

**Administrative Department/Unit/Division: University Administration**

**Administrative Support Plan 2017-2023**

**Mid-Cycle Review 2020**

*(Approved by the President's Cabinet on May 7, 2020)*

**I. Introduction**



State your administrative department/unit/division mission statement.

University Administration's mission is two-fold: 1) To solidify Texas State's commitment to ethical behavior and compliance – to behave in ways that are consistent with our values and all applicable laws, rules, regulations, and policies that govern Texas State - through the development, implementation, evaluation, and refinement of an institutional compliance program; and 2) To maximize academic excellence through a coordinated delivery of diversity, equity, and inclusion (DEI) initiatives that significantly impact the broad areas of (a) recruitment, enrollment, and engagement (retention) of the best, brightest, and most diversified student body, and (b) recruitment, hiring, engagement (retention), and DEI training of the best, brightest, and most diversified body of faculty and staff.

Outline briefly your "vision" for the 2017-2023 planning cycle.

The vision of the Division of University Administration is to serve as the foundation for Texas State to become a model of excellence in compliance and culture – where we follow rules and regulations, we do what is right, and we are unified and strengthened through our differences.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university goal/initiative to which the unit's goal is linked.

1. Establish an organizational structure that will support the effective delivery of a best-in-class university-wide compliance program by: (a) Examining the organizational structure of compliance at Texas State (overall and specific to enforcement of Title IX federal and state laws, as well as the Clery Act, and Americans with Disabilities Act); (b) Benchmarking its structure against peer and aspirant universities, and (c) holding one-on-one and small group discussions with key compliance stakeholders across Texas State.
2. Strengthen the current DEI organizational structure in order to better facilitate a significant university-wide change in the culture of DEI to maximize academic excellence by (a) examining the organizational structures of DEI at Texas State; (b) benchmarking Texas State's organizational structures supporting DEI initiatives against peer and aspirant universities; (c) holding one-on-one and small group discussions with key DEI stakeholders across Texas State; (d) defining the scope of work for a Chief Diversity Officer (CDO), clarifying the CDO's responsibilities with respect to other DEI units; repurposing positions, as needed; and establishing how resources are allocated and coordinated, ensuring that resources are aligned with strategic priorities.
3. Ensure that all staff within University Administration remain current on all federal and state rules and regulation and educated on best-in practice programs within their areas.
4. Examine and revise, as necessary, current and future DEI initiatives to ensure that they are focused on supporting academic excellence (from recruitment through graduation and job placement).

Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2017-2018 fiscal year and in the remaining 2-6 years.

1. DEI Administrative Assistant (\$38,000)

2. ADA Workplace Accommodation Coordinator (50%)/Compliance Specialist (50%) (\$50,500)

Reporting to the Chief Compliance Officer, the ADA Accommodation Coordinator/Compliance Specialist is responsible for coordinating the University's efforts to comply with Title I of the Americans with Disabilities Act and in the development and implementation of compliance programs for all employees.

3. D&I Training and Development Specialist (\$55,000)

In partnership with Faculty Development Office and Organizational Development and Communications, the D&I Training and Development Specialist will design, deliver, and assess employee development modules/opportunities in support of operationalizing the university's commitment to maximizing academic excellence by strengthening a culture of diversity and inclusion.

4. Associate Vice President of Diversity and Inclusion for Academic Excellence, Chief Diversity Officer (\$130,000)

The CDO is the "influencer," creating/fostering horizontal partnerships with academic units, chairing the Council on Inclusive Excellence, providing advice to the President and President's Cabinet on climate issues, and overseeing Bring It Up Bobcats, the Office of D&I for Academic Excellence, annual dissemination of the Campus Climate Survey, etc.

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 fiscal year and in the remaining 2-6 years.

Salaries: \$273,500

Compliance training is critical. At a minimum, each staff member will need funding for travel to one state and one national conference/workshop per year to stay up to date with state and federal rules and regulations: \$35,000.

D&I training is critical. At a minimum, each staff will need funding for travel to one state and one national conference/workshop per year to stay up to date with best practices: \$35,000

State the facilities (e.g. offices, workspace) that will be required for anticipated growth and new unit goals.

New office space for the Office of Institutional Compliance and Ethics – at least 7 offices, a conference room, two small “holding rooms,” a common area that can house an administrative assistant and a graduate assistant or student workers.

New office space for the Office of Diversity, Equity, and Inclusion for Academic Excellence (Formerly Office of Equity & Inclusion)– at least 7 offices (pending reorganization), with a common area that can house an administrative assistant and a graduate assistant or student workers.

## II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

Throughout the process, D&I and compliance leaders, the Council on Inclusive Excellence (which include faculty, staff, and students), and the President’s Cabinet have been and will continue to be engaged.

The process has included institutional benchmarking, reviewing the literature, interviewing internal and external leaders in the areas on DEI and compliance, DEI mapping/creating an DEI Asset Inventory, examining/auditing university spending on DEI initiatives (to have a clear understanding on the university resources that are dedicated to DEI).

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**III. Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
At a minimum, equity funding needs to be maintained at current levels.	To support DEI initiatives across the University.	\$103,000	Change in campus climate, as measured by a campus climate survey; and increased student engagement, retention, and academic excellence, as measured by retention and graduation rates by race, ethnicity, and gender.

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**IV. Planning Goals (University Goal Statements)**

Dept.	Unit Goal	1 yr	2-6 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote the success of all students.</b>								
Office of Compliance & Ethics	Establish an organizational structure that will support the effective delivery of a best-in-class university-wide compliance program.		2020-2021	ADA Workplace Accommodation Coordinator (50%)/Compliance Specialist (50%); office space	\$50,500	Repurpose positions	By the end of 2021, the compliance program, policies, and standards of conduct have been established; high risk areas have been identified and addressed; a compliance risk review and audit has been developed and is in place.	1.9
Office of Equity & Inclusion	Strengthen the current DEI organizational structure in order to better facilitate a significant university-wide change in the culture of DEI to maximize academic excellence		2020-2021	Administrative Assistant, D&I Training and Development Specialist; Associate VP of DEI for Academic Excellence, Chief Diversity Officer; office space	\$223,500	Repurpose positions	By the end of 2021, DEI framework has been revised with a focus on centralized oversight and accountability, while maintaining horizontal partnerships for local implementation;	1.1, 1.3, 1.5

							results of campus climate survey indicates overall improvement in culture of DEI.	
University Administration	Ensure that all staff remain current on all federal and state rules and regulation and educated on best-in practice programs within their areas of responsibility.		2020-2023	Funding for travel to conferences/workshops	\$70,000		Communication plan includes updating relevant key stakeholders on changes in federal and state laws and Texas State remains compliance in the laws; staff implement practices learned at conferences.	1.1
Office of Equity & Inclusion	Examine and revise, as necessary, current and future I&D initiatives to ensure that they are focused on supporting academic excellence (from recruitment through graduation).		2020-2023	None	\$0	N/A	All funded proposals will identify how the initiative will promote student success; once implemented, an annual report and presentation at a D&I showcase will be required.	1.1, 1.3, 1.5
<b>University Goal 2: Offer high quality academic and educational programming.</b>								
Office of Equity & Inclusion	Strengthen the current D&I organizational structure in order to better facilitate a significant university-wide		2020-2021	Administrative Assistant, D&I Training and Development Specialist; Associate VP of DEI for Academic Excellence, Chief Diversity	\$223,000	Repurpose positions	By the end of 2021, DEI framework has been revised with a focus on centralized oversight and	2.2



	change in the culture of DEI to maximize academic excellence			Officer; office space			accountability, while maintaining horizontal partnerships for local implementation; results of campus climate survey indicates overall improvement in culture of DEI.	
Office of Equity & Inclusion	Examine and revise, as necessary, current and future I&D initiatives to ensure that they are focused on supporting academic excellence (from recruitment through graduation).		2020-2023	None	\$0	N/A	All funded proposals will identify how the initiative will promote student success; once implemented, an annual report and presentation at a D&I showcase will be required.	2.2
<b>University Goal 3: Achieve significant progress in research and creative activity as measured by national standards.</b>								
<b>University Goal 4: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.</b>								
Office of Compliance & Ethics	Establish an organizational structure that will support the effective delivery of a best-in-class university-wide compliance program.		2020	Administrative Assistant, ADA Workplace Accommodation Coordinator (50%)/Compliance Specialist (50%); office space	\$50,500	Repurpose positions	By the end of 2021, the compliance program, policies, and standards of conduct have been established; high risk areas have been identified and addressed; a compliance risk review and audit	4.3, 4.6, 4.14

							has been developed and is in place.	
Office of Equity & Inclusion	Strengthen the current D&I organizational structure in order to better facilitate a significant university-wide change in the culture of DEI to maximize academic excellence		2020-2021	Administrative Assistant, D&I Training and Development Specialist; Associate VP of DEI for Academic Excellence, Chief Diversity Officer; office space	\$223,000	Repurpose positions		4.2, 4.9
University Administration	Ensure that all staff remain current on all federal and state rules and regulation and educated on best-in practice programs within their areas of responsibility.		2020-2023	Funding for travel to conferences/workshops	\$70,000			4.2, 4.3, 4.5
Office of Equity & Inclusion	Examine and revise, as necessary, current and future I&D initiatives to ensure that they are focused on supporting academic excellence (from recruitment through graduation).		2020-2023	None	\$0	N/A	All funded proposals will identify how the initiative will promote student success; once implemented, an annual report and presentation at a D&I showcase will be required.	2.2, 4.2, 4.9