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

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

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

1.2 Increase number of full-time faculty.

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

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

Indicators*:
- Merit increases awarded/not awarded

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

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

The College of Science has purchased equipment valued at $466,141.00 in the past year.
1.5 Offer academic programs that are nationally and internationally competitive.

Indicators*:
- List of current national/international program recognitions
- List of current national/international student awards and recognitions
- Number of academic programs accredited or reaccredited

School of Engineering-
Engineering has 4 undergraduate programs fully accredited by ABET:
- Manufacturing Engineering (2009)
- Electrical Engineering (2012)
- Computer Engineering (2012)
- Industrial Engineering (2013)

Department of CS-
- BS in CS was reaccredited by ABET for six more years.

Department of EngTech-
- The Construction Science and Management program was accredited by the American Council for Construction Education in 2013. The Concrete Industry Management program was accredited by the National Steering Committee for CIM in 2014. Texas State was named an Excellent University for the 4th consecutive year by the American Concrete Institute.

Department of Physics-
- Regional Learning Assistant site.
- March White Award to the Texas State Chapter of the Society of Physics students

Department of Mathematics-
Texas Mathworks-
- A team of four middle school students representing the Mathworks center at Texas State University won the 2014 Primary Math World Contest (PMWC), held in Hong Kong in July. The PMWC is hosted by Po Leung Kuk, a regional charitable foundation. This is the second Texas team to win the competition outright. The team was accompanied by Stephen Seidman, Dean of the COSE at Texas State.
- The Mathworks curriculum is available. The Math Explorations curriculum was authored by Texas State math professors Max Warshauer, Hiroko Warshauer, Terry McCabe and Alex White as part of a curriculum research and development program conducted by the Mathworks center. For the current school year, 2014-2015, there are a total of 1,102 students across the state using the Math Explorations (ME) curriculum.
- The Mathworks teacher professional development program is an immersive two-week experience for in-service middle school math teachers. It had a total of five teachers attend teacher training this past summer: 2 teachers from Splendora ISD; 1 teacher from Lockhart ISD;
2 teachers from Santa Maria ISD. The teachers observed and participated in the half-day JSMC program in the mornings, and then attended courses in pedagogy and math content in the afternoons. Also recruited 10 undergraduates from Texas State University to serve as Teaching Assistants in the Half-Day JSMC program. These students gained valuable classroom experiences and strategies to teach mathematics to young students of diverse backgrounds.

**Department of Chemistry and Biochemistry**

- Texas State Biochemistry students were awarded travel funds from the American Society for Biochemistry and Molecular Biology (ASBMB) to attend Experimental Biology 2014, a national scientific conference in San Diego, CA. Beau Sterling, Chemistry major, was awarded a $500 ASBMB Undergraduate Affiliate Travel Award and Dylan Hall, Biochemistry Major, was awarded a $400 ASBMB Competitive Travel Award. Chance Berman, Biochemistry Graduate Student, and Amber Lucas, Biochemistry Graduate Student, were both awarded competitive ASBMB Graduate Student Travel Awards of $1000 each.
- Aaron Rogers, Chemistry Graduate Student, received an ACS Graduate Research Fellowship. Travis Cantu received the Excellence in Graduate Polymer Research Award at the ACS meeting in 2014.
- Jose Dominguez was awarded a travel scholarship to the Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS) conference this year and also was selected for first place in the poster presentation at the National Science Foundation-Partnerships for Research and Education in Materials (NSF-PREM) Principal Investigator Meeting in 2013.
- The ACS student affiliates group received the ‘commendable’ award from the ACS in 2013.
- Christopher Reyes was awarded a National Science Foundation Graduate Research Fellowship in 2014.
- Under NSF-PREM sponsorship, Joe Lamas received first place poster award at the Triangle MRSEC REU student competition in 2013.
- The B.S. in Chemistry and the B.S. in Biochemistry are both approved by the American Chemical Society (ACS) and the B.S. in Biochemistry is accredited by the American Society for Biochemistry and Molecular Biology (ASBMB).

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

**Indicators***:
- Current grant expenditure dollars
- List of new cross-discipline collaborative grants
COSE had $9,399,612 in research expenditures during the period.

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.

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

1.8 Support faculty efforts in international research.

Indicators*:
- List of new international research efforts and scholarly 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

College of Science and Engineering

- Dean Stephen Seidman was a keynote speaker at the 2014 International Conference on Learning and Teaching in Computing and Engineering in Kuching, Sarawak, Malaysia.

School of Engineering-

- Engineering has eight (8) visiting scholars (4 from Mexico, 4 from China)
- Engineering has had two (2) faculty members involved in international exchange programs for summer research in the past year (UK, China)

Department of CS-

- CS sponsored one visiting professor from South Korea in 2013-2014.
- CS provided funds for six international trips to conferences in 2013-2014.

Department of EngTech-

- Dr. Byoung Hee You is engaged in phase two of a project for KEPCO Plant Services & Engineering. KEPCO is an electrical power generating company located in the Republic of Korea. The total amount of the project is $44,988.
Department of Physics -
- One visiting scholar

Department of Mathematics -
- M. Alejandra Sorto worked with governments of Chile, Peru, Dominican Republic, Honduras, and Guatemala to help improve the preparation of teachers in mathematics and develop educational standards. This effort was partly funded by a CAREER research grant from the National Science Foundation (NSF) to investigate the Mathematics instruction of English language learners in the state of Texas. Relevant research papers include:

- International Travel
  - Jennifer Czocher $2,330 to Vancouver, Canada
  - Thomas Keller $2,500 to Seoul, Korea
  - Hiroko Warshauer $1,805 to Vancouver, Canada
  - Yong Yang $3,000 to Shanghai, China

1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

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

- There were 6 TRIP donations in COSE. The match amounts for the college totaled $540,611.00.
- COSE graduated 3 PhD’s from the MSEC program during the period. These include Dr. Haoran Chen, Dr. Tyler Nash and Dr. Ray Cook

**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.

**INDICATORS**:  
- Freshman class size compared to prior year and percent change  
- Overall enrollment compared to prior year and percent change  
- Level of achievement compared to CTG enrollment target: overall, African American, and Hispanic  
- Level of achievement compared to goals CTG goals and to prior year: participation (recruitment), success (retention), excellence (graduation), and research

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

**INDICATORS**:  
- List of current cultural collaborations with external constituents  
- List of current economic collaborations with external constituents  
- Number of clients in STAR Park  
- Number of clients in Small Business & Development Center (SBDC)  
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

COSE has several active economic activities external to the university. These include a large multi-year contract with Jacobs Engineering (prime contractor for NASA JCS), SioTex Inc a spin out company based upon licensed technology from Texas State, and National Nanomaterials Inc. which has licensed new technology for the food packaging sector from Texas State. SioTex has leased space on campus to build and operate their pilot plant.
2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.

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)

- AY 2013-14 scholarship funding increased 7.2% over AY2012-13 scholarship funding. The number of scholarship awards for AY2013 increased by 2 over AY2012.

- Policy changes initiated in AY 2013-14 resulted in a 20% pay increase for Graduate Instructional and Teaching Assistants that became effective on 9/1/2014

- Enrollment growth requiring increased course offerings in all of the college’s academic departments created increased employment opportunities for undergraduate and graduate students. Undergraduate and graduate student TA, GIA and UGIA wages and salaries increased 4.13% between AY2013 and AY2014.

- College-wide increases in grant awards and endowment funding resulted in increased research and employment opportunities for undergraduate and graduate students.

- Enhanced procedures to monitor distribution of endowment funded scholarships prompted the implementation of policies to support careful compliance with terms and conditions of CoSE MOUs and to assure the proper and timely distribution of endowment scholarship funds.

- Aggressive pursuit of additional H-LSAMP funding from the NSF resulted in the sub-recipient award of another 5-year contract for the college’s H-LSAMP Program that will provide approximately $65,000 in financial scholarship support to H-LSAMP scholars this academic year. The predecessor of the most recent H-LSAMP award provided $44,700 in annual financial support to program scholars during AY 2012-13. In addition, the visible successes of this program have become powerful recruitment tools in attracting and retaining high-achieving students.

In addition to providing financial scholarship support, H-LSAMP program benefits include things like networking opportunities with industry partners that frequently lead to non-scholarship financial benefits such as lucrative and educational
Internship positions that often become permanent employment after graduation.

- SPARK Program grant funds provided $100,000 in financial scholarship support to program participants during AY 2012-13.

### 2.4 Internationalize the curriculum.

**Indicators***:
- Number of new/revised courses with international content
- Number of faculty participants in globalization workshops

- There are no new/revised courses with international content in COSE.
- Four faculty members in the Department of Biology participated: Ivan Castro Arellano (2013); Rachel Davenport (2013); Noland Martin and Caitlin Gabor (2014).

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

**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 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

**School of Engineering**
- Engineering has had two (2) faculty members involved in international exchange programs for summer research in the past year (UK, China)

### 2.6 Maintain a vigorous, targeted recruitment and marketing campaign.

**Indicators***:
- List of new undergraduate and graduate recruitment initiatives introduced
- List of new marketing efforts implemented

**School of Engineering**
- Engineering has implemented a marketing campaign to support the new graduate program "Master of Science in Engineering"
- Engineering is spearheading the development of a new, campus-wide institutional Cooperative Education program
- Engineering is engaged in ongoing programs with several international companies (eg. Intel, Freescale, Texas Instruments, Halliburton, etc.) to manage placement of groups of interns
- Engineering faculty members are involved in multiple grants which emphasize the recruitment of students in STEM fields (eg. SPARK, S-STEM, MSEIP, etc.)

**Department of Mathematics**
- The Math Department held its third annual Graduate Mathematics Open House on October. Following the opening talks in Derrick we moved up to the third floor of Derrick for lunch and for afternoon activities, which included presentations by students and faculty, a panel discussion featuring students currently in the program, and our Math in the Picture Contest. We thank Dean Seidman for joining us and for meeting with some of our graduate students and prospective students.

**Department of Chemistry**
- Dr. Hudnall received a $2,000 grant from the Graduate College for recruiting activities. The funds were utilized for the rental of an ACS booth ($1,500) at the 2014 Spring National Meeting (Dallas, TX) and for travel expense reimbursement for faculty who attended the ACS meeting for the purposes of graduate recruiting or who gave recruiting talks at other institutions ($500). He also gave recruiting seminars at Texas Tech University and Angelo State University.
- The NSF-PREM regularly recruits students by faculty seminars, SACNAS Student Chapter and attendance at major scientific meetings like ACS and BMES (Biomedical Engineering Society).

**2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.**

**Indicators***:
- Number and list of new Texas State FBS advertisements placed
- Average number of attendees at home football games
- Total economic impact from athletic events on local community
- Product licensing income for the year
- Dollar amount and membership increase in Bobcat Club for the year

**2.8 Enhance and support distance learning and Friday/Saturday course delivery.**
**Indicators***:
- Number of new online and hybrid SCH as a percent of overall offered
- Number of SCH enrolled in Friday/Saturday courses offered

**Department of Computer Science**
- CS offered one Saturday class, CS 2420, on RRC in each long semester.
- CS offered 11 ITV classes in Fall 2013, 14 ITV classes in Spring 2014, and 7 ITV classes in Summer 2014.

**Department of Chemistry**
- The Department of Chemistry and Biochemistry offers laboratory sections throughout the afternoon on Fridays (until 6:30 pm). We also offer evening laboratories on Tuesday and Wednesday evenings (6:30-9:30 pm).

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**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.**

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

**3.2 Enhance quality and consistency of academic advising services.**

**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

- The COSE Advising Center served 17,618 students this past year.
- Attended two professional development opportunities: Annual Academic Advising Conference Texas State University September, 2013. Annual Academic Advising Assessment Summit Texas State University May 2014
- One Advisor received a service award, David von Miller- 10 years of service
3.3 Develop an Honors College to better attract and engage high achieving students.

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

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

**Indicators***:
- Number and list of events (athletic and artistic) provided for the year
- Number of attendees at each event provided
- Number and list of new academic support initiatives provided to student athletes

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.

**Indicators***:
- Description of outcomes assessment process improvements
- Examples of new major program improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits
- Number and percent of programs showing improvement

As can be seen in the accompanying chart, the College of Science & Engineering maintains assessment for Student Learning Outcomes in 31 programs (accounting for 20 bachelor’s, 13 master’s, and 3 doctoral) spanning 8 units, as well as 25 Core Curriculum courses being taught in 4 departments. (Some results are combined to reflect both BA and BS degrees, or both MA and MS degrees, so the totals are different.)

Of those,
- 100% (31 out of 31) completed the Outcomes Assessment.
- 100% (31 out of 31) had completed audits.
• 71% (22 out of 31) had evidence of improvement. (Several programs were new or changed their standards, and consequently could not directly express evidence of improvement.)

The assessment measures undertaken within each academic program and general education curriculum to ensure program improvement and provide evidence of student success include the following:

• Outcomes Assessment Process Improvements:
  o Making sure content and assessment are aligned
  o Modifying outcomes to show evidence of further improvement
  o Holding faculty meetings to generate strategies for improving both student learning and the viability of the assessment instruments, particularly among the courses with the lowest outcomes
  o Determining if the metrics are appropriate
  o Placing more emphasis on topics deemed important
  o Explaining assigned team roles to students assigned to work in a team environment
  o Improve laboratory exercises associated with the outcome being measured
  o Increasing emphasis on students’ active involvement in lecture content via note taking and interactive assignments
  o Adjusting the individual performance standard in an effort to better discriminate between learners and non-learners
  o Improving the instruction process to make sure that all faculty are made aware that they must emphasize the topics being assessed
  o Improving the lucidity of our instructions to faculty to encourage them to emphasize the topics being assessed

• Examples of new major program improvement efforts implemented as a result of assessment findings
  o Assigning a Research Mentor to entering doctoral students until they formally choose a dissertation advisor, in order to improve their quality of research
  o Restructuring graduate course sequencing to better serve the students
  o Hiring new tenure track faculty specializing in the areas being assessed
  o Adding a new course at the sophomore level in order to improve student learning in upper level courses
  o Communicating with graduate students regarding expectations
  o Increasing student participation in grant and paper submissions
  o Emphasizing lecture attendance and GIA participation to the graduate students
  o Notifying instructors of the freshman retention rate and the need to improve
  o Emphasizing students’ ability to communicate effectively, both orally
and in writing
  o Increasing enrollment in the graduate program and consequent student performance by means of a more aggressive advertising campaign
  o Improving online presence to increase applications

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.

**Indicators***:
- Description of outcomes assessment process improvements
- Examples of new major service improvement efforts implemented as a result of assessment findings
- Number and percent of departments completing outcomes assessment
- Number and percent of completed audits
- Number and percent of departments showing improvement

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

**Indicators***:
- Number of program reviews completed and number of academic program reviews submitted to THECB
- Examples of major program improvements made based on program review/accreditation findings
- Percent of reviews with all items scored a “2” (on a scale of 1 through 5) or higher

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

**Indicators***:
- Number and list of new academic-sponsored alumni outreach activities (e.g., guest speakers, faculty, advisory boards, judges, research)
- Number and list of new community outreach activities (e.g., Bobcat Build)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
- Number and percentage of graduating seniors and alumni who have graduated in the last five years who join the Alumni Association this year
Department of CS -

- CS has an Advisory Board consisting of mostly alumni and had one IAB meeting in 2013-2014.
- CS alumni participated as judges in the research poster presentations of two groups of NSF REU Site students.

Department of EngTech -

- Numerous guest speakers were brought to campus by our student professional organizations, the American Foundry Society (AFS), the Society of Manufacturing Engineers (SME), the American Society of Mechanical Engineers (ASME), the Construction Student Association (CSA), and the American Concrete Institute (ACI). Many of these guest speakers were alumni of departmental programs, and those who were not were usually employers of departmental alumni. The student chapter of AFS hosted 5 guest speakers and conducted 2 plant tours. SME organized and administered the Certified Manufacturing Technologist exam. The 2013-2014 academic year was the second year for the ASME student chapter at Texas State. Several members attended joint meetings with other organizations when guest speakers were giving presentations and when plant tours were held. The CSA hosted 7 industrial guest speakers and 6 job-site tours. CSA organized OSHA 10-hour training on campus and 30-hour OSHA training off campus with the help of the industry. CSA hosted the “9th Annual CSA Golf Tournament” at Plum Creek Golf Club with close to 140 industry personnel and students participating. The student chapter of ACI won the ACI Excellent University Award for the third year in a row. Eight ACI members traveled to the World of Concrete Trade Show in Las Vegas, Nevada, interacting with industry professionals from around the nation.

Department of Mathematics -

Pi-Mu Epsilon and the Math Club

- Many of our majors are members of Pi Mu Epsilon and the Math Club and are engaged in various departmental activities such as Pi Day, the Graduate Open House, and our Annual Awards Ceremony.

Talk Math 2 Me

- The Talk Math 2 Me Seminar is a colloquium for students and by students. The seminar was organized by student members of the Pi Mu Epsilon Society at Texas State is run by a math graduate student, one of its members Joni Schnieder. Almost all of the speakers are students, and it has grown to be our largest seminar typically with 2 or 3 speakers per 1-1.5 hour periods and over 120 people in the audience, larger than all of our other seminars combined!

Department of Chemistry

Number and list of new academic-sponsored alumni outreach activities (e.g., guest speakers, faculty, advisory boards, judges, research)

- Dr. Larry Herwig, an alumni of our department who is now a practicing dentist in Dallas, TX gave a seminar in the department on October 28,
2013.

Number and list of new community outreach activities (e.g., Bobcat Build)

Dr. Hudnall has begun a joint collaboration with the McKenna Children’s Museum and Canyon High School chemistry students (both in New Braunfels), that is designed to educate children ages 3–10 and their parents on the nature and importance of scientific research. This program, titled *Laboratory Workstations*, is hosted at the museum as a part of their “Science Matters” days, engages kids of all ages (the high school kids help run the experiments), and is comprised of simple chemistry experiments that the children perform in “mock gloveboxes” Some of the experiments that we have conducted to date include: testing pH with red cabbage juice, pipetting challenges with goldenrod paper, synthesis and study of nanofilms made from nail polish, and a fun CSI lab where the children determine the identity of an unknown sample.

In 2013-2014, the NSF-PREM participated in 13 outreach events that involved Texas State students. > 2000 K-12 students and their families were impacted.

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

**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

**School of Engineering-**

- Engineering is spearheading the development of a new, campus-wide institutional Cooperative Education program
- Engineering is engaged in ongoing programs with several international companies (e.g. Intel, Freescale, Texas Instruments, Halliburton, etc.) to manage placement of groups of interns

**Department of CS-**

- CS invited several representatives from companies to talk about their job and internship opportunities to CS students.

**Department of EngTech-**

- The Department of Engineering Technology continues with its tradition of holding four career fairs each academic year. Two of these events focus on the construction and concrete industries. Two others are held in collaboration with the Ingram School of Engineering and emphasize careers in various other Technology and Engineering disciplines such as Manufacturing, Mechanical, Electrical, and Environmental Engineering Technology and Industrial, Manufacturing, and Electrical Engineering.
Two graduates of our Master of Science in Technology (MST) program were accepted in 2012 into the Ph.D. program in Material Science Engineering and Commercialization (MSEC) and both students continue to maintain their good academic standing in that program through their third year. Two additional MST graduates were accepted into the MSEC program for fall 2014.

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

Indicators*:
- Number of literacy sessions provided
- Number of faculty and students served

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

Indicators*:
- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff.

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 of new external position postings advertised, including those targeting diverse candidates

4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.
4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.

**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

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

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

4.5 Seek historically underutilized business suppliers.

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

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

5.1 Increase average full-time staff salaries at all ranks.

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

5.2 Increase number of full-time staff.

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

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

**Indicators***:
- Merit increases awarded/not awarded

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

**Indicators***:
- Number and list of new repair and renovation projects completed
- Number and list of new campus enhancement projects completed
- Number and list of new ADA modification projects completed
5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.

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

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

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

School of Engineering-
- Each staff member in Engineering attended at least one (1) off-campus and at least two (2) on-campus professional development activity this past year (total of 4 off-campus and 10 on-campus). Examples include Spiceworks software training, and topical training for Administrative Assistants.
- Engineering has had two (2) faculty members involved in full-year faculty development leave since 2012 and one (1) faculty member involved in an international fellowship associated with development
- Engineering regularly hosts faculty/student/staff training for particular software and system technologies. Examples include Freescale Microcontroller and National Instruments CompactRIO on-campus training events which are attended by faculty from multiple departments

Department of EngTech-
- The Department of Engineering Technology has begun discussions with our industry partners concerning the development of opportunities for
summer faculty internships with their companies. These discussions are only in a nascent stage, but we are continuing such conversations with the intent of establishing such internships in the future. Faculty internships in industry are especially important to programs such as ours, which prepare graduates for professional management careers in industry. Recently, this idea was expanded to include the concept of an industry-university exchange program whereby companies would lend an employee to the university for a semester and the university would lend a faculty member to the company in exchange. This would promote healthy interaction with our industry partners and inclusion of contemporary content into our curricula at no financial cost to either institution.

Department of Physics-
- Regional Learning Assistant Workshop held on campus.
- We do not have a tally of faculty and staff attending internal professional development session.
- External professional development opportunities for faculty include regional, national, and international conferences, and focused workshops in physics, physics education, and department management specific to physics.

Department of Mathematics-
- Travel for research collaborations and to present papers at professional meetings has been encouraged much more vigorously, and more funds have been provided for tenure track faculty, lecturers and students (for example, see section 1.8). Also, there has been an increase in the number of professional development courses taken by faculty and staff.

Department of Chemistry
- Dr. Brittain served as a presenter for a workshop entitled “Getting Published: Advice from Editors of Scholarly Journals”.
- Dr. Feakes has created a New Faculty Orientation for the new faculty in the Department of Chemistry and Biochemistry. This has recently expanded to a university-wide orientation for New Adjunct Faculty.
- Two faculty members (Feakes, Ji) attended the workshop entitled “Effective Faculty Hiring”.
- Two faculty members (R. Booth, Feakes) attended the workshop entitled “Teambuilding”.
- Three faculty members (Feakes, Karen Lewis, Rhodes) attended the workshop entitled “Building Faculty Credentials and Documentation for Promotion”.
- Maria Martinez attended three development activities, “Getting Started-SAP”, “Understanding TRAVELTracks”, and “For the Record”.
- Margaret Motomochi attended three development activities, “Summer PCR Training”, “Travel Assistant Recertification”, and “Ethics and Compliance”.
- Dr. Easter will be on leave in the Spring 2015 semester.
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.

**Indicators***:
- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and/or dollar amount of new resources provided to support distance learning
- List and/or dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards

5.8 Reduce deferred maintenance in existing facilities.

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

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

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

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

**Indicators***:
- Examples of new assessment-related process improvements made
5.11 Effectively utilize alumni and external constituents to influence and generate human and financial capital opportunities.

**Indicators***:
- Number and list of alumni and new external constituent (parents, family, businesses) outreach activities
- Number and list of alumni and other external constituents (parents, family, businesses) involved with Texas State
- Total dollar amount of alumni and external donor contributions
- Number and percent of alumni and external donors

**Department of Computer Science**
- CS received donations from ExxonMobil, Intel, and USAA in the total amount of about $10,000.

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.

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

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

**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

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.
Indicators*:
- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new/enhanced instructional support activities provided

5.15 Complete the Pride and Action campaign plan to achieve the goal.

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

5.16 Promote a safe and secure environment.

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)