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

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

1.2 Increase number of full-time faculty.

1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.

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

1.5 Offer academic programs that are nationally and internationally competitive.

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.

1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.

1.8 Support faculty efforts in international research.
1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

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

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

2.2 Continue engagement in the economic and cultural development of the region.

2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.

2.4 Internationalize the curriculum.

2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.

2.6 Maintain a vigorous, targeted recruitment and marketing campaign.

2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.
2.8 Enhance and support distance learning and Friday/Saturday course delivery.

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

3.1 Increase student retention through collaborative programs across the university.

In the Dean of Students Office, Student Emergency Services distributed over $7,000 to students who experienced emergencies. The Attorney for Students Office assisted 885 students by appointment and over 875 students through presentations.

Retention Management & Planning assisted 81 former foster care students with transition to campus issues and support networks.

Welcome tents at the beginning of the school year assisted over 5,000 students during their transition to campus.

The Bobcat Bond Mentoring program launched for second year students and 24 faculty/staff and 89 peer mentors provided mentoring to 79 second year students.

PAWS Alert early warning system assisted over 90 students who had issues throughout the year.

The Counseling Center increased the number of counseling appointments provided by 23% and increased the number of group appointments by 20%.

The Counseling Center presented more than 100 education workshops to over 1800 students designed to help them with the development of basic stress, anxiety, and mood management skills.

Campus Recreation had 21,889 participants and 612,048 participations during the 2012-2013 year.

The Disability Services Office provided services to 1,841 clients.

The Student Diversity & Inclusion Office hired a Student Development
Specialist I to serve LGBTQIA and veteran students.

The Health Promotion Services of the Student Health Center provided 18 Alcohol 101 presentations benefitting 4,504 new students and provided 252 presentations on a variety of health topics to 9,547 students.

The LBJ Student Center's Bobcat Build program provided over 4,000 students, a 15% increase, who worked on job sites throughout the San Marcos area.

3.2 Enhance quality and consistency of academic advising services.

3.3 Develop an Honors College to better attract and engage high achieving students.

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

3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.

3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.

3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.

The Counseling Center was re-accredited for seven years by the American Psychological Association.

The Counseling Center secured a grant to pilot the Kognito "At-Risk"
program for faculty, staff and students.

3.8 Foster an environment that cultivates students to become successful, engaged alumni.

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

Career Services had a 19% increase of 4,960 students in face-to-face sessions. Distance counseling options in Career Services reached over 1,750 students. Programming offered by Career Services to the McCoy College of Business reached 745 students through a portfolio of a variety of programs. Career Services offered an all day Career Preparation and Transition-Life after College program hosting 35 students. Career Services coordinated over 15 job fairs with employer registrations averaging an increase of over 50 percent. Career Services realized an 86% increase in employer participants for On-Campus Interviewing and held eight information sessions with 627 students in attendance for on-campus interview preparation. Career Services educated students on how to develop professional online profiles on Facebook, LinkedIn, and YouTube.

3.10 Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.

3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

Retention Management & Planning and Career Services provided direct services to students to implement PACE by developing career related tools and an iCAT(Individualized Co-Curricular Activity Transcript) program to assess engagement in appropriate co-curricular activities related to students' major.

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.

The Graduating Student Recognition program offered through Retention Management and Planning allowed graduates to recognize 3,324 faculty
and staff who contributed to their success.

4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.

The Student Diversity & Inclusion Office participated in the Hispanic Serving Institution Research Day in conjunction with the Provost Office.

4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.

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

The Student Diversity & Inclusion Office hosted the Allies Fall and Spring Biannual meetings and presented panels to the campus community on a variety of diversity topics. The office distributed over 4,000 diverse culture meals to students, staff and faculty over the year. USAC programming served 6,150 participants through 36 leadership and diversity programs. The office also added Coalescence, a biracial/multiracial student organization to their empowerment groups.

4.5 Seek historically underutilized business suppliers.

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 at all ranks.

5.2 Increase number of full time staff.

The Dean of Students Office added two Coordinators and a new Assistant Dean of Students for Greek Life.

Retention Management & Planning added a coordinator and Administrative Assistant II.
The Counseling Center hired two post doctoral positions and added a .5 FTE psychologist position.

Career Services added a new Career Advisor position.

Campus Recreation hired a Coordinator for Facilities programming.

The Department of Housing and Residential Life hired two new Hall Directors and a Facility Maintenance Worker for their two new residence halls.

The Student Health Center added a Licensed Vocational Nurse, a .5 FTE psychiatrist, a Supervisor for Health Information Management, and a Supervisor, Billing and Cashier Operations position.

The University Police Department hired an Emergency Management Coordinator position.

5.3 Attract and retain highly competent staff by providing annual merit increases based on performance.

Over 90% of the staff within the Division of Student Affairs was awarded some level of merit pay based on performance.

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

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

5.6 Expand and support professional development opportunities for faculty and staff.

5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.
5.8 Reduce deferred maintenance in existing facilities.

5.9 Improve processes outlined in SACS Principles of Accreditation to ensure ongoing compliance with standards, while continuously improving overall educational quality.

5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.

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

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

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

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

5.15 Complete the Pride and Action campaign plan to achieve the goal.
5.16 Promote a safe and secure environment.

The Counseling Center implemented a formal after hours On-Call program for hospitalization referrals.

The University Police Department purchased expansion equipment to provide card access for academic and administrative buildings at the main campus and Round Rock, provided video documentation of environments for buildings, established a cooperative training environment with Hays County Law Enforcement agencies and Williamson County Law Enforcement agencies, and established enhancements to emergency notification processes.