

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: Division of Academic Affairs



I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session

rather than at the mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.

4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.

5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the *2023-2029 Strategic Plan*.



III. Mission Statement

State your administrative unit/department/college/division mission statement.

Texas State University is a doctoral-granting, student-centered institution dedicated to excellence and innovation in teaching, research, including creative expression, and service. The university strives to create new knowledge, to embrace a diversity of people and ideas, to foster cultural and economic development, and to prepare its graduates to participate fully and freely as citizens of Texas, the nation, and the world.

IV. Process

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

The Academic Affairs plan reflects ongoing discussions, specific input, and the collective efforts from colleges, academic schools and departments, and administrative units in the Division of Academic Affairs. Priorities and plans developed at the department, college, and administrative unit level were reviewed and prioritized at the divisional level. The Academic Affairs plan is based on the active engagement and ideas of many faculty and staff in the division, presidential priorities, recommendations by presidential task forces and commissions, background briefs developed for the planning process, and an enduring commitment to fulfilling and enriching Texas State University's goals, aspirations, and strategic impact.

V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success							
<p><i>1.1 Expand efforts supporting academic preparedness and excellence</i></p> <p><i>1.2 Strengthen student engagement, sense of belonging, and wellbeing</i></p> <p><i>1.3 Increase support for graduate students</i></p> <p><i>1.4 Enhance career and post-graduation success</i></p> <p><i>1.5 Build student success infrastructure</i></p>							
Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee,	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative

					philanthropic, etc.)		
AA	Increase student enrollment and completion of degrees and credentials of value across all disciplines, academic levels, and access points to fulfill student and employer demand, propel economic and social impact, and directly contribute to <i>Building a Talent Strong Texas</i> .	2023-2029.	Personnel; Facilities; Operational Funding.	See college and AVP plans.	New institutional funding; Legislative funding; Grant funding.	Implementation of new programs; Enrollment, SCH, retention and degrees/credentials of value awarded; Number and outcomes of transfer agreements.	1.1
AA	Expand faculty involvement in student success via innovative and technology-enhanced teaching, student-centric curriculum design, OER, and active learning across all disciplines and levels through a Center for Teaching and Learning and similar programs.	Fall 2024.	Personnel; Facilities; Operational funding.	\$300,000 per year; See college and AVP plans.	New institutional funding; Grant funding; New and existing philanthropic funding.	Implementation of Center for Teaching and Learning; Faculty participation rates; Student retention and graduation rates.	1.2
AA	Provide enhanced support services and tuition scholarships for all doctoral and master's students holding assistantships (approximately 1,000).	Fall 2024.	Operational funding.	\$9M per year.	New institutional funding; New philanthropic funding.	Implementation of tuition scholarships; Enrollment, SCH, retention, and degrees/credentials of value awarded to graduate students.	1.3

AA	Increase expectations for student participation and expand university infrastructure and the number and type of experiential learning, high impact, community engagement, and similar opportunities that prepare students for their chosen careers	2023-2029.	Personnel; Operational Funding.	See college and AVP plans.	New institutional funding; New philanthropic funding	Implementation of Ex ² cel Center, college centers/programs, and University Libraries' programs; Student participation rates; Number of high-impact programs/opportunities; Student retention and graduation rates,	1.4
AA	Implement a university-wide undergraduate academic advising infrastructure and plan for advising redesign, transfer student navigation, advisor career development, and related programs.	2023-2025.	Operational funding; Personnel.	See college and AVP plans.	New institutional funding.	Student retention and graduation rates; reduction of advisor-to-student ratio (1:400 in six years); Number and outcomes of transfer agreements.	1.5

University Goal 2: Advancing Academic Excellence							
<p><i>2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students</i></p> <p><i>2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state</i></p> <p><i>2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus</i></p> <p><i>2.4 Invest in faculty excellence by increasing the capacity and development of all faculty</i></p>							
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AA	Provide enhanced support services and tuition scholarships for all doctoral and master's students holding assistantships (approximately 1,000).	Fall 2024.	Operational funding; Personnel.	\$9M per year	New institutional funding; New philanthropic funding	Implementation of tuition scholarships; Enrollment, SCH, retention, and degrees/credentials of value awarded to graduate students.	2.1
AA	Offer new online degree programs and ensure ongoing success and appropriate resources for current programs and services in consultation with VP, Global.	2023-2029	Personnel, operational funding.	Click or tap here to enter text.	Click or tap here to enter text.	Implementation of new online programs; Enrollment, SCH, retention, and degrees/credentials of value awarded in online programs.	2.1

AA	Increase student enrollment and completion of degrees and credentials of value across all disciplines, academic levels, and access points to fulfill student and employer demand, propel economic and social impact, and directly contribute to <i>Building a Talent Strong Texas</i> .	2023-2029	Personnel, facilities, operational funding, tuition scholarships .	See college plans.	New institutional funding; New philanthropic funding.	Implementation of new programs; Enrollment, SCH, retention and degrees/credentials of value awarded; Number and outcomes of transfer agreements.	2.2
AA	Offer new degree programs at Round Rock and ensure ongoing success and appropriate resources for current programs and services in consultation with VP, Round Rock.	2023-2029	Personnel, facilities, operational funding, tuition scholarships .	See college plans.	New institutional funding.	Implementation of new programs at Round Rock; Enrollment, SCH, retention, and degrees/credentials of value awarded via Round Rock programs; Number and outcomes of transfer agreements.	2.3
AA	Invest in faculty excellence by ensuring faculty recruiting, compensation, start-up funding, workloads, professional development, recognition, and resource structures align with academic excellence goals and outcomes.	2023-2029	Personnel, operational funding.	Click or tap here to enter text.	New institutional funding; New philanthropic funding.	Faculty salary and start-up benchmarks; Faculty retention rates; Staff and research	2.4

						support benchmarks.	
<p>University Goal 3: Expanding Discovery, Innovation, Creativity, and Research</p> <p><i>3.1 Position Texas State University to achieve Carnegie R1 status</i></p> <p><i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university’s research portfolio</i></p> <p><i>3.3 Enhance the university’s intellectual property (IP) portfolio and commercialization efforts</i></p> <p><i>3.4 Build relationships with private sector, industry, government, and educational partners</i></p>							
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AA	Invest in faculty excellence by ensuring faculty recruiting, compensation, start-up funding, workloads, professional development, recognition, and resource structures align with R1 goals and outcomes.	2023-2029	Personnel, operational funding.	TBD	New institutional funding; New philanthropic funding; Indirect cost recovery.	R1 status; Faculty salary and start-up benchmarks; Faculty retention rates; Staff and research support benchmarks; Proposal submissions for extramural funding; Number of faculty with prestigious awards.	3.1

AA	Develop new PhD programs and enhance existing PhD programs to strengthen capacity for achieving and sustaining R1 status.	2023-2029	Personnel, facilities, operational funding, tuition scholarships	See college plans.	New institutional funding; Indirect cost recovery.	R1 status; Implementation of new/enhanced PhD programs; Enrollment, SCH, and degrees earned by PhD students.	3.1
AA	Develop new PhD programs and enhance existing PhD programs aligned with opportunities to successfully compete for multimillion-dollar awards.	2023-2029	Personnel, facilities, operational funding, tuition scholarships	See college plans.	New institutional funding; Indirect cost recovery.	Implementation of new/enhanced PhD programs; Multi-year, multimillion-dollar awards.	3.2
AA	Develop new PhD programs and enhance existing PhD programs aligned with opportunities to enhance the university's IP portfolio and commercialization goals.	2023-2029	Personnel, facilities; Operational funding; Tuition scholarships	See college plans.	New institutional funding; Indirect cost recovery.	Implementation of new/enhanced PhD programs; IP and commercialization outcomes.	3.3
AA	Increase funding from government and private sources to support research, scholarly, and creative activities and recognize faculty achievements and contributions.	2023-2029	Personnel and workload allocation; Operational Funding.	See college and AVP plans.	New institutional funding; Indirect cost recovery.	R1 status; Restricted and total research expenditures; Number of proposal submissions; Number of	3.0

						faculty with prestigious awards.	
University Goal 4: Enriching Community, Collaboration, and Partnerships <i>4.1 Enhance the regional, national, and international reputation of the university</i> <i>4.2 Build community relations, collaborations, and partnerships with external stakeholders</i> <i>4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging</i>							
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AA	Expand living-learning communities, student organizations, external partnerships, and other engagement programs at the intersection of student success and academic excellence.	2023-2029	Personnel; Operational funding.	See college and AVP plans.	New and existing institutional funding; New and existing philanthropic funding.	Number of engagement programs offered; Number of students participating; Student retention and graduation rates.	4.3
AA	Increase staffing structures, services, and infrastructure that support diverse learning needs and ensure accessibility to academic services and programs and high-impact opportunities.	2023-2029	Personnel; Operational funding.	See college and AVP plans.	New and existing institutional funding; Grant funding.	Student retention and graduation rates.	4.3
AA	Evolve existing efforts and build new avenues for engaging internal and external	2023-2029	Operational funding; Personnel.	See college	New and existing institutional	Number of engagement programs	4.2

	stakeholders in academic, cultural, and social programs that celebrate, educate, and perpetuate beneficial and benevolent relationships.			and AVP plans.	funding; New and existing philanthropic funding; Grant funding.	offered; Number of internal and external participants.	
<p>University Goal 5: Developing Infrastructure and Resources</p> <p><i>5.1 Position Texas State University as an employer of choice</i></p> <p><i>5.2 Provide infrastructure befitting a Carnegie R1 university</i></p> <p><i>5.3 Simplify administrative processes to increase efficiency</i></p> <p><i>5.4 Pursue innovative approaches to revenue generation and budgeting</i></p>							
Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
AA	Hire, compensate, and reward faculty and staff to be competitive with the market.	2023-2029	Personnel; Operational funding.	Click or tap here to enter text.	New institutional funding.	Employee salary benchmarks; Employee retention rates.	5.1
AA	Implement new promotion-eligible instructional faculty title series.	Fall 2024	Operational funding.	\$400,000/year for promotions	New institutional funding.	Implementation of new title series.	5.1
AA	Make strategic investments in academic, research, service, and clinical spaces.	2023-2029	Capital and operational funding; Facilities.	See university, college, and AVP plans.	New legislative and institutional funding; New	Space benchmarks; Implementation of new and existing academic	5.2

					philanthropic funding.	programs and services.	
AA	Fully integrate the University Libraries' resources, collections, and staff contributions into the academic enterprise.	2023-2024	Click or tap here to enter text.	See AVP plan.	Click or tap here to enter text.	Implementation of collaborative programs.	5.2
AA	Implement innovative service delivery models, technology platforms, and staff development across the division, while ensure staffing levels meet constituent needs for effective and efficient support.	2023-2029	Institutional funding; Personnel; Information systems; Professional development.	See AVP and college plans.	New and existing institutional funding.	Usage and satisfaction rates with services.	5.3
AA	Participate in university-wide efforts to refresh the financial management model that ensures transparency, better aligns resources with strategic priorities, and encourages innovation and more effective resource management.	2023-2025	Institutional funding; Personnel; Information systems; Professional development.	Click or tap here to enter text.	New and existing institutional funding.	Implementation of new budget model.	5.4



VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit's action is linked.

1. **Invest in new and current PhD programs to embolden the university's Run to R1 and drive new knowledge, large-scale grant awards, enhanced reputation, and broader impacts on the economy, industry, and society** based on the university's current and potential expertise, university research priorities, the state's *Building a Talent Strong Texas* plan, and employer needs, advance strategic priorities in doctoral education. (1) Explore, prioritize, and develop new PhD programs proposed by the colleges in collaboration with President's Cabinet. (2) Increase enrollments, ensure timely degree completion, and provide additional resources to current PhD programs. (3) Add bachelor-to-doctoral pathways for new and existing programs. (4) Increase opportunities to integrate more faculty into new and existing PhD programs. (1.3, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 4.2, 5.1, 5.3)
2. **Expand degree programs and credentials of value that increase access, enrollments, and economic attainment to a wider array of learners** based on the university's current and potential expertise, the state's *Building a Talent Strong Texas* plan, students' lifetime educational journeys, and employer needs, offer a strategic portfolio of programs with market-centric delivery models and locations. (1) Offer new degree programs on the Round Rock Campus and ensure ongoing success and appropriate resources for current programs and services in consultation with VP, Round Rock. (2) Offer new online degree programs and ensure ongoing success and appropriate resources for current programs and services in consultation with VP, Global. (3) Build and sustain partnerships with ACC and community college systems for successful transfer pathways to on-campus and online programs. (4) Develop curricular and delivery innovations, executive/professional education, micro-credentials, and modern learning environments in a variety of disciplines and spaces. (1.1, 1.2, 1.5, 2.1, 2.2, 2.3, 3.4, 4.1, 4.2, 4.3, 5.3, 5.4)
3. **Provide an exceptional educational experience that prepares students for post-graduation success, reflects a collaborative infrastructure, and engages more intentionally in a culture of academic care.** (1) Implement a division-wide undergraduate academic advising infrastructure fueled by cross-division collaboration, actionable intelligence, growth opportunities, and pivotal interventions that eliminate barriers to student academic success. (2) Increase expectations for student participation and the number of high-impact programs available through academic units, the Exc²el Center, IDEA Center, University Libraries, college student success centers, The Graduate College, Honors College, and other offices. (3) Engage faculty more intentionally in pedagogical innovation, student mentoring, digital resources, and academic success strategies through a Center for Teaching and Learning. (4) Implement innovative service delivery models, technology platforms, and staff development across the division, while ensuring staffing levels meet constituent needs for effective support. (5) Expand living-learning communities, student organizations, external partnerships, and other engagement programs at the intersection of student success and academic excellence. (1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3)
4. **Ensure academic excellence embodies everything the division values, creates, and contributes.** (1) Increase student enrollment and completion of degrees and credentials of value across all disciplines, academic levels, and access points. (2) Assess faculty workloads at aspirational peer institutions and establish benchmarks for teaching, research/scholarship, and/or service goals, resource needs, and rewards for all faculty. (3) Provide tuition scholarships to all graduate students on assistantships to become more competitive, increase graduate enrollments, and ensure student success. (4)

Fully integrate the University Libraries' resources, collections, and staff contributions into the academic enterprise. (5) Invest in faculty excellence with enhanced recruiting, onboarding, spousal/partner opportunities, professional development, and rewards and retention programs. (1.1, 1.3, 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3)

5. Contribute to the exemplary stewardship of institutional resources - human, physical, process, and financial - needed to support the architecture of academic excellence, welcoming and engaging academic environments, and high-quality and resilient operations reflecting the university's goals, hopes, and aspirations. (1) Hire, compensate, and reward faculty and staff to be competitive with the market. (2) Institutionalize a new promotion-eligible instructional faculty title series that honors the critical role of teaching faculty at a R1 institution. (3) Advocate for additional faculty and staff positions, development opportunities, and career paths consistent with student success and R1 goals. (4) Make strategic investments in academic, research, service, and clinical spaces. (5) Ensure Academic Affairs remains an attractive place to work and grow professionally with a policy, budget, and practice environment that fuels a cycle of success. (1.5, 2.3, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3, 5.4)