

Texas State University-San Marcos
2004-2009 University Plan: “Embracing Change”
Summary of Progress on Goals and Intended Outcomes through 2007

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

Intended Outcomes:

- Increase average full-time faculty salaries at all ranks. (progress)
- Increase size of full-time faculty. (progress)
- Establish a more rigorous enrollment management program. (progress)
- Increase university infrastructure to support scholarly and creative activity. (progress)
- Introduce and maintain programs that are nationally and internationally competitive. (progress)
- Provide infrastructure to launch a capital campaign. (progress) (modified in extended plan)
- Maintain a physical setting that presents Texas State as a premier institution. (progress)
- Develop and implement a comprehensive university marketing plan to ensure consistent, accurate messaging to internal and external constituents. (progress) (modified in extended plan)

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas, with special emphasis on development of the Round Rock Higher Education Center.

Intended Outcomes:

- Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research. (progress)
- Expand Round Rock’s academic programs and support services based on identified needs. **COMPLETED (2007)**
- Enhance research efforts to address critical state needs. (progress)
- Increase university and departmental scholarship opportunities in an effort to improve recruitment and retention of qualified students. (progress)
- Complete construction of the first permanent building for the Round Rock Higher Education Center and provide services to the students, faculty and staff who will occupy the building. **COMPLETED (2005)**

- Enhance on-site library and technology support for the new Round Rock Higher Education Center. **COMPLETED (2006)**
- Implement quality student services and selected student programs at the Round Rock Higher Education Center. **COMPLETED (2007)**

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

Intended Outcomes:

- Increase student retention through:
 - Expanded student retention programs with collaboration among the Graduate College, University College, academic departments, and Student Affairs.
 - Departmental and campus-wide student engagement initiatives.
 - Increased collaborative programs with appropriate academic and student affairs departments to educate and respond to students with financial, physical and mental health concerns. (progress)
- Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students. (progress)
- Develop and implement student learning outcomes and appropriate assessment measures within each academic program to ensure program improvement and provide evidence of student success. **(COMPLETED 2007)**
- Revise the academic and administrative program review processes to facilitate program improvement in support of the University mission. (progress)
- Develop a strong commitment to university alumni. **COMPLETED (2007)**

Goal 4: Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs.

Intended Outcomes:

- In years 1 and 2 of the Plan, the provost will seek approval for implementing the following programs:
 - The Ph.D. degree with a major in Mathematics Education (final stage)
 - The Ph.D. degree with a major in Computer Science (in development)

- The Master of Fine Arts (M.F.A.) degree with a major in Communication Design **COMPLETED (2007)**
- The Bachelor of Science (B.S.) degree with a major in Electrical Engineering (final stage)
- The Master of Science (M.S.) degree with a major in Accounting and Information Technology **COMPLETED (2007)**
- In years 1 and 2 of the Plan, prepare to submit proposals in years 3-5 of the Plan seeking approval for the following programs:
 - The Ph.D. degree with a major in Criminal Justice (final stage)
 - The Master of Science (M.S.) degree with a major in Human Nutrition (Interdisciplinary) (final stage)
 - The Master of Science (M.S.) degree with a major in Athletic Training **COMPLETED (2007)**
 - The Bachelor of Science (B.S.) degree with a major in Materials Science and Engineering (**COMPLETED 2007**)
- Expand access to distance education through reviewing distance-learning opportunities in the context of the viable fiscal plan. (progress)
- Emphasize the Round Rock Higher Education Center in first two years of the Plan. **COMPLETED (2005)**
- After the Round Rock Higher Education Center is fully developed, study feasibility for consideration of a San Antonio MITC. **COMPLETED (2007)**
- Doctor of Physical Therapy (D.P.T.) degree with a major in Physical Therapy will be treated as a special case proposal. At some time during the planning period, it is expected that the standard for entry into professional practice in physical therapy in Texas will move from master's level to doctoral level. **COMPLETED (2007)**
- In years 1 and 2 of the Plan, continue to study the feasibility of a nursing program, including prospects for necessary external start-up support. **COMPLETED (2007)**

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

Intended Outcomes:

- In year one of the plan, expand and sustain campus wide conversations on diversity leading to a comprehensive university diversity plan. **COMPLETED (2005)**
- Build a more diverse faculty and staff. (progress)
- Increase intensity and scope of recruitment programs that have a special focus on minority students, seeking the goal of Hispanic Serving Institution status. (progress) (modified in extended plan)

- Expand efforts to promote diversity awareness and exposure to all faculty, staff, and students in order to maintain an inclusive environment (progress) (modified in extended plan)
- Seek historically underutilized business suppliers.(progress)

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

Intended Outcomes:

- Expand and support professional development opportunities for faculty and staff.(progress)
- Adjust staff levels and salaries to accomplish university goals. (progress)
- Develop a new ten-year Campus Master Plan to ensure it meets the needs of the University, including the Academic Plan and the other divisional plans. **COMPLETED (2005)**
- Implement the 2006-2015 Campus Master Plan to ensure it meets the needs of the University. (progress)
- Reorganize ongoing functional and technical support organizations to maximize the benefits of long-term financial and human resources application investments. **COMPLETED (2005)**
- Following the full implementation of the Financial and Human Resource Systems, begin work on the FAS-Student Information System project. **COMPLETED (2007)**
- Continue SAP post-implementation activities for the Finance and Human Resource Systems. (progress)
- Enhance and expand campus information technology security activities. (progress)
- Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process. (progress)
- Reduce deferred maintenance in existing facilities. (progress)
- Ensure compliance with State Fire Marshal regulations and complete renovation projects as outlined in the Fire Marshal's audit report. (progress)
- Implement new processes outlined in SACS Accreditation Criteria to ensure compliance with standards, while maintaining overall educational quality. (progress) (modified in extended plan)
- Establish a coordinated assessment process that assists University stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence. (progress)

- Employ annual budget plan to address all strategic priorities. (progress)