

2017-2023 Texas State University Plan

2018-2019 Plan Progress

College/Unit/Division: College of Liberal Arts

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
- 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

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

--Anthropology initiated greater out of class contact between undergraduate majors and faculty through regular faculty-student lunches, field trips, workshops,

and honor society awards banquet.

--Geography hosted multiple events this past year aiming at improving retention rate. Examples include departmental colloquium series, guest speakers to classes and student organization meetings, numerous field trips through classes and student organization-led events, organization and sponsorship of GIS Day and campus-wide student-centered events, and career workshops at the Geography Student Research Symposium in March and at our annual Alumni Reunion and Student Celebration in late April.

--International Studies saw retention rates for first-time MA students go up from 64% in Fall 2017 to 70% in Fall 2018. Retention rates for first-time full-time freshmen went from 79% to 86% from Fall '17 to Fall '18.

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

ENGLISH: Writing Center - The total number of appointments for AY 2018-2019 was 2762, which is based on 25-minute slots, and 1432 who attended workshops, for a total of 4,194. The total number of appointments for AY 2017-2017 was 7,786, which is based on units of 25-minutes for 6,026 filled appointment slots with tutors and 880 who attended workshops.

The drop in numbers is due to fewer qualified tutors available and, thus, fewer appointment slots available and the loss of our scheduling system.

- Number of NEW programs/activities and number of participants that ensure student success (provide one example)

--Psychology provided funding to SLAC to initiate a new remote tutoring option for students taking PSY 2301 (Introduction to Statistics) at RRC.

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

--Anthropology identified Marketable Skills for 2 baccalaureate degrees, 1 master's degree, and 1 doctoral degree.

--English: MFA organized exclusive workshops, discussions, and pitch sessions with literary agents and editors.

NEW ENGLISH: MFA In Spring 2019, students met with nationally renowned agents Both are now on-going, regularly scheduled for our students.

NEW ENGLISH: The MFA Program launched a new literary journal, Porter House Review, in very late 2018/early 2019. The journal allows students to attain valuable skills related to multimodal writing, publishing, and marketing.

NEW ENGLISH: MATC In order to help graduate students in the field, stablished relationship with Society of Technical Communication South Central Texas (Austin, Houston, & San Antonio) and will host a mini conference in Spring 2020.

--History identified Marketable Skills Undergraduate, Graduate, and Public History Graduate programs.

--Political Science, Public Administration, and Legal Studies graduate directors and PS/PA undergraduate coordinator identified and submitted "marketable skills" for each degree program offered in the Department of Political Science.

--Psychology devised Marketable skills for 3 programs (BA, BS, and MA).

--World Languages and Literatures articulated Marketable Skills for the BA in French, German, and Spanish, and for the MA in Spanish.

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

--Minor in African American Studies: 26 declared minors

--Minor in Latina/o Studies (started Fall 2018); 17 Declared minors in fall 2018

--International Studies created Academic credit internships: 30 SCH complete, 3 incomplete

--Philosophy--A new BA with a major in Religious Studies is under review, and if approved will open for students in Fall 2020.

New minor in Medical Humanities submitted for review, and if approved will open for students in Fall 2020.

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

--NEW ENGLISH: The MA Technical Communication Program instituted a series of three workshops, MATC Pro, that prepared graduate students and alum with marketable skills such as improving their professional portfolio and writing for publication. 5-10 students

NEW ENGLISH: MFA Writer-writer-residence—Ada Limón served as the MFA's first writer-in-residence during Spring 2019. She provided workshops and craft talks to MFA students over the course of several weeks, as well as readings and Q&As for the general public.

--Philosophy--Religious Studies Student Organization, 20 participants in first year Ethics Case Competition team, 6 participants in first year

--Political Science: 12 students attended event featuring speakers on Boren Fellowship Program & U.S. Department of State's Pathways Program.

75 students attended a workshop on City Ordinance Development.

Department sponsors "City Manager in Residence" with James Earp, Asst. City Mgr. of Kyle, TX available to all majors/minors.

50+ students attended the day long conference, Engaging Local Government, featuring Kyle City Mgr., Austin's Asst. Police Chief, and Park and Rec Mgr for the City of San Marcos.

--Psychology began a recurring series of "Career Chats" for PSY students interested in a career in counseling/psychology by bringing speakers from a variety of disciplines

- 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

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

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

--Geography led the creation of the San Marcos Greenbelt Alliance Fellowship through working with San Marcos Greenbelt Alliance in spring 2019. This fellowship supports two student research projects each year.

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

--International Studies at Texas State now houses and administers the Edward J. Perkins StudyAbroad Award from the Association of Black American Ambassadors as of 2018. IS also has one of the state's few (3) Paul D. Coverdell Fellows Programs for returning Peace Corp volunteers pursuing Master's degrees in international topics (start date: 2017).

--Philosophy--Ethics Bowl team qualified for and participated in Nationals. International Business Ethics and Sustainability Case Competition teams earned three 2nd place finishes at the graduate level and one 2nd place at the undergraduate level. Collegiate Ethics Case Competition team finished 2nd at University of Arizona international competition

--Political Science 12 students competed in Southern Regional Model UN - 1 student named "Best Delegate," and 2 teams awarded "Best Delegation" 200 students from various IHEs attended the 22nd Annual Eugene Scassa Mock Organization of American States (ESMOAS) Summit of the Americas Competition and Conference, hosted by Political Science at TxState. 23 TxState students participated and 7 students won awards.

- 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

--African American Studies Minor

--World Languages and Literatures added three new concentrations for the Spanish major: Spanish for the Professions, Culture and Literature, and Linguistics. In fall 2019 WLL proposed a minor in Arabic.

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

--African American Studies added two new classes.

--Center for Diversity and Gender Studies--There were 18 courses transformed during the 2019 Institute. Twelve (12) of the courses received both the MULT – Multicultural Content attribute and MULP – Multicultural Perspective attribute. Six (6) of the courses received just the MULP –Multicultural Perspective attribute.

--NEW ENGLISH: 4 New multicultural and multi-perspective courses.

--Geography added 2 new courses.

--World Languages and Literatures added 15 and proposed 7 new courses with multicultural and international 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)
- 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

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
- 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
- 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

--NEW ENGLISH: Cyrus Cassells earned a Guggenheim Fellowship, an NRUF Faculty Distinction.

NEW ENGLISH: Katie Kapurch earned an NEH, an NRUF Faculty Distinction

--World Languages and Literatures: Valentina Glajar awarded an American Council of Learned Societies Fellowship, an NRUF Faculty Distinction.

--Political Science: Dr. Patricia Shields was selected to the National Academy of Public Administration.

- 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)

--Anthropology created a new archaeological field school focusing on the prehistory and rock art of south Texas.

- 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
- 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

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

--ENGLISH added the Advisory Council's input on Marketable Skills

--History received a \$1 million dollar endowment for the Margerison graduate fellowship.

--Philosophy--New outreach to graduates of our MA program as part of 10th year review and revisions. Outreach to ~ 100 graduates.

--Psychology established the Psychology Advisory Board, which is currently comprised of donors and retired faculty, to advise on development and alumni outreach.

--Sociology Held 25-Year Celebration (March 2019) and invited all current/former faculty and all award/scholarship award winner. Event attended by roughly 85 people.

- 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

--Philosophy: Workshops and conferences on Yoga (philosophical, religious, and practical dimensions) in AY 2019 and AY 2020; Non-violence and de-escalation

workshops, Fall 2019

- 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