

**College of Education**  
**Academic Plan 2012-2017**  
**2-Year Review**

- **Introduction**



State your department/school/college mission statement.

As a premier professional school, Texas State University’s College of Education is dedicated to enhancing human potential for all through excellent teaching, relevant scholarship, and community engagement.

Outline briefly your “vision” for the 2012-2017 planning cycle.

The College of Education will focus our innovative and evidence-based professional preparation in areas that are crucial to economic success and quality of life in Texas, the nation, and the world. Our programs will be rigorous, aligned with national standards and accredited when possible. We will conduct important and relevant research and scholarship that is increasingly externally funded. We will work closely with our communities and their institutions to inform and influence practices and make our scholarship and teaching more meaningful.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

1. Interdisciplinary research and professional preparation initiatives to implement and enhance our role as a Hispanic Serving Institution (HSI). (University Goals 2.1, 2.2, 3.5, 3.9, 4.2, 4.4)
 

We wish to implement our organizational commitment to serving the growing Hispanic segment of the population (especially public school enrollments). We propose new doctoral programs for research and professional preparation, targeted seed money for high salience research teams, targeted recruiting for high need teaching fields, and bilingual/bicultural training and outreach programs for faculty, staff, and students, among other initiatives.
2. Interdisciplinary collaborations to create synergies in researching and serving special needs populations, as well as STEM education. (STEM part is new) (University Goals [1.5](#), [1.6](#), 2.5, [3.1](#), 3.9, 4.4)
 

We are increasingly strong in research and instruction in several areas of special education, therapeutic recreation, and adaptive physical education. We want to capitalize on that strength by proposing a doctoral program in special education; leveraging our very successful Center for Autism Research, Evaluation, and Support (CARES) Clinic to create new funding streams; providing seed money for interdisciplinary grant proposals; and increasing our multidisciplinary clinic capability to provide excellent community services in the context of meaningful training and instruction. In STEM education, we want to increase and intensify our relationships with the College of Science and Engineering and build the LBJ Institute for STEM Education and Research (New). The department of HHP will develop a proposal for an interdisciplinary PhD in health promotion in collaboration with the nutrition faculty from the Department of Family and Consumer Sciences (New)
3. Hire and/or convert from lecturer lines 13 new tenure-track faculty members to improve student-faculty ratios and to maintain and achieve new national accreditations of our programs. (We have received several of these lines, but the goal stands) (University Goals [1.2](#), 1.5, [1.6](#), [1.9](#), [4.1](#), [4.4](#))
 

Each of our three departments has specific needs: CLAS needs new faculty to implement fully a new program and to expand our offerings into San Antonio; HHP has had explosive growth the past 10 years and needs new lines to respond and to enhance accreditations; and C&I has a lower than optimal percentage of classes taught by tenure and tenure-track faculty. Converting lecturer lines will enable us to respond to continuing rapid growth in enrollment with fewer new resources.
4. Invest in College infrastructure to support student learning and faculty research and external funding. (University Goals 1.4, 1.6, 2.3, 2.4, 2.5, [2.6](#), 3.2, [3.8](#), 4.2, [4.3](#))
 

Each department needs help in the area of recruiting and admitting students, someone to help with data needs and liaison with

the Graduate College, freeing faculty for academic duties. We need to further assist faculty to obtain external funding by providing them with a variety of pre-proposal and post-award resources. We need more and better technology and training to ensure that our graduates have cutting edge skills. And we need a College specialist in external and internal communications and recruiting. (With the hiring of the Research Coordinator and the Outreach Coordinator, much of this is met)

5. Upgrade and expand facilities to support increased enrollment, research, and service. (University Goal 1.4)

We are outgrowing our buildings and, while some help is on the way in the form of promised space in ASB-N, that only meets the needs of one department in its current state. Growth of enrollment and research mean that we cannot afford the luxury of use of space in Jowers by other units (athletics, recreational sports, and theater) and so we need to re-purpose some spaces (Completed) and recapture shared space for classrooms and labs. We need to update several areas in the College, notably the Advising Center. We need to expand our clinic space, both on and off campus. And we need to plan for the next phase of growth for HHP in the years ahead, perhaps requiring a new facility.

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2012-2013 academic year and in the remaining 2-5 years.

**New positions for 2012-2013:**

*Five tenure track faculty lines:*

- Athletic Training-HHP (1) (Being hired)
- Exercise and Sports Science-HHP (1) (Being hired)
- Elementary Education-Early Childhood-C&I (1 - may convert from lecturer lines)
- Bilingual Literacy/ESL-C&I (1 - may convert from lecturer lines)
- Student Affairs in Higher Education-CLAS (1) (Completed with re-purposed line)

*One clinical faculty line:*

- Educational Leadership-CLAS (1) (Completed)

**New positions for 2013-2017:**

*Eight tenure track or clinical faculty lines:*

- -HHP in REC, ESS, AT, and H ED (4)
- Elementary Education-Early Childhood-C&I (1 - may convert from lecturer lines)
- Literacy-C&I (1– may convert from lecturer)
- Ph.D. in Special Education-C&I (1)
- Secondary Education-C&I (2)

- Educational Technology-C&I (1)  
Ph. D. in Bilingual/Biliteracy (no longer a priority)  
*One clinical faculty or lecturer line:*
- Adult Education/Adult Professional, Community Education (APCE)-CLAS (1) (deferred pending future enrollment growth)
- New DRA lines are a priority for APCE & SI; the current allocation is insufficient to advance national recruitment initiatives.

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 academic year and in the remaining 2-5 years.

Maintenance new money:	Year 1	\$86,000
	Years 2-5	\$219,000
Priorities	Year 1	\$418,000
	Years 2-5	\$1,678,000

(Excludes faculty and graduate assistant lines in both cases.)

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new initiatives.

Since being built in 1978, Jowers Center has housed Athletics, Campus Recreation and Health and Human Performance, and this arrangement, combined with a sustained growth in enrollment, has created a severe shortage of instructional and research space. Renovation of unused day-locker space in Jowers will be used to create research and instructional laboratories, and faculty and support staff offices. (Completed) We are currently capturing GA office and janitorial space to create another instructional lab in AT. (Completed soon) Capture and renovation of space, as well as hours shared with athletic, recreational sports, and theater are needed to meet current enrollment.

Additional classroom space and faculty offices in San Marcos and Round Rock, including space in the Academic Services Building-North (ASB-N) already planned for C&I in future years. (Partially completed)

Expansion into the Alamo Center in San Antonio for new classroom space for CLAS programs, Educational Leadership and Adult Education.

Consistent with our recent reclassification as an Emerging Research University, construction of new research laboratory, project and clinical space will be required in order for us to continue to increase the number of faculty within our College engaged in externally-funded research programs. These new and/or remodeled facilities must also include office spaces for graduate research assistants.

Development of a plan for the construction of a new multi-purpose facility with laboratory, gymnasium and classrooms to accommodate anticipated enrollment growth in HHP within the next five years.

## II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

- October-November 2011: Faculty from each academic department met to develop Strengths-Weaknesses-Opportunities-Threats (SWOT) analyses.
- November 2011: Program coordinators met with department chairs to draft department plans based on SWOT analyses.
- November 2011: Dean, department chairs, and program coordinators met to develop a draft plan of college strategic priorities/initiatives based on programs' SWOT analyses.
- November-December 2011: Program coordinators reviewed COE draft strategic initiatives and further refined department initiatives.
- January-February 2012: Program coordinators drafted department strategic plans and shared with department faculty for additional input. Program coordinators and department chairs met to finalize department strategic plans and determine five priorities for the department.
- February 2012: Academic departments submitted department strategic plans to the dean. The College of Education's College Council met twice to further revise the college's 2012-2017 strategic plan.
- March 2012: College strategic plan shared with all COE faculty for review and input.
- March 2012: College Council finalized plan based on faculty input.

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**III. Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
<p>Funding for current level of adjunct needs to cover all classes offered in C&amp;I.</p>	<p>C&amp;I has field-based classes and a number of other special project courses (for grant programs, etc.) that require small class sizes. Our adjunct group line budget has averaged \$400,000 deficit each year for the last four years in spite of efforts to reduce this deficit such as using electronic course fee funds. Class sizes cannot be increased for the professional preparation courses we offer if we are to maintain high standards. This will be even more important as new state accountability standards for Educator Preparation Programs are implemented—these include requirements that hold us accountable for the achievements of public school students taught by our program graduates during their first three years of teaching.</p>	<p>\$400,000/ year for five years</p>	<p>Funding will enable C&amp;I to maintain a balanced budget during this planning cycle. If we are successful in gaining new tenure-track faculty lines, we will be able to reduce this amount over time.</p> <p style="color: red;">(Permanent additional funding of \$500,000 per year has enabled C&amp;I to operate with no faculty salary deficit; this item is no longer needed)</p>
<p>Graduate Instructional Assistants (GIA)</p>	<p>C&amp;I currently has five funded GIA positions, but there is a need for five additional positions in the department to (a) accommodate the addition of the new master's program in Developmental Education and (b) help offset declining graduate enrollment</p>	<p>\$50,270/ year</p>	<p>Additional GIAs will play an important role in recruitment of graduate students and will also provide more support to faculty who teach larger section courses and field-based blocks.</p>

<p>Adjunct support for expansion of programs until faculty lines are available (EDCL &amp; ADED) <a href="#">These programs now have an appropriate per course budget approved by Faculty Records.</a></p>	<p>As programs continue to expand into San Antonio and to maintain programs in San Marcos and TX State-Round Rock, increased number of adjuncts will be needed.</p>	<p>\$48,000 (\$24,000/year, 2012-2014)</p>	<p>Increased adjunct support will enable the programs to serve new students until tenure-track/clinical positions are added.</p> <p><a href="#">(Completed)</a></p>
<p>Recruitment / Marketing</p> <ul style="list-style-type: none"> <li>national/ international recognition and diverse faculty/ students <a href="#">The Graduate College is currently awarding \$1,000 per program per year in new recruitment monies.</a></li> <li>technology resources to enhance program websites for innovative recruitment</li> </ul>	<p>ADED &amp; SPSY: In order to reach more potential applicants both programs need to expand marketing and recruiting including media-based recruitment strategies, faculty travel and costs to recruit, and events such as information sessions for potential applicants.</p> <p>COUN: Focus on recruitment and retention of quality students with an emphasis on increasing the diversity of our student population</p> <p>Since program websites are a major recruiting tool, they need to provide clear, timely information using engaging, innovative technology (e.g. webinars, video, interactive features, etc.).</p>	<p>\$30,000 for three-year period (\$10,000/year for three years)</p> <p>\$15,000 to fund web designer (temporary position), software, and training for program coordinators or their designees <a href="#">(Completed)</a></p>	<p>ADED will be able to have monthly radio ads; newspaper ads for open houses held per semester; exhibit area space at professional meetings. Funding will also allow program to reach a more diverse pool of applicants including Austin and San Antonio populations. This will double the MA program enrollment within five years and will also increase course enrollments in the certificate programs.</p> <p>COUN &amp; SPSY: Travel funds to recruit students from other universities, exhibit space at professional meeting, and printing/ mailing paper brochures resulting in an increase in diversity across demographic elements to add richness to the programs.</p> <p>Increase in quantity of applicants to programs and better fit of applicants' qualifications to programs due to improved clarity of information on program websites <a href="#">(COE received funding for an outreach coordinator—this is one of that person's responsibilities)</a></p>
<p><a href="#">Four</a> clinical assistant professor positions in <a href="#">Athletic Training (AT)</a>, Exercise and Sports Sciences (ESS), Health Education (H ED), and Therapeutic Recreation. (Two may convert from existing lecturer lines)</p>	<p>Accommodate past enrollment growth (over 100% since 2002) and provide experienced supervisors for clinical field experiences in ESS, H ED, and Therapeutic Recreation.</p>	<p><a href="#">\$130,000/year</a></p>	<p>Maintain program quality, free up tenure track faculty to teach graduate classes, and seek external funding.</p>



Two full-time lecturers converted from temporary funding for 2011/2012 into two permanent full-time lecturers.	Accommodate past enrollment growth (over 100% since 2002). Teach core classes in Athletic Training and Exercise and Sports Sciences. These are only adequate if enrollment demands in Physical Education Teacher Education are relieved by a tenure track hire and doctoral graduate assistants.	<a href="#">\$90,000/year</a>	Maintain classes to meet enrollment in core undergraduate courses and accommodate grant/contract buy-outs of tenure-track faculty.
Faculty Pilot Research Grant Program	Continue development of the community of scholars within COE as measured by increased faculty grant writing activity, increased funded research grants, and total research expenditures.	Currently \$10,000/year with \$10,000 matching funds from Research Office - grow COE contribution to \$25,000/ year, by \$5,000 in the first year and then by \$2,500 increments thereafter, while maintaining matching funds agreement from the Research Office	Increased number of extramural grant applications; increased number of funded external grant applications; increased research expenditures (direct costs, indirect costs, total research expenditures); increased IDC recovery (income) to college from Research Office.
Graduate Student Research Grant Program	Continue development of the community of scholars within COE as measured by increased number of doctoral dissertations and masters theses; engage more faculty as research mentors to graduate students.	Currently \$5,000 per academic year; increase in increments of \$2,000 per year over five year planning period.	Increased number and quality of graduate student dissertations and theses completed in the college; increased number of faculty co-authored, peer-reviewed publications and presentations at professional meetings.
Dissertation Completion Stipends	Continue the support from the Provost's Office to assist doctoral students with a stipend to assist in timely completion of their dissertations.	\$30,000/year (already used for 2011-2012 and allotted for 2012-2013)	Increase through-put for education Ph.D., primarily part-time students who often have difficulty allotting time to finish the writing portion of their dissertations. The first round included seven stipends, all of which will complete and defend within the two semester guideline. <a href="#">A new program in the Graduate College provides similar support for C&amp;I students.</a>

Increase stipend for DIAs <a href="#">and DRAs</a> in the Education Ph.D. program.	Bring the stipend for 12 DIAs from approximately \$18,500 to about \$24,000, which is more in line with recently approved programs	\$36,000 in Year 1; \$66,000 in Years 2-5	Increased stipend will allow us to be more competitive in attracting full-time doctoral students who tend to be faster to graduate. <a href="#">(Completed)</a>
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**IV. Planning Categories**

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote academic quality by building and supporting a distinguished faculty.</b>								
C&I	Hire seven tenure-track faculty members to reduce the percentage of students taught by lecturers and adjuncts	X	X	Funds for new lines or to convert lecturer lines	\$260,000/year when all are in place (est. 4 conversions and 3 new positions)	Academic Affairs	More students taught by tenure-track faculty	1.2, 1.3, 1.4, 1.5, 4.1, <a href="#">5.2</a> COE: 1, 2, 3
HHP	Hire <a href="#">four</a> tenure-track faculty in overenrolled areas with high potential for established and sustained external funding	X	X	N/A	<a href="#">\$250,000/year</a> when all are in place, plus start-up costs	Academic Affairs	Grants received by new faculty	1.2, 1.6, <a href="#">1.7</a> , 1.9 COE: 3
	Conduct a feasibility study and develop a Preliminary Authority Request (PAR) for a Ph.D. program in Bilingual-Biliteracy Education <a href="#">(No longer a priority)</a>		X					
C&I	Conduct a feasibility study and develop a PAR for a Ph.D. program in Special Education		X	Funds for two course releases in Year 2. Funds to hire one new faculty line	\$8,000 in Year 2 \$70,000/year in Year 3-5	Academic Affairs/ Curriculum and Instruction	Successful search	1.1, 1.2, 1.3, 1.5, 4.4 COE: 2
CLAS	SAHE tenure-track line	X		Funds to hire new faculty member	\$60,000/year	Academic Affairs	Maintain and enhance quality,	1.2 COE: 3

							support, and consistency of program; relief for one full-time faculty serving as program coordinator/graduate advisor. <a href="#">(Completed)</a>	
CLAS	EDCL clinical faculty line	X		Funds to hire new faculty member	\$56,000/year	Academic Affairs	Maintain and enhance quality of program and expansion to San Antonio; assist program affected by new TEA requirements for practicum courses. <a href="#">(Completed)</a>	1.2 COE: 3
CLAS	ADED/APCE clinical faculty line		X	Funds to hire new faculty member	\$56,000/year	Academic Affairs	Enrollment increase by 100%; strengthen ties with San Antonio community	1.2, 2.2, <a href="#">5.2</a>
C&I	Further develop the research component of the CARES Clinic by enhancing community and international partnerships and grant funding.	X	X	Release time for grant writing, travel, and materials	\$30,000/year	Academic Affairs/ Curriculum and Instruction	Increased scholarship and external funding	1.6, 1.8, 4.4 COE: 2
COE	International travel for faculty	X	X	Funds for five international travel research grants	\$25,000/year	Academic Affairs/ College of Education/ Departments	Increase in international research publications	1.4, 2.4, 2.5 COE: 4
COE	Expand research and grant collaboration within department and university	X	X	Faculty time; Funds for seed money	\$15,000/year	Academic Affairs/ College of Education	Increased scholarly activity across departments	1.6, 1.9 COE: 4

CLAS	Develop bilingual and autism cognates/ tracks/certificates in SPSY.	X		Support for new course and curriculum development	\$8,000	Counseling, Leadership, Adult Education and School Psychology/ College of Education	Students enrolled in specific cognates/ tracks <a href="#">(Bilingual track developed and currently being implemented with support from a \$1.05 million federal grant)</a>	1.5, 3.9, 4.2 COE: 1
<b>Other initiatives supported by the College of Education, found in department plans</b>								
C&I	Support for faculty research and external grant acquisition	X	X	Funds for travel, course release, professional development, research assistantships, administrative support	\$30,000/year	Academic Affairs/ Curriculum and Instruction	Increase in external funding and faculty publications	1.4, 1.6 COE: 4
CLAS	Feasibility study for Psy.D. in School Psychology with two new tenure-track lines		X	Two course releases in Year 3	\$8,000	Academic Affairs	Proposed program approved by the Coordinating Board	1.2, 1.4, 1.5
CLAS	Feasibility study for Ph.D. in Counselor Education with two new tenure-track lines		X	Two course releases in Year 3	\$8,000	Academic Affairs	Proposed program approved by the Coordinating Board	1.2, 1.4, 1.5 COE: 2
CLAS	Certificate Programs in SAHE <a href="#">(no longer a priority)</a>							
CLAS	Develop graduate certificates in Adult ESL and Adult Teaching and Learning		X	Faculty time	\$4,000	Counseling, Leadership, Adult Education and School Psychology	Increased course enrollment; student transitions from certificate to degree programs. <a href="#">(Adult ESL Certificate has been approved and is being implemented. Adult</a>	1.5, 2.2 COE: 1

							<u>T&amp;L Certificate is on hold because certificate development is on hold university-wide.)</u>	
C&I	Develop proposal for Master of Arts with thesis for Special Education		X	Course release for faculty to write proposal and plan curriculum	\$8,000	Curriculum and Instruction	Increased student research in SPED programs	<a href="#">1.5</a> , 2.2, 3.9 COE: 2
<b>Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.</b>								
COE	Develop an interdisciplinary effort for promoting healthy living behaviors in high-risk populations (low SES, disability, obesity, etc.) and seek national designation as a Physical Activity Promoting College and University (PAPCU)	X	X	Funds for staff, equipment, and facility renovation	\$40,000/year	Academic Affairs/ External Funds	Funded grant proposals and scholarly productivity	<a href="#">1.4</a> , <a href="#">1.5</a> , <a href="#">1.6</a> , 2.2, 3.1, 4.2, COE: 1, 2
COE	Add administrative staff position to the COE Clinic (used by COUN, SPSY, and Department of C&I, including the CARES Clinic)	X	X	Funds to hire administrative assistant for clinic	\$37,500/year for administrative assistant	Academic Affairs	Space utilization; increased client hours; increased multidisciplinary programs; efficient and professional administrative assistance; better managed client care; improved professional image	1.4, 2.2, <a href="#">5.2</a> COE: 2
COE	Develop partnership with San Marcos Consolidated		X	Funds to staff and equip off-campus location	\$30,000/year for administrative	Academic Affairs/ College of Education/ Departments	A community resource that includes bilingual mental	1.4, 2.2 COE: 1, 2

	Independent School District/City of San Marcos for a community-based clinic with full-time administrative staff				assistant after Year 3		health and other services; a training site for students; and a resource for the community and SMCISD.	
C&I	<a href="#">Continue implementation of improvements to teacher education programs to ensure continuation of national accreditation and contribute to excellence in the teaching force for Texas and the nation, including strengthening of programs for English language learners and STEM education</a>	X	X	Funds for faculty training, materials, and equipment	\$15,000/year	Academic Affairs	Continued accreditation and acceptable state accountability ratings	1.5, <a href="#">3.6</a> COE: 4
COE	Targeted recruitment of qualified, diverse students, particularly in high needs programs	X	X	Funds for student support-travel, research, financial aid	\$20,000/year	Academic Affairs/ College of Education	Growing, diverse enrollment	2.4, <a href="#">2.6</a> , 4.3 COE: 1, 4
CLAS	Internationalize curriculum for APCE/SI		X	Funds to support MOU and partnership development	\$5,000/year	Counseling, Leadership, Adult Education and School Psychology/ College of Education	Completed MOUs with increased partnering sites and study/research abroad <a href="#">2 MOUs signed in FY15: University of Padua, Italy and Universidad Alberto Hurtado, Chile.</a>	1.8, 2.4, <a href="#">2.5</a> COE: 4
CLAS	Internationalization of curriculum and global	X		Funds for faculty course planning and	\$3,000/year	Counseling, Leadership, Adult	Greater emphasis on internationalization of	<a href="#">1.8</a> , 2.4, 2.5 COE: 4

	experiences within SAHE graduate preparation program			collaboration with Study Abroad Office		Education and School Psychology	Student Affairs within the program with increased global and cultural competence in students	
CLAS	Increased student support for SAHE		X	Funds for tuition stipends and travel money.	\$3,000/year	Academic Affairs/ Graduate College (Student Service Fees)	Increased number of quality and diverse applicants; increased retention and professional development of students; increased program visibility at national conferences	2.3, 4.3 COE: 4
<b>Other initiatives supported by the College of Education, found in department plans</b>								
CLAS	Tuition stipends for doctoral students to recruit quality students and increase rate of program completion.		X	Funds for tuition fellowships	\$18,000/year for three students; \$6,000 each	Academic Affairs/ Graduate College	Increased ability to recruit quality students and increased rate of program completion	<a href="#">2.3</a> 3.1, 3.9 COE: 4
HHP	Feasibility study for interdisciplinary Ph.D. in health promotion		X	Faculty time	N/A	N/A	Plan submitted to Dean and Provost	1.5, 1.9, 2.2, 3.1 COE: 2
<b>Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.</b>								
COE	Hire graduate staff advisor position in each department	X	X	Funds for three graduate advisor positions; one per department to facilitate recruitment, admissions, and graduate processes	\$105,000/year	Academic Affairs	Increased faculty productivity and student satisfaction	3.2, 5.2 COE: 4
HHP	<a href="#">Create proposal for interdisciplinary Ph.D. track in collaboration with the Department of</a>		X				<a href="#">Internal and THECB evaluation of proposal (New)</a>	1.5, 1.9, 3.1, <a href="#">4.2</a> , 4.4 COE: 1



	<a href="#">Family and Consumer Sciences</a>							
COE	Hire recruitment/communications officer for college	X		Funds for one communications officer for college	\$45,000/year	Academic Affairs/ College of Education	To recruit quality students for all programs with emphasis on STEM and graduate students <a href="#">(Completed)</a>	2.7, 5.2 COE: 4
COE	Renovation of Undergraduate Advising Center	X	X	Funds to renovate center and upgrade technology needed for student use and outreach	\$25,000	Vice President for Finance and Support Services/ College of Education	To create a warm, comfortable, and professional environment. Use of technology for outreach and student registration/advising needs. <a href="#">(Completed)</a>	3.3, 5.4 COE: 5
HHP	NATA accreditation of post-professional masters program in Athletic Training	X	X	Expenses related to accreditation	\$10,000/year in expenses	Academic Affairs	First National Accreditation of Athletic Training masters in Texas	1.2, 1.5, 3.6, 3.7
COE	Develop Professional/Alumni networks	X	X	Funds for contract services and lists	\$5,000/year	College of Education/ Departments	Creation of professional/alumni network to support program efforts to recruit and retain a diverse student body	3.8 COE: 4
<b>Other initiatives supported by the College of Education, found in department plans</b>								
CLAS	AEDE, SPSY, & SAHE – new Graduate Assistant (GA) positions to competitively recruit new students	X	X	Funds for GA positions	<a href="#">\$50,760/year</a> (Five, 20-hour, for 9-months positions)	Graduate College/ Academic Affairs	Increased number of students and higher retention; AEDE's MA increase students by 100%	1.5, 2.3, 4.3 COE: 4
CLAS	APCE/SI – new Doctoral <a href="#">Research Assistant</a>	X	X	Funds for <a href="#">DRA</a> positions	<a href="#">\$104,000/year</a> (Four, 20-	Graduate College/ Academic Affairs	Increased recruitment of quality, full-time	1.5, 2.3, 3.1, 3.2, 3.9, 4.3

	(DRA) positions to support students during program and expand the national and international profile of the program				hour, 9-month positions)		national/international SI students, career placement with attention to higher education, enhance completion rates. <a href="#">The University's Research Plan specifically states a need to increase APCE Doctoral Assistantships</a>	COE: 4
CLAS	Increase travel support for collaborative APCE/SI faculty-student research.	X	X	Funds for conference expenses: registration, travel, hotel, etc.	\$20,000/year for student-faculty travel to present collaborative research at conferences	Counseling, Leadership, Adult Education and School Psychology/ Graduate College (Student Service Fees)	Increased diversity of student body (regionally, socioeconomically), increased visibility of the programs and students obtaining faculty positions after graduation, and increased research productivity of faculty and students.	1.5, 2.5, 3.1 COE: 4
CLAS	<a href="#">SAHE-New graduate assistant positions are needed for the program to remain competitive (No longer a priority)</a>							
CLAS	<a href="#">SAHE scholarships/fellowships</a>	X	X	<a href="#">Funds for scholarships/fellowships</a>	<a href="#">\$22,000/year for SAHE</a>	<a href="#">Graduate College/Academic Affairs</a>	<a href="#">Attract and retain students with strong academic and professional profiles. (New)</a>	<a href="#">1.5, 2.3, 4.3</a> COE: 4
C&I	Provide travel funding for undergraduate and graduate students to	X	X	Student travel funds	\$10,000/year	Curriculum and Instruction	Increased numbers of students presenting at state and national	3.8 COE: 4

	present at professional conferences						conferences	
C&I	Reduce class size of large lecture courses (CI 4332) to provide better instructional experience for undergraduate secondary education majors who only take 18 hours of coursework in education	X	X	Two per course lecturers @ \$4000 each	\$8000/year	Academic Affairs	Improved engagement in courses and improved scores on TExES PPR exam for secondary students	3.8 COE: 3
<u>C&amp;I</u>	<u>Increase and coordinate support systems for international students in C&amp;I programs including support for continued development of academic English</u>		<u>X</u>	<u>One course release per year for faculty member to coordinate support services</u>	<u>\$4000/year replacement cost for faculty course release</u>	<u>Curriculum and Instruction</u>	<u>Improved success and retention of international students in C&amp;I programs</u>  <u>(New)</u>	<u>3.1, 3.2, 3.6</u>
<b>Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.</b>								
COE	Devise and implement strategies to select all of our faculty hires from a pool that is diverse and high quality	X	X	All faculty lines	(Cost included under Goal 1)	Academic Affairs	Successful searches	4.1, 4.2. <u>4.4</u> COE: 1, 3
COE	Bilingual and bicultural initiatives, training, and events for faculty and students.	X	X	Funds for programming	\$30,000/year	Academic Affairs/ College of Education	More bilingual faculty and programs; heightened awareness of issues and new approaches <u>Implemented one semester of Spanish language learning for faculty and doctoral students, developing more comprehensive</u>	4.1, 4.4, <u>5.7</u> COE: 1

							<a href="#">language development plan for faculty.</a>	
C&I	Recruit students from high school pre-teaching programs for critical shortage areas such as bilingual education, special education, and STEM	X	X	Funds to support recruiting efforts	\$5,000/year	Curriculum and Instruction	Increased enrollments, especially of minority students, in critical shortage area teaching programs	<a href="#">2.6, 1.4</a> , 4.2 COE: 1
<a href="#">C&amp;I</a>	<a href="#">Recruit diverse graduate students for C&amp;I programs</a>		<a href="#">X</a>	<a href="#">Funds for recruitment materials, ad placement, faculty travel for recruitment</a>	<a href="#">\$8,000/year</a>	<a href="#">Curriculum and Instruction</a>	<a href="#">Increased diversity in C&amp;I graduate programs</a>	<a href="#">4.2, 4.3, 4.4</a>
HHP/ CLAS/ C&I	Continue to seek greater diversity in faculty through target of opportunity hires, recruiting diverse candidates for our search pools, and actively recruiting diverse graduate students	X	X	N/A	N/A	N/A	Hiring of faculty with a more diverse profile	4.1, 4.3, <a href="#">4.4</a> COE: 1, 3
HHP	Establish a collaboration agreement with an international university (IES)	X	X	Faculty Time	N/A	N/A	MOU with university for visiting international students	2.4, 2.5, 4.3 COE: 4
HHP	Seek international scholars for our Brennan & Smith Lecture Series		X	Faculty Time	N/A	N/A	Host international scholar at lecture	2.5, 4.3 COE: 4

Other initiatives supported by the College of Education, found in department plans								
C&I	Create the Tomás Rivera Center for Mexican-American Children's Literature <u>(No longer a priority)</u>							
<b>Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.</b>								
HHP	Renovation of space <u>used by athletics or theater</u> for laboratories and offices	X	X	Funds for plans and renovation costs		VPFSS Small Renovation Funds	Dedicated space for Athletic Training and Exercise and Sports Science programs	1.4, 1.9, <del>3.4</del> COE: 5
COE	Devise and implement an instructional technology plan that will infuse 21 <sup>st</sup> Century learning into all COE programs so that our graduates are able to utilize cutting-edge technology in their professions. This plan will encompass equipment and software, faculty development, and technical support.	X	X	Funds for equipment, software, faculty development and training, and technical support	\$75,000 initial investment with \$20,000 needed per year for replacement/upgrades	Academic Affairs/ College of Education	Students meet respective professional standards for technology use	3.10, 5.6 COE: 4
C&I	Hire part-time media technology specialist to manage resources for educational technology.		X	.5 FTE Staff Salary	\$19,000/year	Academic Affairs	Staff person successfully supports technology goals <u>(Completed)</u>	3.9, 5.2 5.7 COE: 4
C&I	Hire additional administrative assistant with sole responsibility		X	Staff Salary	\$34,000/year	Academic Affairs	Increased external funding due to better administrative	1.4, 1.6, 5.2 COE: 4

	of providing administrative support for pre- and post- award activity.						support for faculty	
HHP	Develop on-line courses where appropriate for content and student demand	X	X	Two course releases or stipends	\$10,000/year	Electronic Course Fees	Student enrollment and freed up class space	2.9, 5.7 COE: 4
HHP	Develop plan for multipurpose laboratory, classroom, research, and office facility		X	Funds for plans		Vice President for Finance and Support Services	Plan developed	1.4 COE: 5