

College Planning Priorities

2017-2023 Planning Cycle

Deans' Open Forum

March 30, 2017

College of Education – Dean Stan Carpenter

- 1. Increase graduate enrollment to better serve the region, the state, the nation, and the world.** We propose to increase graduate enrollments by attracting ever more highly qualified students by revising our current programs in a timely way; developing and implementing new master's and doctoral programs in areas in which we already have strong faculties; delivering programs in a variety of formats such as hybrid, blended, onsite cohorts, executive models, etc. that meet the needs of students that would otherwise remain unserved by Texas State; reducing net costs to graduate students in several ways to make us more competitive regionally and nationally; building resources for recruitment nationally and internationally, as appropriate; and partnering with the College of Science and Engineering (COSE) in innovative ways to address the STEM education crisis in the state, including increasing the impact and scope of the LBJ Institute for STEM Education and Research. (*University Goals: 1.2, 1.3, 1.4, 2.1, 2.2, 2.7, 3.1, 3.2, 3.5, 4.3*)
- 2. Focus on excellent and innovative professional preparation of educators, including an active and inclusive research and scholarly agenda.** We propose to continue and enhance our leadership in quality educator preparation by actively collaborating with all appropriate departments and colleges across campus, especially the COSE, to develop and assess the best, most innovative models of preparation; developing and implementing a rigorous research agenda on cutting-edge teaching and learning modes, especially culturally responsive STEM education in collaboration with the COSE, innovative learning spaces, Honors classes, and a variety of clinical practice improvements in many disciplines; implementing a comprehensive research agenda specifically around educator preparation in the Office of Educator Preparation; maintaining and improving on current accreditation reporting mechanisms; and enhancing our partnerships with cooperating districts and teachers, perhaps including nominal compensation to recognize their crucial roles. (*University Goals: 1.6, 1.7, 1.8, 2.2, 2.3, 2.4, 3.5, 4.9*)
- 3. Contribute to NRUF status through increased research and external funding activity.** We propose to greatly increase our research and external funding profiles by continuing to build a supportive infrastructure to facilitate faculty efforts; promoting and supporting cross-college, cross-institutional, and international collaborations; incentivizing research teams in a handful of targeted areas including wellness promotion, the special education and autism spectrums, culturally responsive STEM education, educator preparation, and others as appropriate; developing faculty in grant proficiency, research and evaluation methodology, and project planning; and supporting our already successful externally funded activities in

STEM methods and professional development through infrastructure development for the LBJ Institute for STEM Education and Research. (*University Goals: 3.1, 3.4, 3.5*)

- 4. Promote success for all students in order to serve all of the students and citizens in Texas and beyond.** We propose to assure the success of all of our students by intentionally moving the demographic composition of our student enrollment, especially our educator preparation students, to reflect the school children of Texas, creating a more diverse and supportive learning community; intentionally building enrollments of veterans, of former foster children, of students with a variety of abilities, and of any other groups we can identify that will represent the broader population; supporting professional development for faculty and staff in culturally responsive pedagogy and student support; increasing the number of bilingual/bicultural educators and other professionals by increasing majors in current programs and by increasing bilingual/bicultural awareness, instruction, and practice in all programs of the COE, to the extent possible; decreasing large class sizes, as practical; developing a budget and evaluation plan for targeted recruiting activities; and developing and supporting faculty learning communities that focus on student retention and success. (*University Goals: 1.1, 1.2, 1.3, 1.5, 2.2, 3.5, 4.11*)

- 5. Build infrastructure to support faculty in instructional and research activities.** We propose to address immediate and increasingly troubling needs for facilities, technical staff, and faculty by providing permanent funding for several research coordinator and analyst positions that are absolutely critical for grant proposal support and accreditation and compliance reporting and assessment; requesting and making the case for badly needed instructional and research laboratory space including large portions of a renovated Jowers Center, additional cadaver lab space in Health Professions, collaboration with the Meadows Center for Outdoor Education, and Recreational Sports fields, a vastly enhanced STEM maker space and active learning facility, and collaborative learning spaces in each department; hiring sufficient new faculty to service burgeoning enrollments and bring faculty teaching loads into line with other, similar institutions, as well as making possible several new doctoral programs; and to ensure that the LBJ Institute for STEM Education and Research becomes sustainably self-supporting. (*University Goals: 2.4, 2.6, 3.1, 3.2, 3.4, 3.5, 4.1, 4.2, 4.15*)

College of Applied Arts – Dean Jaime Chahin

- 1.** The College of Applied Arts will take active measures to increase graduate enrollment through the addition of select graduate program (after careful consideration of current market needs/demands/gaps), actively recruit graduate students, and develop innovative strategies to increase time-to-completion for enrolled students; we will also continue to meet the needs of increasing number of undergraduate students and develop innovative strategies to increase time-to-completion for enrolled students. (*University Goals: 1 & 2*)

- 2.** The College of Applied Arts will increase the number of grant submissions and number of faculty submitting grants through inter-disciplinary efforts with other departments, universities, state/federal agencies, and corporations/foundations that focus on local, state,

national, and global needs. These efforts will rely on our Hispanic Serving Institution to broaden funding potential. (*University Goal: 3*)

3. The College of Applied Arts will promote the success of all students by recruiting and maintaining a diverse faculty and student population; it will increase the quality of educational program by developing up-to-date curriculum that involves innovative problem-solving skills development needed in the job market. (*University Goals: 1 & 2*)
4. The College of Applied Arts will support innovative learning communities for the purpose of increasing student retention and graduation rates; this will include up to \$20,000 matched from the Dean's office for such initiatives. (*University Goals: 1, 2, & 4*)
5. The College of Applied Arts will effectively manage infrastructure support needed through continuous assessment of current resources compared to needed resources to provide the highest quality of education to our students. (*University Goals: 1 & 4*)

McCoy College of Business Administration – Dean Denise Smart

1. Increase the Number of Graduate Programs, Enrollment in Graduate Programs, and Program Innovation & Quality. To remain competitive in a quickly changing business environment and marketplace for graduate education, it is essential to offer innovative, market-driven graduate business programs. Three departments are in the planning stages for proposing new master's degree programs. Each program has a component that addresses today's environment that is increasingly analytical and data driven. The programs under consideration are:

- a. Master of Science in Analytics & Information Systems (Department of Computer Information Systems and Quantitative Methods-CIS/QM); plans are to have the program available at both San Marcos and Round Rock locations
- b. Master of Science in Marketing (Department of Marketing-MKT)
- c. Master of Science in Quantitative Finance & Economics (Department of Finance & Economics-FIN/ECO)

Other enhancements and changes to existing graduate programs include:

- a. Discussions are underway with the College of Science to explore ways to provide students opportunities to complete engineering and MBA degrees in a coordinated and efficient timeframe. The area of Industrial Engineering has been identified as the most logical starting point. Possibilities include an engineering-related concentration in the MBA program; a joint BS in Engineering-MBA; and/or a joint Master of Science in Engineering-MBA.
- b. Move the Master of Science in Accounting & Information Technology (MSAIT) program from the Department of Accounting (ACC) to CIS/QM. This will more appropriately

position the program as having a primary focus on information systems. Minor revisions to the curriculum are under consideration.

- c. Continue to enhance the Master of Accountancy (MAcy) program. To support the significant size of the program, the department proposes appointing a director to oversee the day-to-day activities, provide guidance for curricular revisions, and interact closely with the professional community.
- d. The Master of Science in Human Resource Management is delivered utilizing various delivery methods including hybrid design. To provide additional flexibility for students and best utilize time in the classroom, faculty are exploring other methods such as interactive chat and/or video technologies. Opportunities for students to earn HRM certification are also being considered.
- e. From the introduction of a full-time cohort Master of Business Administration (MBA) program in fall 2015, interest and applications have increased. Focus will be on increasing the number of internship and international opportunities for these students. For the part-time MBA program students, increased coverage of global business and study abroad opportunities are under consideration.
- f. Plans are being finalized for use of business graduate student fees starting with enhancing support services related to careers and employment followed by increasing funding for research assistants. Establishing a robust job placement monitoring system is critical to follow the careers of our graduates both for accreditation purposes and also for engaging alumni with the college, utilizing their knowledge and experience to further enhance curriculum, and for developing opportunities for future students. (*University Goals: 1.1, 1.5, 1.6, 1.7, 1.8, 1.12, 1.13, 2.1, 2.2, 2.7, 3.2*)

- 2. Increase Research Activity.** The college has focused on improving research productivity for the past several years by providing development opportunities and significant support for a variety of databases. The success of that effort is evident with increases in the amount and quality of research. With the recent addition of a grant specialist, the number and magnitude of grant proposals and funding are expected to increase. The addition of an associate dean for research will help align research-related college efforts and to develop faculty-student research opportunities. Other areas of focus include increasing multidisciplinary, international and socially significant, business-relevant research.

Specifically, the Department of Marketing is establishing the Transformative Service Collaborative, an innovative transdisciplinary research and teaching platform for improving human well-being for individuals, families, cities, and society.

Expanding workload and summer stipend support is necessary to remain competitive in hiring tenure-track faculty with strong research skills and high potential for quality research. It is also important to reduce the teaching workload for research-active faculty. Increasing the number of endowed chairs and professorships will also support the goal. Strategies will be

developed in conjunction with the McCoy College of Business Foundation and University Advancement staff. (*University Goals: 3.1, 3.3, 3.5, 4.4, 4.12*)

- 3. Develop Programs to Increase Opportunities for Engagement with Industry and Professional Organizations.** A central focus of business schools is to prepare students for professional careers and to contribute to improving business practice. The college is planning two major initiatives in this area. They are:

The Department of Management proposes developing a Professional Development Clearinghouse to serve business undergraduates, graduates and eventually alumni. The focus will be on providing professional development activities, experiences, and curriculum. Behavioral laboratory space that would be required to allow for recording presentations, mock interviews, etc. As the plan evolves, Executive Education programs would be incorporated into the offerings.

The Department of Accounting proposes a Regional Industry Consortium focused on the beverage industry in Texas beginning with the Texas wine industry, a segment that continues to grow in importance for the state economy. Faculty will continue research in this area and will develop and offer professional development programs to industry professionals.

Both the Center for Entrepreneurial Action and the Institute for Global Business are in transition and will be developing plans for engagement with students and industry. The Center for Professional Sales is increasing its focus on industry-related and supported research. The three established centers/institute along with new proposed areas are in need of support funds, ideally endowments that would ensure continuation of activities. The Small Business Development Center continues to provide an interface with businesses. Additional opportunities for interactions with students are being developed. (*University Goals: 1.1, 1.6, 1.8, 2.7, 3.3, 3.5, 3.8, 4.4, 4.12*)

- 4. Increase Focus on the Global Nature of Business.** The recent addition of an international business class in the undergraduate core business curriculum, a growing number of International Business minors, and a new study abroad opportunity for full-time cohort MBA students have increased global awareness and interest. The college will continue increasing opportunities for study abroad programs, international internships and project teams, international exchange agreements, and faculty development and research. The Institute for Global Business will be moved to the Department of Management with its emphasis evaluated and revised as well as opportunities for advisory board engagement. (*University Goals: 1.1, 1.6, 1.7, 1.8, 1.12, 1.13, 2.2, 2.7, 4.12*)
- 5. Strengthen Support for Offering Honors Courses.** The college intends to offer Honors-designated sections of multiple core business courses on a coordinated rotation basis. This will support business honors students' ability to graduate with Honors. (*University Goals: 1.1, 1.3, 1.7, 1.8, 1.12, 1.13, 2.2, 2.3, 3.1*)

College of Fine Arts and Communication – Dean John Fleming

- 1. Enhance Graduate Education.** In accordance with the university's desire to increase the size of its graduate enrollment, the College will closely examine its graduate offerings and look for ways to provide additional support. The top priority is the establishment of a Ph.D. in Communication. (It will include courses in Communication Studies, Journalism and Mass Communication, and other units across campus as appropriate.) Units will also explore the feasibility of new graduate degrees such as a Doctor of Musical Arts, an M.F.A. in Dance, an M.F.A. in Art as Social Practice, and possibly an M.A. in Visual Studies or Curatorial Practices. Journalism and Mass Communication is also exploring avenues for adding master's programs and/or concentrations that target existing undergraduate students and alumni, possibly in hybrid or online formats. Incremental increases in graduate enrollment will require additional resources in the form of scholarships/fellowships and graduate assistantships. More substantial increases will require detailed consideration of faculty and space. (*University Goals: 1, 2, and 3*)
- 2. Foster Student Success via Enhanced Teaching and Learning.** Enhancements to teaching and learning include recruiting and retaining high-quality faculty, implementing enrollment management strategies, monitoring balance between non-tenure line faculty and tenure/tenure-track faculty, preparing graduate teaching assistants for the classroom, and mentoring assistant professors through the tenure and promotion process. When appropriate, we will increase hybrid and on-line courses to help students complete their degrees in a timely manner. As detailed in their individual plans, each unit is closely examining their curricula to ensure it remains fluid and flexible to meet the ever-evolving skills needed to prepare students for their chosen field. At the same time, we remain committed to help students be citizens of the world, and so collectively we seek to enhance opportunities (for both students and faculty) that internationalize the curriculum, increase Study Abroad opportunities, Study in America opportunities, internship opportunities, Fulbright opportunities, and international exchange programs. In addition, we must continue to support and enhance students' exposure to national and international guest artists and speakers via events such as Black and Latino Playwrights Conference, Stars At Night Concert Series, COMM Week, Mass Comm Week, the National Press Photographers Association Advanced Storytellers Workshop, the American Advertising Federation National Student Advertising Competition, Art and Design Lecture Series, Art Gallery Exhibitions, Feria del Mariachi, Eddie Durham Jazz Festival, International Piano Festival, and TEDx. We seek to assist students across campus by enhancing our Communication Lab, while seeking increased use and collaboration with existing programs (such as Student Learning Assistance Center, The Writing Lab, Career Services) that foster student success. Potential new degrees include baccalaureate degrees in Music Therapy and Music Business, enhanced offerings in our Sports Media concentration, and revision of the Performance and Production degree in Theatre. (*University Goals: 1, 2, 3, and 4*)
- 3. Elevate Scholarly/Creative Research.** As the university moves towards National Research University Funding status and a Carnegie Foundation classification as a Doctoral University: Highest Research Activity, the College will continue its upward trajectory in terms of the national prestige of its scholarly/creative activity. Both faculty and students are excelling as

artists and scholars. The recent creation of the College's Center for Communication, Collaboration, and Creativity (a.k.a. C3), along with its sponsorship of the CoSearch research start-up weekend has led to a significant increase in grant applications and funding (both external and internal) as well as interdisciplinary projects. Likewise, the College expects to be a significant player in the university's new Translational Health Research Institute. We will continue to focus on procuring external research funding and increasing research productivity by networking faculty into research clusters examining areas of common interests and problems, such as political communication, health communication, strategic communication, and use of digital and social media. Additional support for the School of Journalism and Mass Communication's Media Innovation Lab (MILab) will provide leadership in the area of experimental application of media practice and research (augmented/virtual reality, game development, strategic communication, etc.). The School of Art and Design's new Fabrication and Innovation Lab offers great potential for scholarly/creative research within the School as well as interdisciplinary projects across campus. To achieve these aims, the College will continue to recruit and retain faculty whose scholarly/creative profile embody the national standards to which the university aspires. (*University Goal: 3*)

- 4. Expand Instructional, Research/Studio, and Performance Spaces** In accordance with the Campus Master Plan, a new Music Building remains the top priority. A single, dedicated space for the entire School of Journalism and Mass Communication (2400 majors) is needed to meet the ACEJMC recommendations from 2008 and 2014. Renovations to Evans Auditorium are necessary. Beyond these "big-ticket" items, each unit is facing shortages of instructional, office, research, rehearsal, and storage space. In their individual plans, each unit offers smart, efficient recommendations for ways to renovate or repurpose existing space, and so we will work through the Facilities Renovation process to achieve these goals. (*University Goal: 4*)
- 5. Increase Development.** In their individual plans, both Music and Theatre/Dance list graduate and undergraduate scholarships as their top funding need. This fact highlights the urgent need across the College for increased scholarships at both the undergraduate and graduate level. Partnering with University Advancement, the college strives to make significant progress at increasing both its endowments and its pass-through monies for scholarships. To assist Advancement the College will create the collateral pieces needed for a "Development Menu" that highlights the major opportunities and needs, including, but not limited to, naming its academic units, supporting study abroad initiatives, endowing successful programs (ex. Black and Latino Playwrights Conference, International Piano Festival, etc.), adding endowed chairs and professorships, and exploring new funding opportunities (such as a Center for Political Communication, naming the Media Innovation Lab, naming the Art and Design Lecture Series, etc.) (*University Goals: 1, 2, 3, and 4*)

College of Health Professions – Dean Ruth Welborn

- 1.** Complete feasibility studies and program proposals for undergraduate, masters, and doctoral degrees to include: Doctorate of Audiology, Doctorate of Health Administration, Doctorate of Nursing Practice, Doctorate of Science in Physical Therapy, PhD in Health Sciences,

Executive Master of Health Administration, Master in Health Informatics, Master of Science in Long Term Care Administration, Master of Science in Leadership and Administration in Nursing, Master of Science in Nursing-Family Psychiatric and Mental Health Nurse Practitioner, Master of Science in Clinical Laboratory Science, Bachelor of Science in Health Sciences, and a Minor in Computed Tomography. (*University Goal: 2*)

2. Initiate a comprehensive interprofessional program to include: professional development, research collaboration, study abroad and in America, Honors courses, service learning, and joint faculty appointments. (*University Goals:1-4*)
3. Acquire needed space for the health professions programs on both the San Marcos and Round Rock campuses to include additional health professions buildings on the Round Rock campus, and to participate in the programming of the health professions building on the San Marcos campus to accommodate program growth. (*University Goal: 4*)
4. Enhance external relationships with alumni, community partners, and donors, using outreach and marketing, and social media strategies. (*University Goal: 4*)
5. Explore a collaborative Academic Health Science Center at Texas State University's Round Rock Campus in partnership with area higher education institutions, healthcare organizations, and Central Texas community organizations that will embrace the area's healthcare culture, interprofessional health research, and community wellness. (*University Goals:1-4*)

College of Liberal Arts – Dean Michael Hennessy

Because of the varied nature of the departments and centers in the college, we emphasize planning at the “local” level. Individual department/center plans thus remain important blueprints for the college over the next six years. The following priorities do not displace those plans but rather capture shared concerns and major initiatives.

1. **Develop new PhD programs.** (*University Goals: 3.1, 3.2, 3.3, 2.1*)
 - a. Gain approval for, and implement, PhD in Applied Anthropology.
 - b. Grow and strengthen MA in Psychological Research; propose PhD in Clinical and Experimental Neuropsychology.
 - c. Grow and strengthen MA in Technical Communication; propose PhD in Scientific and Technical Communication.
2. **Increase research and creative activity.** (*University Goals: 3.1, 3.3, 3.4, 3.5*)
 - a. Develop variable workload policies to provide additional assigned time for research.
 - b. With support of research team, increase number and quality of proposals for grants/contracts/fellowships.
 - c. Provide necessary resources for increased productivity (labs, equipment, staff support, funding for research travel).

- 3. Enhance undergraduate education.** (*University Goals: 1.1, 1.2, 1.3, 2.1, 2.3*)
 - a. Manage enrollments in the Psychology Department.
 - b. Collaborate with Honors College to increase number and type of honors courses taught by Liberal Arts faculty.
 - c. Support development of programs in African American Studies and Latino Studies.
 - d. Develop and expand @JusticeTalkTXST to foster civil dialogue on campus.

- 4. Promote global awareness and internationalization.** (*University Goals: 1.7, 2.7, 3.1, 3.3, 3.5*)
 - a. Increase the number and variety of study abroad programs offered by Liberal Art faculty.
 - b. Expand partnerships with non-US institutions, bring visiting scholars to campus, and recruit international faculty/students.
 - c. Advocate for the essential role of language study in undergraduate degrees.

- 5. Support initiatives to raise the university's academic profile.** (*University Goals: 1.1, 1.3, 3.1, 3.5*)
 - a. Transform the Writing Center into a comprehensive resource for writing excellence, located in the Alkek Learning Commons.
 - b. Seek gift and grant support for a Humanities Research Initiative.

College of Science and Engineering – Dean Christine Hailey

Because of the diversity of programs across the College of Science and Engineering, we have given great emphasis to planning at the departmental, school and center levels. Individual plans will remain important blueprints for the college over the next five years.

- 1. Research** (*University Goals: 1.3, 3.1, 3.3, 4.1, 4.2*):
 - a. New faculty lines at all levels (tenure- and non-tenure-line, as well as Faculty of Practice) to conduct and facilitate expansion of research efforts while simultaneously addressing growing instruction demands;
 - b. Provide new, and improve existing, research laboratory space and equipment;
 - c. Begin to balance teaching and research workloads to be compatible with institutions having NRUF status.

- 2. Graduate Programs** (*University Goals: 1.3, 2.1, 3.1, 3.2*):
 - a. Complete and successfully launch the PhD program in Computer Science;
 - b. Increase the number of DIA and GIA positions available for student recruitment and retention, provide competitive stipends and tuition offset;
 - c. Review and redesign graduate programs in Materials Science Engineering and Commercialization (PhD), Applied Mathematics (MS), and Computer Science (MS);

- d. Enhance and position for future PhD proposals the programs in Mathematics, Chemistry, Electrical Engineering, Physics, and multidisciplinary Discipline-Based Education Research;
- e. Begin development of high-value, discipline-specific Master's degrees within the School of Engineering and the Department of Engineering Technology.

3. Undergraduate Programs (*University Goals: 2.1, 3.1, 4.3*):

- a. Submit, and have approved by THECB, a Final Authority program proposal for Civil Engineering, and launch the program with an intent for ABET accreditation at the earliest possible opportunity;
- b. Obtain ABET accreditation for the Engineering Technology program;
- c. Begin integration of Engineering and Engineering Technology operations and programs to enhance synergies in undergraduate programs, shared laboratories, and faculty expertise;
- d. Explore the development of ABET-accredited programs in Electrical Engineering Technology, Civil Engineering Technology, Mechanical Engineering Technology and Mechanical Engineering;
- e. Computer Science and Electrical Engineering jointly explore the merger of the concentrations in Computer Engineering into an ABET/EAC computer engineering degree.

4. Student Success (*University Goals: 1.1, 1.2, 1.3, 1.8, 2.3, 3.1, 3.3*):

- a. Increase undergraduate research opportunities;
- b. Increase honors course offerings;
- c. Enhance impact of Collaborative Learning Center;
- d. Fund current and growing Learning Assistant and Supplemental Instruction positions;
- e. Hire enrollment management and student success consultants to help propose solutions for over-extended undergraduate programs;
- f. Continue implementation of the Cooperative Education program,
- g. Enhance relationships with programs in the College of Education that support improved teacher preparation, innovative pedagogies, and discipline-based education research.

5. Support of Faculty (*University Goals: 2.4, 3.1, 3.4, 4.1, 4.2*):

- a. Increase tenure-line and non-tenure-line faculty salaries to be competitive with universities having NRUF status in the State of Texas;
- b. Provide additional pre- and post-award grant administrative support and technical personnel.
- c. Address space needs for growth of research enterprise, instruction needs, and basic facilities needs including revisiting the possibility of an addition to Ingram Hall and at least one new building.

The Graduate College – Dean Andrea Golato

1. Provide tuition waiver scholarships and increase assistantship funding. (*University Goals: 1.2, 1.3, 1.4, 3.1, 4.4*)
2. Increase graduate student enrollment by creating new and innovative graduate programs and implementing curricular innovation of existing programs in San Marcos and Round Rock, combined with a comprehensive recruitment strategy for all graduate programs in collaboration with academic departments, University Marketing, the Texas State Office of Distance and Extended Learning Extension Studies, the International Office, Enrollment Management, and Round Rock. (*University Goals: 1.2, 1.6, 1.9, 2.1, 2.2, 3.1, 3.2, 3.5*)
3. Adoption/creation of an integrated, fully functional, and easy-to-use recruiting & admissions software. (*University Goals: 1.1, 1.2, 1.9, 2.6, 4.9*)
4. Promote student success by providing workshops for graduate students and faculty both in San Marcos, Round Rock, and online. (*University Goals: 1.1, 1.2, 1.3, 1.5, 1.7, 1.8, 1.13, 2.2, 2.7, 3.1, 3.4, 3.5, 4.2, 4.5, 4.8, 4.13*)
5. Promote support and provide opportunities for graduate student research activities in San Marcos and Round Rock in collaboration with the Office of Research & Sponsored Programs. (*University Goals: 1.1, 1.4, 1.8, 3.3, 3.1, 3.2, 3.4, 3.5*)

Honors College – Dean Heather Galloway

1. **Courses and Curriculum – Develop pathways for all majors to graduate in the Honors College.** (*University Goals: 1.1, 1.2, 1.3, 1.5, 1.12, 1.13, 2.3, 3.1*)
 - a. Elevate current senior lecturer position to Associate/Assistant Dean in charge of curriculum for the Honors College.
 - b. Develop a curriculum plan for students in each college and offer appropriate courses so students can efficiently graduate in all majors.
 - c. Expand advising resources by hiring additional student development specialists and working more closely with college advising centers.
 - d. Strategically target growth in faculty and staff positions in the Honors College so that each academic college has a representative in the Honors College.
 - e. Establish a curriculum program for Laurel Honors House students and other freshmen including US 1100 and core classes.
 - f. Provide honors advising to our ~2000 students and communicate effectively with advisors across campus.
 - g. Establish Honors faculty liaisons in each department/school to recruit faculty to propose Honors courses, to identify prospective Honors students, and to encourage undergraduate research in the department with all students.
 - h. Establish a rotating Honors Fellows program to encourage tenured/tenure track faculty to design new courses and interact with Honors College students.

- i. Survey Honors College students to better understand barriers to graduating in the Honors College and full participation in our programs.
- 2. Undergraduate Research - Increase the number of students who complete an Honors thesis project or signature work, increase the funding and visibility of the Undergraduate Research Fellowships across all disciplines, and enhance the quality of research projects across the university.** (*University Goals: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 2.3, 3.3, 3.4, 3.5*)
 - a. Create a center for undergraduate research and creative endeavors to support innovation and integrate faculty from across campus.
 - b. Enable more students to complete an Honors thesis or signature work by ensuring information is disseminated through US 1100 and improved advising support.
 - c. Rebrand the Honors thesis project and ensure that it meets the career goals and disciplinary norms of students and faculty in various units.
 - d. Expand the number of students undertaking independent study and contract courses.
 - e. Increase funding for undergraduate research projects funded through URF.
 - f. Enhance TXSTUR, the interdisciplinary journal of undergraduate research, by increasing the number and variety of submissions, supporting a growing staff of student editors and faculty reviewers, and creating a quality print edition of the journal to complement the online edition.
 - g. Support the Undergraduate Research Conference to allow both oral and poster presentations from across campus and better engage all colleges and departments.
 - h. Establish a core group of Honors faculty liaisons from each department committed to identifying prospective Honors students and encouraging undergraduate research in the department.
 - 3. Innovation - Create an intellectual community that promotes innovation, celebrates diversity, and facilitates interdisciplinary activity for both students and faculty and celebrates diversity.** (*University Goals: 1.1, 1.13, 2.3, 3.3, 3.5*)
 - a. Increase visibility of Honors as a place for faculty to bring new ideas about teaching and learning to life in unique and experimental courses.
 - b. Encourage student driven research. Our undergraduates have a spirit of entrepreneurship and enterprise and often bring us the best innovations.
 - c. Work with a center or office of undergraduate research and establish a formal network of faculty mentors interested in undergraduate research.
 - d. Establish a multicultural center in our space.
 - e. Strategically design new honors courses that serve the planned minors in Latino Studies and African American Studies.
 - f. Establish peer writing and public speaking programs.
 - g. Maintain the Gallery of the Common Experience as a space to promote diversity and interdisciplinary activity.
 - h. Continue cross campus and community collaborations in support of the Common Experience and other initiatives.

4. Prestige - Increase the prestige of the Honors College at the state and national levels.

(University Goal: 3)

- a. Amplify work with undergraduate admissions to recruit top students, especially targeting National Merit Semifinalists and Finalists.
- b. Create and enforce participation requirements that ensure the Honors College is focusing on our most active students.
- c. Complete Phi Beta Kappa application in 2021.
- d. Improve our efforts to identify students for national and international fellowships such as Boren, Truman, Udall, etc.
- e. Enforce GPA requirements and continue to increase freshman entrance requirements while maintaining diversity.
- f. Increase average SAT/ACT/class rank of students admitted to the Honors College.
- g. Support students attending regional and national conferences including the National Collegiate Honors Conference.
- h. Enhance outreach efforts to engage alumni in mentorship of Honors students and speaking engagements on campus.
- i. Enhance marketing efforts.

University College – Dean Daniel Brown

1. Institutionalize advising/mentoring/coaching model on campus. *(University Goal: 1)*

2. Fully implement A3 analytics model to improve freshman and transfer success.

(University Goal: 1)

3. Expand academic services for student athletes. *(University Goal: 1)*

4. Strategically expand research on and capture of funding for student success and historically under-represented populations. *(University Goal: 1)*

5. Develop and implement Innovation as Common Experience topic in 2018-2019.

(University Goal: 3)