2017-2023 Texas State University Plan

2018-2019 Plan Progress

College/Unit/Division: _Vice President for Finance and Support Services_

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 TxState Mobile Application downloads in the current year
- Number of interactions with the TxState Mobile Application in the current year
- Number and total cost of NEW campus enhancement projects completed

26 projects totaling $4,316,883.

- Number of NEW voluntary meal plans purchased by students

In FY19 we sold 3,162 Voluntary/Commuter Meal Plans compared to 2,671 in FY18.

- Increase in total dining and vending sales volume compared to prior year

In FY 19 we had an increase of $347,853.13 in dining and vending sales volume.

- Increase in bookstore sales volume other than course materials compared to prior year

In November 2018, FY19 Follett Higher Education started managing the store and this is no longer tracked. However, in FY19 the Univeristy earned $402,990.56 and will continue to monitor and report annual commissions earned

- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year

SBS cancelled 120 more students (11.5%) on the first cancel date of Fall 2019

> **(1,163) vs. Fall 2018 (1,043), however, there was a substantial decrease in the number of students extended. The number of students extended decreased 31% from Fall 2018 (440) vs. Fall 2019 (302). The increase in cancellations resulted from a more robust confirmation system which does not automatically confirm students who paid enough for the current term but owed over $200 from a previous term.**

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

- Graduate and undergraduate enrollment figures compared to prior year

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

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

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
- Number of students served by advising centers compared to prior year
- Number of students served by the Student Learning Assistance Center compared to prior year
- Number of students served by the Writing Center compared to prior year
- Number of NEW programs/activities and number of participants that ensure student success (provide one example)

> **N/A**

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
- Number of continuing education courses for which marketable skills have been identified compared to prior year
- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year

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
- 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
- Number of NEW co-curricular activities provided and total number of participants
- Number of NEW course sections transformed or created with a service learning component

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
- Number of NEW dashboards, data and analytical reports published

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

> **The SBS and Treasurer webpages were reviewed and updated for ADA compliance where needed. In addition, three webpages were redesigned to be more concise, improving readability for students and parents.**

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

26 projects totaling $5,777,244.

- Number and total cost of NEW campus enhancement projects completed

26 projects totaling $4,316,883.

- 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
- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities (provide one example)
- Number of student curricular and co-curricular competitions in the current year that receive special recognition
- 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
- NEW academic programs approved during the current academic year
- Online and hybrid SCH as a percent of overall SCH offered

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
- Number of NEW or revised courses with multicultural or multi-perspective content
- 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
- Percent of students in each college participating in the Honors College compared to prior year
- Number of NEW Honors sections offered
- Number of Honors College graduates compared to prior year

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 (provide one example)

[Human Resources] Secured and implemented Zoom Webinar on a trial basis to supplement the university's Zoom Pro software. Zoom Webinar enhances e-learning capabilities.

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

> **17 projects totaling $5,098,944.**

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"

> **1 project costing $15,415,900 Archives Research Center.**

- 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
- Number of students studying abroad for the current year
- Number of NEW institutionally-recognized international exchange programs
- Number of students participating in Study-in-America for the current year
- Number of NEW curricular and co-curricular service learning programs that prepare students to be responsible citizens (provide one example)
- Number of students participating in NEW global immersion programs

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
- Total endowment funds

$ 208,459,066.91

- Number of Ph.D. degrees awarded
- 5-year master's graduation rate
- 10-year doctoral graduation rate
- Percent of first-time entering freshman class in top 25 percent of high school class
- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter
- 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
- Number of Ph.D. programs

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

- Number of NEW graduate programs proposed during the current year
- Number of NEW graduate programs approved during the current year
- Number of graduate students enrolled compared to prior year
- Number of graduate degrees awarded compared to prior year

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

- Number of NEW curricular and co-curricular programs that provide students with research opportunities (provide one example)
- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year
- Number of graduate students completing thesis or dissertation projects compared to prior year

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

> **In the current year, the total number of research job postings is 53. The average time to fill for the research job posting is 88 days.**

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Research"

> **1 project costing $15,415,900 Archives Research Center.**

- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance)

> **FY 2017 Courses Offered = 7 Attendance = 1379**
> **FY 2018 Courses Offered = 11 Attendance = 1830**
> **FY 2019 Courses Offered = 9 Attendance = 2136**

- Decrease in the number of lab safety inspection violations compared to prior year

> **FY 2017 = 111 safety inspection violations   Total # inspections for FY 2017 = 546**
> **FY 2018 = 76 safety inspection violations   Total # inspections for FY 2018 = 546**
> **FY 2019 = 101 safety inspection violations Total # inspections for FY 2019 = 576**

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

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
- Percent increase in average staff salary levels for all ranks
- 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

Percent Above Benchmark Local	**57.58 %**
Percent Below Benchmark Local	**42.42 %**
Percent Above Benchmark CUPA	**32.28 %**
Percent Below Benchmark CUPA	**67.72 %**
Average Percent Difference (Market Median to Texas State Incumbents): 8.5%	

- Percentage of positions with an identified market benchmark

29%

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

Completed restructuring and staffing changes in Employment Section to support recruitment and hiring. Employment is now fully staffed with 5 FTE. Added 1 new position (Talent Acquisition Partner); restructured and filled 1 vacant position (Talent Acquisition Coordinator); transferred 1 position (HR Representative) to Employment. All 5 positions in Employment trained and received certified recruiter certificate. Made fundamental change from passive to active recruiting approach. **Completed major overhaul of New Employee Welcome (NEW) program that included an agenda more focused on Texas State culture and Bobcat pride (added university mascot Boko, cheerleaders, Strutters, student government representatives; and invited departments that offer important resources/services to form a small department expo), and moved NEW sessions from Warren Room at Bobcat Stadium to JCK 1100 (but still continued tour of Bobcat Stadium and The Meadows Center/glass bottom boat rides) where view of Old Main is prominent.**

- Number and percent of African American, Hispanic, and other diverse faculty and staff compared to prior year
- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division

Turnover Percentage

Total Number Employees:	15.60 % Average
Exempt:	**16.13 %**
Non-Exempt:	**14.98 %**

Division

1100 Office of the President	33.33 %
1200 Information Technology	9.66 %
1300 Academic Affairs	16.03 %
1400 Finance/Support Services	16.24 %
1500 Student Affairs	14.25 %
1600 University Advancement	20.00 %
1700 Athletics	25.12 %

Ethnicity

American Indian or Alaska Native:	18.18 %
Asian	8.57 %
Black or African American:	18.91 %
Hispanic/Latino:	9.59 %
Native Hawaiian or Pacific Islander:	0.00 %
White:	16.47 %
Unknown or All Field Blank:	26.32 %
Two or More Races:	16.28 %

Gender

Male:	15.69 %
Female:	15.46 %
Unknown:	0.00 %

Age Brackets

< 30	26.95 %
30-39	18.01 %
40-49	7.62 %
50-59	10.85 %
60+	18.55 %

Length of Service

< 2 years	23.69 %
2-5	18.55 %
5-10	10.58 %
10-15	8.44 %
15-20	10.40 %
20-25	14.35 %
25-30	8.00 %

30-35	**11.43 %**
35+	**11.76 %**

- Number of online recruitment advertisements of job postings and advertising sources for the current year

In FY19, the total number of recruitment advertisements for job postings is 731. The number of publications is 47 unique advertising sources.

- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year

In FY19, the total number of applications received for exempt job postings is 7052; the number of exempt job postings is 292. The average number of applications per job posting is 24.15. The total number of applications received for non-exempt job postings is 6897; the number of non-exempt job postings is 299, and the average application per job posting is 23.06. The total number of applications received for all job postings is 13,953. The total number of job postings is 591, and the average number of applications per job posting is 23.61.

- Time to fill a staff position (overall and by division, FLSA classification) for the current year

In FY19, the university average time to fill for staff exempt positions is 91 days. The average time to fill for exempt positions per division is as follows: Athletics is 97 days, President is 61 days, VPAA is 85 days, VPUA is 82 days, VPFSS is 95 days, VPIT is 116 days, and VPSA is 101 days. The university average time to fill non-exempt positions is 81 days. The average time to fill for non-exempt positions per division is as follows: Athletics is 85 days, President is 35 days, VPAA is 63 days, VPUA is 63 days, VPFSS is 85 days, VPIT is 109 days, and VPSA is 81 days. The overall university average time to fill is 87 days. The overall average per division is as follows: Athletics is 95 days, President is 51 days, VPAA is 80 days, VPUA is 79 days, VPFSS is 87 days, VPIT is 114 days, and VPSA is 87 days.

- Time to complete staff new position and reclassification job audits for the current year

Division	**Average Days to Complete**
President	**3**
Athletics	**3**
AA	**3**
FSS	**3**
IT	**3**
SA	**4**
UA	**5**
Average:	**3**

- Percentage of Performance Management assessments completed by annual May 31 due date

99.5%. Out of 1964, 1947 were complete.

- Number of WellCats members, events, and participation for the current year

WellCats Members: 1226
Events Offered: 1171
Total Participation: 10,658

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
- Number of university and division policies that are current/delinquent
- Number of NEW policies developed or updated

Two new UPPS's were written but have not been approved. Forty-one UPPS's were updated. Fourteen UPPS's are in the review process.

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

The FSS Division had no administrative peer reviews in 2019 completed. Facilities began the process of writing their self-study in 2019. The VPFSS Office began the process of writing their self-study in 2019.

- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year
- Number of required major state and national reports completed and submitted for the current year

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

Beginning January 2020, UPD will track the number of participants in UPD

- 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

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

None

- Dining and vending sales volume at Round Rock Campus compared to prior year

In FY 2018 total vending and dining sales were $71,689.70 and in FY 2019 the total was $85,963.94 with the additon of Houston Street Subs.

- Number of NEW non-faculty positions added at Round Rock Campus

[Human Resources] 4

- 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

SBS is working with IT to integrate the payment amounts/platform for the students within the Texas State mobile app.

Completed conversion of all personnel files in Human Resources to electronic format.

Developed an online registration process for new staff orientation and published milestone checklists for new employees.

Revamped NEW II program (to include a new agenda and department expo - See 4.2 above) and implemented e-surveys for professional development feedback.

Hosted HR's first Come for Coffee event.

Enhanced Staff Resources fairs by taking focus off of the food; invited more departments; and changed the attendance game from seasonal riddles to questions that prompt attendees to learn more about the particular function, service or new resources of a specific department. Also added a participant department rep orientation and expanded networking with more outside businesses for prizes.

Implemented Flipping Book tool for our HR Bulletin which will help us identify which articles readers are engaging with.
Purchased $20K new A/V equipment for JCK 460 for better learning experiences and streaming capabilities, including enhanced screen visibility, presenter table accessibility-friendly, better sound quality, and increased ability to stream/feed to Round Rock.

Net ID

PeopleAdmin Data Integration

Budget Office is working collanoratively with IT on the creation of Infotype 9508. The purpose is to include a fund indicator to positions that shows whether the position is permanently or temporarily funded, for what amounts, and in what accounts. With the creation of this info-type all end users with access to personnel data can now clearly see how their positions are funded. Furthermore, this info-type informs several other reports used for HR salary analysis.

- 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

> **2% Increase, 41% compared to 39% in prior year.**

- Decrease in percentage of Outstanding Charges Receivable compared to prior year

> **Outstanding receivables increased from .71% in FY '18 to .83% in FY '19 (which is the same rate in FY '17), an increase of .12%. Charges assessed increased by 2.05% for the same time period. The recovery rate remains consistently over 99%, which is respectable given the continued financial challenges our students encounter.**

- Increase in number of vendors in the TSUS Marketplace compared to prior year

> **There were six new vendors added in the TSUS Market place, Peterson Bros. Nursery, Ag-Pro Companies, Power Haus Equipment, Mortellaro's, Howard Technology, and CDW-G. This is compared to one new vendor added in FY18.**

- Increase in percentage of automatically paid invoices using 2-way match compared to prior year

> **There were 22,547 automatically paid invoices using 2-way match for FY 2019 compared to 17,831 in FY18.**

- Increase in utilization of Concur Travel Management tools compared to prior year

> **The Concur project has made significant process, but still pending Information Technology to complete SAP integration and provide the IT security clearance in order to go live.**

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
- 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

> **FSS Division had no external constitutent outreach activities.**

- 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
- Number of NEW faculty and staff health and wellness activities provided and number of participants

Added chair massages to WellCats programming - 178 participants.

- Employee Assistance Program utilization rate compared to prior year

2018: 6.3 %
2019: 5.7 %

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

10 projects totalling $8,336,467.

- Number and total cost of NEW infrastructure repair and renovation projects completed

2 projects totaling $2,500,919.

- Total square footage of NEW construction or additions completed

248,133 square feet

- Percentage of data switches less than five years old
- Percentage of servers in the data center running under virtual machines