2017-2023 Texas State University Plan

2019-2020 Plan Progress
College/Unit/Division: <u>Academic Affairs</u>

1. Promote the success of all students.

1.1 **Plan and implement activities aimed at improving the overall student experience and satisfaction.**

- Number of students in the current year involved in curricular and co-curricular activities that indicate high levels of satisfaction or have received special recognitions
- Number of students in the current year involved in activities aimed at improving student experiences
- Number of Texas State Mobile Application downloads in the current year
- Number of interactions with the Texas State Mobile Application in the current year
- Number and total cost of NEW campus enhancement projects completed
- Number of NEW voluntary meal plans purchased by students
- Increase in total dining and vending sales volume compared to prior year
- Increase in bookstore sales volume other than course materials compared to prior year
- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year

1.2 **Manage student enrollment, both at the graduate and undergraduate level.**

- Graduate and undergraduate enrollment figures compared to prior year

> **During fall 2019, there were 33,197 enrolled undergraduate students compared to 34,187 students in fall 2018, a decline of 0.8 percent. At the graduate student level, there were 4,270 students in fall 2019 compared to 4,457 in fall 2018, a decline of 4.2 percent overall.**

1.3 **Increase student retention and graduation rates.**

- Student retention rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year

> **The one-year retention rate for first-time, full-time undergraduates fell from 77.1 percent for the fall 2017 cohort to 75.6 percent for the fall 2018 cohort.**
>
> **The one-year retention rate for full-time transfer undergraduates increased slightly from 81.3 percent for the fall 2017 cohort to 82.1 percent for the fall 2018 cohort.**

> **The one-year retention rate for master's students increased from 83.7 percent for the fall 2017 cohort to 85.4 percent for the fall 2018 cohort.**
>
> **The one-year retention rate for professional students increased from 90.5 percent for the fall 2017 cohort to 97.6 for the fall 2018 cohort. (NOTE: Due to the low number of students in the program, one student represents 2.4 percent in the fall 2018 cohort).**
>
> **At the doctoral level, one-year retention increased from 92.8 percent for the fall 2017 cohort to 94.4 percent for the fall 2018 cohort.**

- Student graduation rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year

> **The six-year graduation rate for the fall 2014 first-time, full-time undergraduate cohort was up slightly to 54.9 percent compared to 54.3 percent for the fall 2013 cohort.**
>
> **The four-year graduation rate for the fall 2016 cohort of full-time undergraduate transfer students with 30 or more hours was up slightly to 63.8 percent compared to 63.2 percent for the fall 2015 cohort.**
>
> **The five-year graduation rate for first-time, full-time master's students in the fall 2015 cohort was up slightly to 84.7 percent compared to 83.2 percent in the fall 2014 cohort.**
>
> **The five-year graduation rate for first-time, full-time professional students was 100 percent for the fall 2015 cohort, which is consistent with the rate for the fall 2014 cohort.**
>
> **The 10-year graduation rate for first-time, full-time doctoral students was down slightly to 64.4 percent for the fall 2010 cohort compared to 69.1 percent for the fall 2009 cohort.**

- Student retention rate increases in academic or support services department-identified retention programs for the current year

> **The College of Applied Arts undergraduate enrollment increased from 4,045 students in fall 2018 to 4,054 in fall 2019. Full-time, first time undergraduate retention rate increased from 75 percent to 77 percent.**
>
> **In the College of Education, the Department of Health and Human Performance saw 48 percent (165 of 342) of students enrolled in ESS 3317-Exercise Physiology participate in the SLAC SI Program.**
>
> **In the College of Education, a new pilot support program was developed for undergraduate students on academic probation.**

> **In the College of Liberal Arts, the Department of Geography hosted a series of events during 2019-2020 aimed at improving retention.**
>
> **The College of Science and Engineering reported that the Department of Computer Science completed the National Center for Women and Information Technology-sponsored project to retain female students. Ingram School of Engineering participated in the supplemental instruction program to combat attrition in MATH 3323 Differential Equations and CHEM 1335 Engineering Chemistry, which affects engineering students. During 2018-2019, the Department of Mathematics fully implemented co-requisite teaching for all students enrolled in developmental mathematics, adding MATH 1300 to the list of co-enrollment classes.**

1.4 Increase scholarship and grant resources to enhance recruitment, retention, and graduation of students.

- Number and dollar amount of NEW and total scholarships awarded, including merit scholarships

> **A total of 12,044 scholarships were awarded with a value of $28.2 million in 2019-2020 compared to 9,959 scholarships with a value of $25.9 million in 2018-2019. This was an increase of 2,085 scholarships worth $2.3 million.**

- Number and total dollar amount of all grant resources for the current year

> **A total of 37,104 grants with a value of $122.5 million were awarded in 2019-2020 compared to 35,759 grants awarded with a value of $119.1 million in 2018-2019. This represents an increase of 1,345 grants worth $3.4 million.**

1.5 Enhance advising, academic support programs and services to ensure student success.

- Undergraduate student to academic advisor ratios at university and college level compared to prior year

> **The campus undergraduate student to academic advisor ratio for 2019-2020 was 396:1, an increase from 387:1 in 2018-2019. College enrollments remained consistent year to year, as did staffing, creating only minor changes in most college-specific student to advisor ratios. The College of Education and the McCoy College of Business Administration saw reductions in enrollment of 209 (4.5 percent) and 335 (7.2 percent), respectively, decreasing student to advisor ratios. The College of Health Professions and the University College saw increases in enrollment of approximately 100 students, increasing their fall-to-fall enrollments by 3.8 percent and 4.5 percent, respectively, increasing student to advisor ratios.**

- Number of students served by advising centers compared to prior year

> **A total of 54,389 advising appointments were served by college advising centers in 2019-2020, reflecting a 3.2 percent increase from appointments held the previous year (N=53,852).**

- Number of students served by the Student Learning Assistance Center compared to prior year

> **In 2019-2020, the Student Learning Assistance Center served 12,297 students, compared to 13,402 students in 2018-2019. The decrease in students served may be attributed to COVID-19 implications and students attending most classes remotely.**

- Number of students served by the Writing Center compared to prior year

> **For 2019-2020, the total number of consulting appointments for the Writing Center was 5,242 (up from 2,762 in 2018-2019), and the total number of workshops was 1,462 (up from 1,432 in 2018-2019). The total number of appointments for 2019-2020 was 6,704 (up from 4,194 in 2018-2019), based on units of 25-minute slots. Despite COVID-19, the filled 2019-2020 appointment slots increased from the previous two years.**

- Number of NEW programs/activities and number of participants that ensure student success

> **Texas State provided 35 new programs/activities that ensure student success with a reported 28,414 participants.**

1.6 Ensure marketable skills are incorporated into curricular and co-curricular experiences.

- Number of academic programs for which marketable skills have been identified compared to prior year

> **During the first year of using the online marketable tool, marketable skills have been identified for 220 academic programs.**

- Number of continuing education courses for which marketable skills have been identified compared to prior year

> **Marketable skills have been identified for 14 continuing education courses in 2019-2020, in addition to the 37 courses in the prior year.**

- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year

> **A total of 30 new curricular and co-curricular programs and experiences have incorporated marketable skills components.**

1.7 **Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.**

- Number of NEW career support programs provided and number of participants
- Number of academic credit internships/practica completed by students in the current year as measured by Semester Credit Hour (SCH) in sources as coded

> **A total of 21,714 SCH in internship/practicum courses were completed in 2019-2020.**

- Number of face-to-face career counseling and career advising appointments for the current year
- Percentage of students in the current year who report employment or graduate/ professional school plans in the Graduating Student Outcomes-First Destination survey

1.8 **Provide educational programs and co-curricular activities that foster community, service learning, leadership, career exploration, and personal development.**

- Number of NEW educational programs provided and total number of participants

> **A total of four new educational programs were provided in 2019-2020, with 49 participants.**

- Number of NEW co-curricular activities provided and total number of participants

> **A total of 25 new co-curricular activities, with 3,367 participants were reported in 2019-2020.**

- Number of NEW course sections transformed or created with a service-learning component

> **A total of 13 course sections were transformed or created with a service-learning component in 2019-2020. The majority of these new sections were a result of presentations with education abroad faculty and staff.**

1.9 **Leverage data and analytics to support growth in student success and institutional processes.**

- Number of NEW enrollment management (e.g., recruitment, admissions, financial aid, retention) policies that result from the use of actionable data

> **The Office of Enrollment Management and Marketing adopted the New Test Optional Admission Policy due to the College Board (SAT) and American College Testing (ACT) agencies being concerned about meeting demand for students wishing to test.**

> **The Office of Enrollment Management and Marketing raised the adjusted gross income cap from $35,000 to $50,000 for the Bobcat Promise Program in May 2020 to go into effect in fall 2020 to help low-income first time freshmen by providing full-tuition and mandatory fees for eight semesters.**
>
> **The Financial Aid Advisory, Appeals, and Scholarship Awards Committee added two new freshmen merit scholarship bands to increase fall 2019 enrollment. These bands expanded eligibility by providing different set of criteria, which allowed for a more diverse group of applicants.**

- Number of NEW dashboards, data and analytical reports

> **The Office of Institutional Research published a total of eight new dashboards, data and analytical tools in 2019-2020.**

1.10 Establish the appropriate processes, procedures, and tools to support the necessary accommodations for constituents with disabilities.

- Number of students with disabilities participating in support programs and services in the current year
- Number of NEW electronic and/or physical ADA compliance processes, procedures and tools completed/available

> **Texas State completed 23 new ADA compliance processes, procedures, and tools in 2019-2020.**
>
> - **In the Office of the Associate Vice President for Academic Affairs, education abroad reported that various tools, such as videos and websites, were edited to include closed captioning for ADA compliance. The CidiLabs UDOIT tool was introduced for all courses using CANVAS to provide an easy-to-use accessibility checker and improve the compliance of courses for students with disabilities.**

1.11 Support the success of students by continuously improving the function, condition, reliability, and aesthetics of the facilities and grounds of the university.

- Number and total cost of NEW space repair and renovation projects completed
- Number and total cost of NEW campus enhancement projects completed
- Number of NEW or modified facilities construction and/or improvement projects in which the Department of Athletics was involved in collaborative planning, improving technology, and/or space utilization and optimization

1.12 Provide a supportive environment for students, including student athletes, that encourages academic excellence, character development, and respectful interaction with others.

- Academic progress rate (APR) of student-athletes for the current year compared to NCAA national average
- Student-athlete retention rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Student-athlete graduation rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Number of NEW or modified programming for student-athletes that encourage academic excellence, character development, and respectful interaction with others
- Number of NEW or modified programming for student-athletes that promote their emotional, physical, and intellectual well-being

1.13 Provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive community relations, institutional prestige, and promote student well-being and development.

- Number of service-learning hours completed by students enrolled in service-learning designated courses compared to prior year

> **A total of 53,096 service-learning hours were completed by students enrolled in service-learning course sections in 2019-2020. This number represents a 24.3 percent increase over the 42,723 service-learning hours in 2018-2019.**

- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities

> **A total of 12 student curricular and co-curricular programs/activities were provided with quality engagement opportunities in 2019-2020.**

- Number of student curricular and co-curricular competitions in the current year that receive special recognition

> **A total of 76 student curricular and co-curricular competitions received special recognition in 2019-2020.**

- Number of students and their total service hours in the current year involved in verifiable community service activities
- Number of events held on Texas State campuses for the current year that provide opportunities for students to engage, through observation or participation, that model the values associated with equitable competition and engender university pride

2. Offer high quality academic and educational programming.

2.1   Introduce new academic programs that meet the economic and cultural needs of the region and the state.

- NEW academic programs proposed during the current academic year

> **Three new academic programs were proposed in 2019-2020. These include the B.S. in mechanical engineering; a graduate certificate in psychiatric mental health nurse practitioner; and a D.N.P. in nursing practice.**

- NEW academic programs approved during the current academic year

> **Three new academic programs were approved in 2019-2020. These include the M.S. in construction management; the M.S. in quantitative finance and economics; and a B.A. in religious studies.**

- Online and hybrid SCH as a percent of overall SCH offered

> **For 2019-2020, SCH generated from online and hybrid course offerings comprised 18.7 percent of the overall SCH offered. A portion of the increase from previous years was the result of online courses being offered in response to COVID-19 during summer 2020.**

2.2   Provide quality educational programming that leverages diverse perspectives embedded in an inclusive learning environment.

- Number of NEW or modified academic programs that added multicultural or multi-perspective content

> **Colleges reported 50 new or modified academic programs that added multicultural or multi-perspective content in 2019-2020.**

- Number of NEW or revised courses with multicultural or multi-perspective content

> **There were 27 new or revised courses with multicultural or multi-perspective content in 2019-2020.**

- Number of educational or training sessions held in the current year for members or groups within the Texas State campus community that contain information concerning the value of diverse perspectives

2.3   Enhance and expand the Honors College experience to attract high-achieving students.

- Number and percent of students enrolled in Honors College courses offered compared to prior year

The Honors College reported: 859 seats registered in fall 2019 compared to 751 seats registered in fall 2018; 740 seats registered in spring 2020 compared to 681 seats registered in spring 2019; 27.7 percent of Honors College students enrolled in an honors course in fall 2019 compared to 29.8 percent in fall 2018; and 24.5 percent of Honors College students enrolled in an honors course in spring 2020 compared to 26.5 percent in spring 2019.

- Percent of students in each college participating in the Honors College compared to prior year

Semester	Fall 2019	Fall 2018	Spring 2020	Spring 2019
Applied Arts	0.54%	0.62%	0.70%	0.32%
Business Administration	2.02%	1.90%	1.12%	1.79%
Education	0.67%	0.74%	0.68%	0.48%
Fine Arts and Comm.	2.62%	2.57%	2.42%	2.47%
Health Professions	1.64%	1.49%	1.22%	0.82%
Liberal Arts	3.74%	3.38%	3.95%	3.74%
Science and Engineering	2.31%	2.11%	1.95%	1.76%
University College	0.39%	0.42%	0.22%	0.27%

- Number of NEW Honors sections offered

In fall 2019, 56 Honors sections were offered compared to 47 in fall 2018 (four new classes in fall 2019 included HON 3399A, 3399C, 3399D, and a departmental section of COMM 2330). In spring 2020, 50 sections were offered compared to 47 sections offered in spring 2019 (two new classes in spring 2020 included HON 3399B and HON 3399F).

- Number of Honors College graduates compared to prior year

In fall 2019, the Honors College had 18 graduates compared to 24 in fall 2018. In spring 2020, there were 53 Honors College graduates, compared to 51 in spring 2019.

2.4 Improve the capabilities in our learning spaces and learning environments to better foster creativity, enable collaboration, and encourage discovery.

- Number of NEW programs/activities that improve capabilities in the learning environment

The Division of Academic Affairs reported 12 new programs/activities that improve capabilities in the learning environment.

- Number of NEW programs/activities that improve capabilities in online learning environments

> **The Office of the Associate Vice President for Academic Affairs reported two new programs/activities that improved online learning environments. Two new distance learning classrooms at $93,000 total expense and a request for proposals for online proctoring were initiated in order to provide additional options for faculty and students that potentially reduces technical overhead and expands access.**

- Number, percentage, and capacity of active classrooms
- Number and capacity of diverse learning environments in the university libraries
- Number and total cost of NEW classroom and teaching laboratory enhancement projects

2.5 **Transition Texas State's Learning Management System environment to a more integrated, robust, and modern integrated learning system.**

- Number of NEW transitional learning management system (LMS) activities implemented
- Percentage of courses being taught in the new LMS

2.6 **Support the growing academic requirements of the university by improving the condition and reliability of academic facilities and technology, creatively assisting departments in optimizing their use of space, and collaboratively planning and constructing new facilities.**

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Academic"
- Number of NEW technology initiatives implemented during the current year and total cost
- Percentage of classrooms upgraded technologically for the current year
- Average age of computers in computer labs (includes learning commons)

2.7 **Increase national and international visibility and presence by supporting curricular and co-curricular initiatives that prepare students to be responsible citizens.**

- Number of faculty-led study abroad programs for the current year

> **Texas State offered two faculty-led programs in January 2020. Programs planned for the remainder of the year were cancelled after March 2020 due to COVID-19 and associated travel restrictions.**

- Number of students studying abroad for the current year

> **The total study abroad participation in 2019-2020 included 91 students. This number included students who participated in exchange, affiliated, and faculty-led programs that were conducted between September 2019 and February 2020, before the cancellation of all programs that took place after March 2020.**

- Number of NEW institutionally recognized international exchange programs

> **Texas State had no new institutionally recognized international exchange programs in 2019-2020.**

- Number of students participating in Study-in-America for the current year

> **A total of 32 students participated in Study-in-America in 2019-2020. Enrollment was negatively impacted by COVID-19 and subsequent travel restrictions.**

- Number of NEW curricular and co-curricular service-learning programs that prepare students to be responsible citizens

> **In 2019-2020, 13 new curricular service-learning programs were implemented. The majority of these courses were in the education abroad program.**

- Number of students participating in NEW global immersion programs

> **A total of 197 students participated in new global immersion programs in 2019-2020.**

3. Achieve significant progress in research and creative activity as measured by national standards.

3.1   Achieve National Research University Fund (NRUF) Eligibility.

- Total restricted research expenditures

> **Restricted research expenditures totaled $30.9 million in 2019-2020.**

- Total endowment funds
- Number of Ph.D. degrees awarded

> **Texas State awarded 54 Ph.D. degrees in 2019-2020.**

- 5-year master's graduation rate

> **The 5-year master's graduation rate for first-time, full-time master's degree students in the fall 2015 cohort was up slightly to 84.7 compared to 83.2 percent in the fall 2014 cohort.**

- 10-year doctoral graduation rate

> **The 10-year doctoral graduation rate for first-time, full-time doctoral students was 64.4 percent for the fall 2010 cohort compared to 69.1 percent for the fall 2009 cohort.**

- Percent of first-time entering freshman class in top 25 percent of high school class

> **For the fall 2019 incoming class, which includes students who started in the summer, 46.3 percent of those reporting a high school rank were in the top 25 percent of their high school class.**

- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter

> **The Phi Kappa Phi chapter was awarded platinum status for 2019-2020. Mael Le Noc won a $10,000 national dissertation award, and there were five Love of Learning awards given to Texas State students. In addition, the NASA FAMA team led by Dr. Araceli Martinez Ortiz won the $100,000 Excellence in Innovation Award.**
>
> **The next opportunity to apply for a Phi Beta Kappa chapter is in fall 2021.**

- Association of Research Libraries (ARL) Library Investment Index ranking
- Number of tenured/tenure-track faculty who have achieved international and national 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

> **The Office of the Provost and Vice President for Academic Affairs reports two faculty awards during 2019-2020 that qualify under the NRUF eligibility criteria – Cyrus Cassells received the Guggenheim Fellowship, and Dr. Valentina Glajar was named an American Council of Learned Societies Fellow.**

- Number of Ph.D. programs

> **Texas State had 12 Ph.D. programs in 2019-2020.**

3.2 Develop new graduate programs to advance the university's research goals.

- Number of NEW graduate programs proposed during the current year

> **Two new graduate programs were proposed in 2019-2020: graduate certificate in psychiatric mental health nurse practitioner and D.N.P. in nursing practice.**

- Number of NEW graduate programs approved during the current year

> **Two new graduate programs were approved in 2019-2020: M.S. in construction management and M.S. in quantitative finance and economics.**

- Number of graduate students enrolled compared to prior year

> **There were 4,270 graduate students in fall 2019 compared to 4,457 in fall 2018.**

- Number of graduate degrees awarded compared to prior year

> **There were 1,369 graduate degrees awarded in 2019-2020, compared to 1,467 graduate degrees awarded in 2018-2019.**

3.3 **Encourage and promote student research opportunities.**

- Number of NEW curricular and co-curricular programs that provide students with research opportunities

> **The colleges reported 15 new curricular and co-curricular programs that provided students with research opportunities.**

- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year

> **There were 137 oral and poster presentations in the Undergraduate Research Conference for spring 2020 compared to 160 presentations in spring 2019.**
>
> **There were 21 presentations in the Honors Thesis Forum for fall 2019 compared to 30 presentations in fall 2018.**

- Number of graduate students completing thesis or dissertation projects compared to prior year

> **In 2019-2020, 305 theses and dissertations were submitted, compared to 266 in in 2018-2019.**

3.4 **Expand support to the research community by enhancing resources to support the evolving requirements while developing a staff of research professionals to support and assist researchers.**

- Total research and development expenditures

> **Research and development expenditures totaled $70.7 million in 2019-2020.**

- Number of proposals developed with the assistance of Research and Sponsored Programs staff and grant writing contractors compared to prior year

> **In 2019-2020, 667 proposals were developed with the assistance of the Office of Research and Sponsored Program's staff and grant writing contractors compared to 631 in 2018-2019.**

- Total number and utilization of High-Performance Computing (HPC) nodes
- Number of technology mitigation plans for research grants
- Number of NEW research job postings along with average time to fill

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Research"
- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance)
- Decrease in the number of lab safety inspection violations compared to prior year

3.5 **Foster a university-wide culture that promotes, rewards, and celebrates interdisciplinary research, scholarship, creative activity, innovation, and community engagement.**

- Number of applications for Multidisciplinary Internal Research Grants (MIRG) compared to prior year

> **No MIRG proposals were received, but three were funded, in 2019-2020, compared to 13 proposals in 2018-2019.**

4. Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

4.1 **Offer competitive salaries to attract and retain highly qualified faculty and staff.**

- Median salary levels for each faculty rank including professor, associate professor, assistant professor, and lecturer

Rank	2019-2020
Full Professor	$98,484
Associate Professor	$80,068
Assistant Professor	$69,700
Lecturer	$49,453

- Percent increase in average staff salary levels for all ranks

EEOC	Fall 2018	Fall 2019	Percent Increase
Administrative	$91,943	$95,880	4.3%
Professional	$55,529	$57,907	4.3%
Secretarial	$38,400	$39,541	3.0%
Service	$26,400	$27,373	3.7%
Skilled	$43,393	$45,566	5.0%
Technical	$46,008	$48,336	5.1%

- Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty

> **In 2019-2020, 39 of 40 new tenure-line faculty (97.5 percent) were hired at or above the CUPA medians for their respective disciplines and rank.**
>
> **Based on a comparison with CUPA data for 2019-2020, approximately 58 percent of existing faculty groups are paid at or above the appropriate CUPA medians set for today's new hires.**

- Percentage of positions with an identified market benchmark

4.2 Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.

- Number of NEW programs and activities that provide assistance in strengthening faculty/staff recruitment, hiring, and retention

> **Seventeen new programs and activities were provided to assist in strengthening faculty and staff recruitment, hiring, and retention.**

- Number and percent of African-American, Hispanic, and other diverse faculty and staff compared to prior year

> **In fall 2019, African-American employees comprised 4.3 percent (n=160) of full-time employees, compared to 4.2 percent (n=157) in fall 2018.**
>
> **In fall 2019, Hispanic employees comprised 21.6 percent (n=810) of full-time employees, compared to 22.5 percent (n=841) in fall 2018.**
>
> **In fall 2019, employees of other minority ethnicities (including those with unknown ethnicities) comprised 11.2 percent (n=437) of full-time employees compared to 8.9 percent (n=333) in fall 2018.**

- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division)
- Number of online recruitment advertisements of job postings and advertising sources for the current year
- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year
- Time to fill a staff position (overall and by division, FLSA classification) for the current year
- Time to complete staff new position and reclassification job audits for the current year
- Percentage of Performance Management assessments completed by annual May 31 due date
- Number of WellCats members, events, and participation for the current year

4.3 Promote excellence through effective planning, policy development, assessment, and reporting to ensure the continuous improvement of programs and services.

- Number of involvement and contribution levels in annual plan progress reporting

All responsible areas completed their annual plan progress reports.

- Number of university and division policies that are current/delinquent

As of August 2020, three university policies, one Academic Affairs policy, three Finance and Support Services policies, and one Student Affairs policy were delinquent.

- Number of NEW policies developed or updated

The Office of University Planning and Assessment reported six new university policies and two new divisional policies developed in 2019-2020.

- Number of responsible areas that are completing assessments and demonstrating continuous improvement for the current year

All administrative units expected to complete outcomes assessment and provide reports, including results, action plans, and evidence of improvement did so in 2019-2020. All administrative units also revised their respective strategic plan and provided a list of five priorities during the mid-cycle review.

- Number of administrative peer reviews conducted for the current year

Administrative peer reviews were conducted by Dr. Lisa Lloyd and Dr. Mary Ellen Cavitt to assess the organizational structure, business operations, programs, and services at the Round Rock Campus.

- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year

During the 2019-2020 academic year, no programs were scheduled for academic program review. The three units scheduled for review in 2020-2021 developed self-studies during 2019-2020 for their upcoming reviews.

- Number of required major state and national reports completed and submitted for the current year

A total of 56 state and national reports were completed and submitted in 2019-2020 by the Office of Institutional Research. The vast majority of these reports are mandated by state and federal agencies.

4.4 Implement fundraising initiatives in support of the university's strategic direction.

- Total dollar amount raised for the current year
- Total dollar amount raised per strategic fundraising priority area

4.5 Provide training and educational resources to enhance personal and community safety.
- Number of NEW safety support activities introduced
- Number of NEW educational activities related to applicable laws (e.g., Title IX, Campus Save Act, Violence Against Women Act)

4.6 Enhance information security practices to better predict, prevent, detect, and respond to threats to Texas State's information systems and data.

- Number of security breaches in the current year
- Number of applications using Two Factor Authentication
- Number of reported security incidents for the current year

4.7 Continue to improve strategies and models for governance and planning that are transparent and inclusive.

- List of NEW published models or processes to support governance and planning decisions

> **The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Compliance Certification report was completed, and a wiki site with all standards, narratives, and documentation was made available to those authoring or contributing to narratives.**

4.8 Expand Round Rock Campus resources and space to support the move of the College of Health Professions and growth of other academic offerings at this location.

- List of NEW capital projects completed at Round Rock Campus and total cost
- Dining and vending sales volume at Round Rock Campus compared to prior year
- Number of NEW non-faculty positions added at Round Rock Campus
- Number and total cost of NEW technology initiatives implemented at Round Rock Campus during the current year
- Total technology expenditures for the current year at Round Rock Campus

4.9 Increase the utilization and effectiveness of available technologies through more impactful implementations, education, training, marketing, and communications.

- Number of IT-related communication and marketing events for the current year
- Adoption rates of new technology implementations/upgrades

4.10 Enhance the experience of the university community by continuously improving processes and interfaces.

- Number of NEW campus business improvements

> **A total of 34 new campus business improvements were completed in 2019-2020. Electronic file storage and review processes for high-level awards were substantially enhanced to accommodate award selection during COVID-19. The Office of the Provost and Vice President for Academic Affairs implemented a new business process for assessing, reviewing, and approving temporary budget needs of academic departments and schools. The Round Rock Campus went through a major organizational structure transformation and a change in leadership. In the Office of the Associate Vice President for Academic Affairs, education abroad had one new campus business improvement. The Office of Institutional Effectiveness reported that electronic file storage and review processes for high-level awards were substantially enhanced.**

- Number of electronic documents processed through Adobe Sign
- Number of NEW functionalities implemented via mobile technology
- Number of NEW cloud solutions vetted and approved
- Increase in percentage of employees signed up to receive electronic W-2s compared to prior year
- Decrease in percentage of Outstanding Charges Receivable compared to prior year
- Increase in number of vendors in the TSUS Marketplace compared to prior year
- Increase in percentage of automatically paid invoices using 2-way match compared to prior year
- Increase in utilization of Concur Travel Management tools compared to prior year

4.11 Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.

- Number and percent of ethnically diverse faculty and staff compared to prior year

> **In fall 2019, 33.9 percent (n=1,206) of full-time employees were minorities, compared to 32.2 percent (n= 1,203) in fall 2018. Those minority percentages and counts exclude international employees and those whose ethnicity is unknown.**

- Number of NEW cultural and diversity programs

4.12 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities.

- Number of NEW external constituent outreach (parents, families, business) activities and number of participants

> **Texas State implemented 31 new external constituent outreach activities with 8,210 reported participants.**

- Number and percent of alumni (undergraduate degree holders) donating to Texas State compared to prior year
- Number and percent of recent (graduated within last five years) alumni donating to Texas State compared to prior year
- Number of NEW alumni achievement awards for the current year
- Number of NEW Alumni Association sponsored and co-sponsored events and number of participants
- Number of NEW recognized alumni chapters
- Number of NEW alumni chapter-hosted events and number of participants

4.13 Provide programs and services that support and enhance the health and wellness of the university community.

- Number of NEW student health and wellness activities provided and number of participants

> **Texas State provided five new student health and wellness activities with 3,206 reported participants.**

- Number of NEW faculty and staff health and wellness activities provided and number of participants
- Employee Assistance Program utilization rate compared to prior year

4.14 Provide a competitive, high-profile, diverse, equitable athletics program, in compliance with applicable rules and regulations, which increases university prestige and creates exciting engagement opportunities.

- Number of NCAA Division I events held for the current year that provided engagement opportunities for faculty, staff, students, alumni, and the community-at-large

4.15 Support the growing requirements of the university by enhancing the condition and reliability of the university infrastructure, creating redundancy to support essential building operating systems, and collaboratively planning and constructing new facilities.

- Number of deferred maintenance projects completed for the current year and total cost
- Number and total cost of NEW infrastructure repair and renovation projects completed
- Total square footage of NEW construction or additions completed
- Percentage of data switches less than five years old
- Percentage of servers in the data center running under virtual machines