions recruiting mathematics majors; email student organization members about on-campus and area career fairs (general and STEM); résumé writing workshops; and other useful events at Career Services. The Club encourages presentation of results of students' independent studies at AMS/MAA-sanctioned student conferences. The Club advisor visits with students individually about their career plans and maintains a posting of summer internship opportunities on the student organization's bulletin board. There are regular meetings for Mathematics GRE subject preparation and tips for graduate school admission.
- The Graduate College created a Career Networking Event for Graduate Students held once a semester in conjunction with the fair for majors; provided eight information sessions about graduate studies (each consisting of five individual workshops on different themes); one graduate fair; one workshop for underrepresented minorities on graduate study and funding graduate education; two Shop Talks on entering the academic job market; and four Shop Talks on career-related topics (offered in collaboration with Career Services).

- The Round Rock Campus offered six events: Basics of Successful Research for Graduate Students (one attendee); External Funding for Graduate Students (four attendees); Strategies for a Successful Thesis/Dissertation (four attendees); Formatting your Thesis/Dissertation (eight attendees); Funding for Graduate Students (two attendees); and Princeton Review - GRE/GMAT Bootcamp (24 attendees).

Number and list of alumni-supported career events and initiatives to support student networking and career success:

- In the College of Fine Arts and Communications, the School of Art and Design held the following events: Internship courses in the Art History, Communication Design and Studio Art programs; yearly workshop on finding internships in the Art History and Communication Design programs; yearly workshop on applying to graduate school for the Art History program; professional practice components integrated within Thesis II (includes session with Career Services on what to do with an art history degree); professional practice components integrated with new course: Art Criticism and Writing (includes visits/tours to local art institutions); Professional Practices course in the Studio Art program is a required course; Exit Review and Senior Portfolio classes in the Communication Design program are now both required.
- In the College of Health Professions, during senior seminar each spring, Department of Health Information Management students participate in panel presentations where they visit with former alumni on career pathways and receive key information on potential jobs.
- In the College of Liberal Arts, alumni-supported career networking events for the Department of Political Science included Centex ASPA mixers; alumni mixers; and advisory board meetings where current students mingle with alumni and practitioners. Career networking events included résumé writing and interviewing workshops as part of the internship course and job postings distributed through student and graduates email list maintained by the program.

Number and list of on-campus student employment career preparation programs and initiatives:

- In the College of Health Professions, the St. David's School of Nursing provides the Professional Growth and Development course, where nursing students take the jurisprudence exam required of all nurses who apply for licensure as an RN in Texas. This activity assists students in meeting requirements for practice in the State of Texas. Students also practice taking nationally-normed standardized online tests throughout the program to prepare them for the NCLEX-RN licensing exam.
- 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 face-to-face career counseling appointments:

- In the McCoy College of Business Administration, the Career Services liaison held 755 one-on-one advising appointments.
- In the College of Liberal Arts, the faculty advisor for undergraduate students held over 50 face-to-face counseling sessions that included post-graduation planning.

Number of PACE career counseling sessions:

- The University College held a total of 852 PACE career counseling sessions.

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

Number of literacy sessions provided: N/A

Number of faculty and students served: N/A

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:

- In the University College, 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:

- In the University College, PACE Outreach provided 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 neared an end.

QEP successes based on outcomes achievement and continuous improvement:

- In the University College, the number of semester credit hours (SCH) 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. 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

Number and percent of female full-time faculty and staff compared to prior year: In fall 2017, there were 1,968 female, full-time faculty (53.8 percent) compared to 1,921 in fall 2016 (53.3 percent).

Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year: In fall 2017, there were 1,242 minority faculty and staff (33.94 percent), compared to 1,224 (33.93 percent) in fall 2016.

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

Number and percent of Hispanic student enrollment compared to prior year: Hispanic enrollment increased from 13,452 (34.7 percent) of 38,808 students in fall 2016 to 13,885 (35.9 percent) of 38,666 students in fall 2017.

Number and percent of Hispanic student graduates compared to prior year: Hispanic graduates increased from 2,359 (29 percent) of 8,131 in FY 2016 to 2,653 (30.6 percent) of 8,656 in FY 2017.

Number and percent of Hispanic students retained compared to prior year: Hispanic retention increased from 1,591 (76.1 percent) of 2,092 freshmen in fall 2016 to 1,659 (76.4 percent) of 2,171 freshmen in fall 2017.

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

Examples of new academic, student support, and administrative programs provided and number of students served:

- The associate vice president for Academic Affairs reports that International Affairs implemented 22 International Minds events in FY 2017. These included: fall 2016 – Resource Fair (102 attendees), International Student Welcome Social (239 attendees), Occupational Practice Training Workshop (30 attendees), International Education Week Luncheon (147 attendees), and Graduation Celebration (5 attendees); spring 2017 – Resource Fair (33 attendees), International Student Welcome Social (148 attendees), Occupational Practical Training with Lawyer (40 attendees), Rodeo Trip (53 attendees), Graduation Celebration (22 attendees), Tea Time (4 events with 20 attendees), Lunar New Year Party with Chinese Student Association (150 attendees), Nowruz Celebrations, Spring Equinox Observation (44 attendees), Sports Day (33 attendees), Spring Ariang Festival with Korean Culture Club (49 attendees), International Students Support Group: Managing Academic Stress with Counseling Center (9 attendees), Intercambio I, with Spanish Department (18 attendees), Bobcat Build Participation (2 attendees), Consulting Firm Work Opportunities Seminar with Chinese Student Association (14 attendees), International Student Support Group: Discussing Cultural Adjustments with Counseling Center (5 attendees), and Intercambio II, with the Spanish program (20 attendees); and summer 2017 – Camping Trip (5 attendees).
- The College of Science and Engineering reinitiated the Women in Science

and Engineering Conference with over 200 participants in April 2017.

- The Graduate College held a workshop for underrepresented minorities on graduate education and graduate funding (25 students attended) and created a series of funding videos based on workshop Professional development opportunities live-streamed by Graduate College.
- The University College Minority Male Initiative, funded by the Texas Higher Education Coordinating Board, exceeded expected outcomes in 2016-2017 as a total of 154 males received MMI services. Additionally, 82 percent of MMI participants were retained from fall 2016 to fall 2017, as compared to only 71.9 percent in the fall 2011 baseline cohort for the grant project.

Number and list of new recruitment activities:

- The associate vice president for Academic Affairs reports that International Affairs implemented 18 new recruitment activities including: Universidad Mayor Chile MOU signed August 2016; Universidad Autónoma de San Luis Potosi MOU signed November 2016; Universidad Autónoma de Nuevo Leon signed December 2016; Addis Ababa University Ethiopia MOU signed December 2016; Beijing Capitol University-Chine MOU signed December 2016; Universidad Autónoma del Estado de Mexico (UAEM) site visits in December 2016, March and May 2017, collaboration agreement signed December 2016; BMI Education Fairs- Dubai, United Arab Emirates February 2017; BMI Education Fairs – Santiago, Chile March 2017; Alberto Hurtado University site visit March 2017; BMI Education Fairs-Medellin, Cali, Bogota March-April 2017; Erasmus/University of Rennes 2- France International Agreement signed April 2017; Peace Corps MOU signed April 2017; hosted six Education USA Advisors in May 2017 from the Philippines, Vietnam, Egypt, China, Kazakhstan, and Venezuela; Presidential Delegation site visit to Mexico/Alumni Development June 2017; Presidential Delegation site visit to Universidad Castilla de la Mancha, Spain July 2017, MOU signed July 2017; Colegio Nacional de Education Profesional Tecnica, Tamaulipas (CONALEP) MOU signed August 2017; Universidad de las Americas (UDLA) Quito Ecuador MOU signed August 2017.
- The College of Applied Arts received USDA funding to target Hispanics, veterans and small farmers. In addition, the School of Social Work has received funding to target social workers. The School of Family and Consumer Sciences has received funding to target adolescents and families.
- In the College of Fine Arts and Communication, the annual Hachar program funded a fall 2016 and spring 2017 high school student experience for high school students from Laredo.
- In the College of Health Professions, the Department of Communication Disorders new recruitment activities included purchase of a full-page ad in the Texas Speech-Language-Hearing Convention program book. Faculty volunteered their time and expertise to cover exhibit booths at the state and national level. With the new online Masters, the Department of Health Information Management made the decision to recruit nationally at both the

AHIMA and HIMSS conferences. Community college outreach has also begun to provide early Health Information Management program advising for potential HIM program BS applicants. A Department of Health Information Management faculty member traveled to the Rio Grande Valley and gave a BSHIM and MHIM presentation to two community colleges and area Health Information Management professionals. The Department of Physical Therapy participated in more than 25 off campus recruiting events to include college fairs, high school career events, and pre-Physical Therapy clubs.

- In the College of Science and Engineering, faculty members traveled to UT Rio Grande Valley and Texas A&M University-Kingsville to recruit new doctoral students. The Ingram School of Engineering participated in ENGINE graduate student recruitment program. Department of Computer Science faculty participated in the NSF SPARK Scholarship program which recruits female and minority students to STEM fields.

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

- In the College of Education, the Department of Curriculum and Instruction worked with Lockhart ISD to start a new field-based block to give students a greater opportunity to work in schools with a diverse population.
- In the College of Health Professions, the Clinical Laboratory Science program's Dr. Rodney E. Rohde and Dr. Gerald Redwine serve as Bobcat Bond mentors. Dr. Rohde is faculty advisor for the Society of Clinical Laboratory Science (student organization), invited speaker for the Microbiology Student Society, liaison with the Honors College and Houston-Louis Stokes Alliance for Minority Participation Scholars program. He also serves his state and national professional organizations, TACLS and ASCLS, as a faculty/mentor for leadership.
- In the College of Liberal Arts, the Department of Sociology, held a DREAMERS Training for 19 faculty and staff; a graduate advisor helped develop the new Sociology Graduate Student Association (graduate advisor is current faculty supervisor for SGSA); a graduate advisor developed a new TRACS site for the Sustainability Studies program MA/MS that has resources on writing, presenting at conferences, job resources, etc.; graduate advisor wrote a new handbook for the Sustainability Studies program MA/MS.
- In the College of Science and Engineering, the Ingram School of Engineering participated in ASEE Dean's Diversity Initiative program. The Department of Physics became a member institution for American Physical Society Bridge Program to facilitate underrepresented minorities in succeeding in graduate school.

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

Examples of new/modified academic programs that added multicultural or multi-perspective content:

- In the College of Education, the Department of Counseling, Leadership, Adult Education and School Psychology completed the first two faculty hires for which Spanish language fluency was a requirement, in order to support the bilingual program in School Psychology.

Number of new/revised courses with multicultural or multi-perspective content:

Sixteen faculty members participated in the 2017 Multicultural Curriculum Transformation and Research Institute, which resulted in 16 courses being added to the university's list of multicultural designated courses. To date, 250 courses at the university have been transformed through the institute.

- In the McCoy College of Business Administration, Dr. Floyd Quinn participated in the multicultural training and integrated multicultural content in MGMT 4373, Human Resources Management.
- In the College of Health Professions, the Clinical Laboratory Science program had four courses: CLS 4333, Bridge to CLS Practice; CLS 4321, Directed Study in CLS; CLS 4463, Clinical Practice I; and CLS 4364, Clinical Practice II, revised to include interprofessional education, international globalization, and study abroad content. The Department of Communication Disorders had one new course designated as multicultural content: CDIS 4340, Augmentative Communication Systems.
- In the College of Liberal Arts, the Center for Diversity and Gender Studies implemented a program change for an undergraduate Diversity minor; added DVST 3320, Introduction to Global Diversity Issues as a required course; added DVST 5388, Independent Studies to course offerings for graduate Diversity minor. The Department of Psychology had one faculty member complete the Multicultural Curriculum Transformation and Research Institute to transform her sections of PSY 1300 General Psychology.

Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience) and number of individuals served:

- In the McCoy College of Business Administration, approximately 3,594 students attended Business Leadership Week events with the theme

“Inspired Leadership, Overcoming Conflict.” Events included the keynote speaker, Jonathan Silk, Executive Director of Leadership Development, University of North Texas Health Science Center and Executive Director of the UNTHSC Leadership Institute; and distinguished lecturer, Jeff Haynes, retired Colonel, USMC. Rey Arellano, Assistant City Manager, City of Austin; Koy McDermott, Leaders Inspire Leaders, LLC; and Amberly Russell, Fundraising and Development Consultant, Boys & Girls Clubs of South Central Texas participated in the Executive Leadership Panel. Twenty-five guest speakers and six panelists addressed students on conflict issues in the workplace and on leadership in a variety of classes.

- In the College of Education, the Department of Curriculum and Instruction faculty engaged in a book study on race and education.
- In the College of Fine Arts and Communication, Texas State Galleries programming that expanded efforts to promote diversity and inclusion within the Texas State community: *An Adventure in the Sun...* Curated by Austin and Mexico-City-based curator Leslie Moody Castro, the show featured the work of three Hispanic artists: Nico Colón, Sofía Córdova, and Cruz Ortiz. *The Last Supper* exhibition addressed social issues underlying incarceration, including racism. Jorge Antonio Renaud, a formerly incarcerated person, was invited to speak as part of the exhibition's lecture series. *We Are a Camera* included works by Christina Patino Sukhgian Houle, Paulina Mendoza, and Aja Segapeli, all of whom use video work to address Latinx identity. *Pledges of Allegiance*, on view through July 2018, includes a diverse roster of participating artists—Tania Bruguera, Alex Da Corte, Jeremy Deller, LaToya Ruby Frazier, Ann Hamilton, Robert Longo, Josephine Meckseper, Marilyn Minter, Vik Muniz, Jayson Musson, Ahmet Ögüt, Yoko Ono, Trevor Paglen, Pedro Reyes, Rirkrit Tiravanija, and Nari Ward—each one responding to the current political climate from their unique perspective. Film screening of *Through the Repellent Fence* film about Postcommodity's art project Repellent Fence: a two-mile long outdoor artwork that straddled the U.S.-Mexico border. *Postcommodity* consists of three Native American artists; their project recontextualizes the Land Art tradition in terms of indigenous heritage. *Organize Your Own* features new works by contemporary artists and poets responding to archival materials related to the history of white people organizing against racism. The exhibition may include performance work by artist Anthony Romero and artist Jennifer Kidwell.
- In the College of Liberal Arts, the Department of Philosophy had one faculty member serve on the national committee on Hispanics in Philosophy. One faculty member served on the national committee on the Black Experience in Philosophy. One faculty member served on the national committee on International Cooperation in Philosophy.

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

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 years:

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

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

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

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

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

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

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 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

Examples of major new internal professional development workshops offered at main campus and Round Rock campus and total number of staff served:

- Six McCoy College of Business Administration academic advisors attended the 18th annual Texas State Academic Advisors conference.
- In the College of Liberal Arts, all 13 Liberal Arts Advising Center staff members attended a minimum of two internal (university-offered) professional development workshops.

Examples of major new internal faculty development sessions offered and total number of faculty served:

- The Office of Distance and Extended Learning provided Quality Matters (distance learning course development) training for 59 faculty members through the use of the electronic course fee.
- In the College of Education, the Department of Counseling, Leadership, Adult Education and School Psychology offered Spanish language lessons for faculty and offered a professional development session on applying for Fulbright. Department of Curriculum and Instruction faculty engaged in a book study on race and education; two faculty completed the multicultural transformation institute; and two completed training for teaching online courses.
- In the College of Fine Arts and Communication, the Department of Philosophy initiated new series of faculty development workshops, four workshops each long semester.
- In the College of Science and Engineering, the Department of Mathematics added an additional course, MATH 2417, for which regularly held teaching forums provided professional support to faculty teaching the course.
- The Graduate College offered two workshops for faculty and staff on mentoring and international opportunities.
- The 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.

Examples of external faculty development opportunities attended by faculty:

- In the College of Education, the Department of Health and Human Performance funded an outside consultant to provide a series of professional development workshops encompassing active-learning pedagogies. Twenty-six Department of Health and Human Performance faculty participated in this three-part series. The Department of Counseling, Leadership, Adult Education and School Psychology funded two new Adult Education program faculty to participate in a national conference on online and distance education, to support the online delivery of the master's degree.
- In the College of Health Professions, Radiation Therapy program faculty members attended various professional conferences in 2017, including the American Society of Radiologic Technologists National Meeting in San Diego, CA and the North Texas Society of Radiation Therapists Conference in Dallas, TX. The Clinical Laboratory Science program's Joanna Ellis and Dr. Rodney Rohde attended the Clinical Laboratory Educational Conference (CLEC), TACLS, and ASCLS conference. Dr. Gerald Redwine attended TACLS and ASCLS. In the Department of Communication Disorders, 16 full-time faculty members attended at least one state or national convention/conference/training (Texas Speech-Language-Hearing Association Convention, American Speech-Language Hearing Convention, Council for Academic Programs in Communication Sciences and Disorders Annual Conference, etc.) that was supported by the department to earn continuing education units. St. David's School of Nursing faculty members participated in interprofessional education development with the other College of Health Professions faculty in spring 2017. The goal was to encourage faculty members to work with other professions to educate students in the various fields. Educating the faculty members is the first step in building interprofessional education. Five faculty members from the College's interprofessional education committee attended the Interprofessional Education Collaborative Institute in fall and spring to learn more about interprofessional education.
- In the College of Science and Engineering, N. Theodoropoulou attended APS Bridge Program conference. M. Holtz attended chairs workshop sponsored by Academic Impressions.

Examples of external professional development opportunities attended by staff:

- Six McCoy College of Business Administration academic advisors attended the University of Texas – San Antonio Academic Advising Conference.
- In the College of Liberal Arts, nine advisors attended TEXAAN, the state-wide academic advising conference. Four advisors attended and presented at the regional NACADA conference. Three advisors attended and presented at the national NACADA conference. The director of the Writing Center traveled to six leading writing centers affiliated with learning commons, as possible models for participation in a learning commons at Texas State.

Number of faculty developmental and supplemental leaves awarded:

- In the McCoy College of Business and Administration, Rob Konopaske (MGT), Ruby Kishan (ECO), Joni Charles (ECO), Cecily Raiborn (ACC) and Linda Campbell (ACC) were awarded faculty development leaves.
- In the College of Education, two School Improvement Ph.D. students were appointed as national Jackson Scholars, which provides doctoral students of color with mentoring in doctoral studies and preparation for university faculty positions.
- In the College of Fine Arts and Communication, Dr. Judy B. Oskam in the School of Journalism and Mass Communication, was selected as a 2017 National Association of Television Program Executives Faculty Fellow. Beth Clark traveled to Lidice in the Czech Republic on a research project. Her project explores the past, present and future of Lidice, a village that exemplifies the triumph of the human spirit over tragedy. Dave Falleur, in the College of Health Professions, participated in faculty development leave in fall of 2016.
- In the College of Science and Engineering, Department of Engineering Technology faculty, Dr. Farhad Ameri and Dr. In-Hyouk Song, were each awarded a full year's developmental leave for the 2017-2018 academic year. The Ingram School of Engineering had one faculty member on developmental leave during the past two academic years. One Department of Computer Science faculty member received a supplemental leave award. Two Department of Computer Science faculty members were on developmental leave, visiting top-tier universities and research laboratories in US and China. One Department of Mathematics faculty member was awarded developmental leave.

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

Examples of new web-based courses offered compared to prior year:

Among new courses developed for delivery via distance learning, COMM 1310 was completed to add a Core Curriculum option for students in public speaking. ADED 7325 was developed as part of an initiative to deploy an online option for

the Adult Education graduate degree program. Additional undergraduate courses were developed in the Political Science, Business Management, Agriculture, Philosophy, and Psychology programs.

- In the McCoy College of Business Administration, multiple instructors in the Department of Management became certified and began adapting some of their course sections. BA 2310; MGT 3353, Business Communication; MGT 3453, Business Communication and Professional Development labs; MGT 4335, Strategic Management and Business Policy; MGT 4373, Human Resource Management; MGT 4379, Organizational Staffing; MGT 4390G, Cross-Cultural Human Relations; MGT 4390R, Transformative Leadership for Nonprofits (NPs) and Non-Governmental Organizations (NGOs); MGT 5313, Strategic Management; and MGT 5314, Organizational Behavior and Theory all had hybrid or online sections available. Kevin Jetton converted CIS 3317 from face-to-face to hybrid format with full implementation with enhancements and modifications in fall 2016. Dr. Shivam Gupta has developed new content in BA 5353 using hybrid mode. Dr. Leyuan You converted BA 5352 and Dr. Sherwood Bishop converted BA 5302 to a hybrid format.
- In the College of Education, the Department of Counseling, Leadership, Adult Education and School Psychology Adult Education master's program began online delivery in FY 2017 with six new courses delivered fully online.
- In the College of Health Professions, the Department of Communication Disorders planned to offer CDIS 5312 Neurology Anatomy for Communication Disorders for the first time during the summer 2017 as an online course for incoming graduate students lacking the prerequisite; the course did not make. The Respiratory Care program implemented the MSRC online post-professional graduate degree. Courses for the Leadership and Administration in Nursing MSN program were undertaken with the majority of courses completed by summer 2017.
- In the College of Liberal Arts, the Department of Anthropology offered a hybrid ANTH 4310, Theories and Issues in Anthropology.

Number of faculty completing distance education training: The number of faculty completing training for distance and online education from September to August 2017 was 180.

- In the College of Education, the Department of Health and Human Performance hosted faculty-led technology workshops within the department.
- Six faculty members in the College of Liberal Arts completed online course training, three of these completed the semester-long on-line course development workshop offered by Instructional Technologies Support. In the Department of Psychology, one new faculty member completed distance education training.

List and dollar amount of new resources provided to support distance learning: The dollar amount utilized was \$14,552 for various institutional

memberships to organizations that provide distant learning resources: Annual WCET Membership of \$3,300; National Council for State Authorization Reciprocity Agreements (SARA) of \$6,000; Continuing and Online Education Forum with Advisory Board of \$3,602; and annual membership to Quality Matters of \$1,650. Travel and professional development funds allocated to distance learning including attendance at the Designs on eLearning conference (co-sponsored by Texas State); the Online Learning Consortium annual conference in Orlando, Florida; and the Texas Distance Learning Association conference.

- In the College of Liberal Arts, approximately \$24,000 were spent from Department of Psychology ECF funds to pay two graduate instructional assistants for distance courses.

List and dollar amount of new resources provided to support technology in the teaching and learning process: Academic Affairs distributed \$913,375 in electronic course fees in fall 2016, \$1,042,269 in spring 2017, and \$619,683 in summer 2017, for a total of \$2,575,327 for FY 2017. Total distribution represents a 21 percent increase in electronic course fee funds to departments over FY 2016. Academic Affairs also provided \$24,000 in funds to develop online courses in the Respiratory Care program and for a post-doctoral position in the Department of Counseling, Leadership, Adult Education and School Psychology to conduct research related to online education.

- In the College of Science and Engineering, the Ingram School of Engineering developed several technology-intensive “Active Learning” classrooms in the new Engineering/Science Building “Ingram Hall.” The School also implemented broadband overlay network for use of certain advanced technology items in classrooms.

Number and list of current excellence in online teaching awards: Academic Affairs awarded the fourth annual Award for Excellence in Online Teaching to three faculty recipients; awarded \$5,000 total to recipients. \$2,500 for awardee and \$1,500 each to two runner-ups. An awards reception was hosted in February 2017 and was attended by 62. The Texas State University School of Social Work received the 2017 TxDLA Award for Outstanding Commitment to Excellence and Innovation in Distance Education by an Organization in the 4-year Higher Education Category.

- The Office of Distance and Extended Learning achieved 100 percent compliance on Best Practices checklist document required of all instructors teaching hybrid and online courses in fall 2016 and spring 2017.

5.9 Reduce deferred maintenance in existing facilities.

Key Performance Indicators*:

- List and total cost of deferred maintenance projects completed

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

Number and list of major process improvements made to address specific SACSCOC standards: In 2016-2017, SACSCOC Compliance Certification standards were being revised while draft narratives were being developed; the QEP Theme Development Team was appointed; Quality Enhancement Plan (QEP) topics were vetted and summaries of four proposed QEP themes were forwarded to the President's Cabinet for review; the President's Cabinet selected "Undergraduate Research" as the theme for the 2020 QEP; co-chairs were named to develop the QEP.

Number of IE Council meetings held and level of participation: In 2016-2017, the Institutional Effectiveness Council held two meetings, discussed multiple topics, and addressed a variety of questions.

Number of disseminations of SACSCOC-related information: In 2016-2017, the President's Cabinet held a half-day retreat to address the upcoming SACSCOC reaffirmation; the QEP topic was selected; and the lead writers were appointed to each of the Compliance Certification 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

Number and list of alumni and new external constituent (parents, families, businesses) outreach activities:

- In the College of Education, the Department of Counseling, Leadership, Adult Education and School Psychology's Educational Leadership program has expanded its outreach to alumni at the Texas Association of School Administrators Mid-Winter Conference.
- In the College of Fine Arts and Communication, proposals were solicited from student and faculty alumni to program the Galleries' FLEX space. Access to the FLEX for this purpose has contributed to an uptick in alumni subscribers to the Galleries' mailing list and social media, where the FLEX call for proposals is advertised.
- In the College of Health Professions, new tenure-track faculty members started participating in local HIMSS chapter meetings to further meet this goal. The Department of Communication Disorders hosted an event at the 2017 Texas Speech-Language Hearing Association Convention that allowed alumni to reconnect with the department.
- In the College of Liberal Arts, the Center for International Studies inaugurated an online alumni newsletter and created a LinkedIn organization for its alumni. The Department of Psychology also hosted one alumni event in spring 2017.
- In the College of Science and Engineering, the Ingram School of Engineering participated in several programs led by University Advancement related to engagement of former students and industrial partners. They conducted several tours of the RFM building and the new "Ingram Hall" construction area. The Department of Mathematics published a newsletter that was sent to alumni and external constituents (for which contact information was available). In addition to providing information regarding departmental activities, information on how to donate to the university was included. The Department of Mathematics also increased positive advertising of events and accolades through Twitter.

Total annual value of alumni and external constituent contributions:

- The College of Applied Arts, had four donors: 1) Luxton - FCS \$400,000 2) Agriculture \$100,000 and 3) Hastings \$10,000. A pledge of \$2,500 donated.

Number and percent of alumni donating to Texas State:

- In the College of Fine Arts and Communications, retired Texas State faculty member Dr. Timothy Woolsey, donated eight works of art to the Galleries' permanent collection in 2017.

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):

- In the College of Fine Arts and Communications, School of Journalism and Mass Communication alumni were actively involved in the unit assessment process in order to improve the curriculum.
- In the College of Health Professions, ten alumni were guest lecturers in classes; 15 alumni assisted with interviews for class entering in 2016; over 50 alumni have served as clinical instructors in clinical facilities where the Department of Physical Therapy placed students; two advisory boards were developed in preparation for the Department of Physical Therapy's move to Round Rock, with six alumni on each board. Three alumni from the Nursing MSN-FNP program attended new graduate student orientation to speak to the students about the role of the family nurse practitioner and being a new graduate. Five Nursing BSN alumni spoke to graduating seniors in a panel discussion in spring 2017 to help prepare them for life as a graduate nurse.
- The College of Liberal Arts had seven Department of English donors and alumni participate on the Department English Donor and Alumni Council. They also decided to participate in a careers day for English majors.
- In the College of Science and Engineering, two Material Science, Engineering and Commercialization program alumni have returned to Texas State to speak in commercialization seminars, one has mentored current students in the Entrepreneur Boot Camp. The Department of Computer Science engaged its alumni and IAB members in the THECB external review of the Computer Science Ph.D. program proposal.

List of new student and alumni collaboration efforts (e.g., conferences, mentoring):

Number and list of recognized alumni achievements:

- In the College of Health Professions, Dr. Rodney Rohde was honored with the Teaching Award of Honor by the Texas State Alumni Association and the Everette Swinney Faculty Senate Excellence in Teaching Award. He was also honored with the national ASCLS Theriot award for his TEDx talk "Saving Lives in the Shadows of Healthcare." The Theriot Award recognizes and encourages the development of significant creative innovations and materials that contribute to the quality of laboratory testing, improved patient care, or enhanced teaching. It is a single national award. Dr. Rohde was also awarded the ASCLS "Member of the Year" award for Texas. Joanna Ellis (2007 alumni) was awarded the Texas State Presidential Excellence Award in Service and the Texas State Quarterly Team Award for her interprofessional education and study abroad efforts. The School of Health Administration had two alumni recognized at the Distinguished Alumni Ceremony, Mr. Ernie Sadau and Mr. Eric Weaver.

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

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/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

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.

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

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

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)

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):