

**FOCUS 2000:
STRATEGIC PLAN 1994-2000**

May 1992

Southwest Texas State University

San Marcos, Texas

May, 1992

Southwest Texas State University will celebrate its centennial anniversary as this decade closes. For the past few years we have been thinking about what we want to be as we enter the 21st century.

We have reviewed our strengths and weaknesses, and we have examined the external forces that can accelerate or impede our progress. As a comprehensive university, we are trying to reach a perfect balance -- balance between teaching and scholarship, between undergraduate and graduate students, between small-college friendliness and big-college opportunities, among age groups, among ethnic groups, and between state assistance and private support.

What we are after will not be easy to accomplish, but I am convinced that reaching the balance we seek will establish Southwest Texas as a model university. The goals we have set for ourselves should bring us closer to our ideal. They are presented here for your review.

Sincerely,

Jerome H. Supple
President

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1	ES ✓
MISSION STATEMENT	2	MS ✓
SWT'S GOALS FOR 1994-2000	2-8	goals ✓
→ Goal I: Promote excellence in academic areas.	3	GI ✓
Goal II: Recruit, develop, and support a high-quality student body.	4	GII ✓
Goal III: Increase SWT's available financial resources.	5	GIII ✓
Goal IV: Strengthen the institution's commitment to its faculty and staff.	6	GIV ✓
Goal V: Promote diversity in the university community.	7	GV ✓
Goal VI: Improve and expand partnerships with local, state, national, and international constituencies.	8	GVI ✓
SUPPLEMENT		
The Planning Process at SWT	9-10	TPP ✓
Institutional Effectiveness	10	IE ✓
Interdependence of Plans	11-13	IOP ✓
Matrix of Strategic Plan Goals and Supporting Plans	13	MSPGSP ✓
Acknowledgements	14	ACK ✓

EXECUTIVE SUMMARY

In this document are the goals and objectives which will guide Southwest Texas State University for 1994 through the year 2000. This document was developed over an 18-month period, through three retreats with university leaders, many meetings by the University Planning Committee, and feedback from most of the university community.

The six goals which carry us from the present plan into the future are in priority order. Included in the list of goal statements below are the specific objectives which are the highest priority as we enter the planning period. These priorities will guide the development of division and department plans for the planning period of 1994-2000 and the allocation of resources.

Goal I: Promote excellence in academic areas.

- . Attract and retain high-quality faculty.
- . Provide quality programs which will prepare students to meet the demands of a rapidly changing world.
- . Improve the quality of teaching, and increase and improve scholarly, creative, and grant activity.

Goal II: Recruit, develop, and support a high-quality student body.

- . Attract and retain more high ability students.

Goal III: Increase SWT's available financial resources.

- . Conduct and complete a successful centennial campaign.

Goal IV: Strengthen the institution's commitment to its faculty and staff.

- . Achieve and maintain competitive levels of salaries and benefits for faculty and staff.
- . Attain appropriate support staffing to achieve the overall goals of the institution.
- . Achieve balanced professional obligations for tenured and tenure-track faculty which allow for various commitments to teaching, scholarly/creative activity, and service.

Goal V: Promote diversity in the university community.

- . Ensure an institutional climate that enables SWT to attract and retain a more diverse faculty, student body, staff, and administration.

Goal VI: Improve and expand partnerships with local, state, national, and international constituencies.

- . Build public and private sector partnerships to enhance academic programs.
- . Facilitate collaborative efforts to improve public elementary and secondary education.

Implementation plans for these goals and objectives will be found in the division and department plans. The purpose of the University Strategic Plan is to serve an "enabling

legislation", if you will, which gives general direction to divisions and departments as they develop their goals and objectives to help fulfill the institutional goals. The University Planning Committee will review division and department plans, and develop a matrix to delineate the relationship between the objectives at these levels with the goals and objectives in the university plan.

Annual monitoring of the university plan will begin with monitoring of related objectives at the department and school levels by the appropriate vice president. Then divisional responsibilities will be reviewed by the president with each vice president. Feedback from these monitoring sessions will be directed back through the organization so that successes are rewarded and shortcomings can be corrected to ensure later success.

MISSION STATEMENT

Southwest Texas State University's mission is to provide effective teaching supported by research for the advancement of knowledge and service to the community. SWT is a comprehensive public university committed to providing an intellectually stimulating and socially diverse climate for its graduate and undergraduate students, faculty, and staff. At SWT, we believe the primary purpose of higher education is to promote learning and stimulate inquiry in an atmosphere of freedom.

SWT'S GOALS FOR 1994-2000

Southwest Texas State University has six major goals for this planning period. These goals contain the essence of the prior plan, with two important new elements added: an emphasis on international perspectives to enrich and expand our students' education, and on partnerships to expand the University's involvement locally and nationally.

The six major goal areas for the 1994-2000 period -- the implementation plans for which will be developed at the division and department levels -- are listed below. Following this list is a description for each goal area, including the longterm outcome for each goal and the objectives which will help achieve the goal.

- . PROMOTE EXCELLENCE IN ACADEMIC AREAS.
- . RECRUIT, DEVELOP, AND SUPPORT A HIGH-QUALITY STUDENT BODY.
- . INCREASE SWT'S AVAILABLE FINANCIAL RESOURCES.
- . STRENGTHEN THE INSTITUTION'S COMMITMENT TO ITS FACULTY AND STAFF.
- . PROMOTE DIVERSITY IN THE UNIVERSITY COMMUNITY.
- . IMPROVE AND EXPAND PARTNERSHIPS WITH LOCAL, STATE, NATIONAL, AND INTERNATIONAL CONSTITUENCIES.

GOAL I : PROMOTE EXCELLENCE IN ACADEMIC AREAS.

RESULT: By the year 2000, SWT will be recognized for its reputation as a University where learning is fundamental and as a university committed to effective teaching, scholarly work, and service. We will be able to recruit and retain faculty noted for their excellence, a faculty committed to high quality undergraduate education and to vital graduate programs. In fact, SWT will be recognized as a model for other institutions as they seek a balance among teaching, scholarly/creative activity, and service to the University and the profession.

At the heart of the University will be the curriculum, which will ensure that our students are prepared to assume their proper roles in the 21st century. Our curriculum will be attuned both to academic tradition and to rapid change; to broad theoretical knowledge, critical thinking, and specific functional skills.

OBJECTIVES: In order to make progress toward these high ambitions, SWT has the following objectives for the 1994-2000 planning period:

- . Attract and retain high-quality faculty.
- . Provide quality programs which will prepare students to meet the demands of a rapidly changing world.
- . Improve the quality of teaching, and increase and improve scholarly, creative, and grant activity.
- . Increase the number and dollar amount of externally funded projects.
- . Ensure that capital expenditures support this goal.
- . Increase the availability of courses to allow students to make satisfactory progress toward their degrees.
- . Ensure that library and other support resources effectively serve the needs of the University.
- . Recognize distinguished teaching, scholarship, and scholarly/creative activity through appropriate endowments.
- . Facilitate faculty and staff participation across disciplines and divisions in collaborative teaching, academic program development, scholarly/creative activity, service, and administrative projects.
- . Obtain Coordinating Board approval for selected undergraduate, master's, and doctoral programs.

GOAL II: RECRUIT, DEVELOP, AND SUPPORT A HIGH-QUALITY STUDENT BODY.

RESULT: By the year 2000, SWT will be known for setting high expectations for its students – expectations that will be evident in the curriculum and student performance. The clear expectation of high scholastic achievement will be sustained within a tradition of being a friendly and supportive campus where unnecessary barriers to student achievement have been identified and removed.

In the next 10 years, we will resist pressure to increase enrollment to meet demand. Through effective enrollment management, we will achieve an enrollment of about 25,000 through more selective entrance criteria and effective retention programs to assure that the percentage of entering freshmen who continue here through graduation will exceed the national average for such progress.

OBJECTIVES: In order to facilitate progress toward these ends, SWT has the following objectives for the 1994-2000 planning period:

- . Attract and retain more high ability students.
- . Create an environment that encourages all students to achieve their potential.
- . Improve access to and quality of support services and co-curricular programs for all students.

GOAL III: INCREASE SWT'S AVAILABLE FINANCIAL RESOURCES.

RESULT: By the year 2000, SWT's endowment will be greatly increased through a successful capital campaign. State, private, and federal financial resources will be increased, since state funds alone as currently allocated will not support a University dedicated to excellence. Therefore, the various constituencies of the University will unite to provide a strong and resilient financial base designed to withstand downturns in the economy and support a thriving public university.

OBJECTIVES: The following objectives will help SWT make progress toward a goal of increased financial independence in the 1994-2000 planning period:

- . Conduct and complete a successful centennial campaign.
- . Increase the number of new endowments and the value of current endowments.
- . Increase the yield from the endowment fund.
- . Increase the University's local income.
- . Support efforts to increase state funding.

GOAL IV: STRENGTHEN THE INSTITUTION'S COMMITMENT TO ITS FACULTY AND STAFF.

RESULT: By the year 2000, SWT will have improved its compensation to its faculty and staff, while balancing workloads for more effective delivery of instruction and service. Job satisfaction and retention will have increased.

OBJECTIVES: The following objectives will help SWT make progress in these areas during the 1994-2000 planning period:

- . Achieve and maintain competitive levels of salaries and benefits for faculty and staff.
- . Attain appropriate support staffing to achieve the overall goals of the institution.
- . Achieve balanced professional obligations for tenured and tenure-track faculty which allow for various commitments to teaching, scholarly/creative activity, and service.
- . Promote programs, services, and support structures that contribute to faculty and staff development.
- . Improve internal communication and information management.

GOAL V: PROMOTE DIVERSITY IN THE UNIVERSITY COMMUNITY.

RESULT: By the year 2000, SWT will be a center of rich diversity in all its aspects – students, faculty, staff, and programs. With a strong sense of campus community, SWT will value diversity, support respect for individual rights, and seek an understanding of cultural differences. The environment will be consistent with the goals specified in the "Higher Education Opportunity Plan for a Multicultural Texas" and will approach a reflection of the demographic changes in Texas.

In addition, SWT will enable its students to live and serve as citizens of a larger world by integrating issues of global concern into the mainstream of academic programs and activities on campus.

OBJECTIVES: The following objectives will help SWT make progress toward this status during the 1994-2000 planning period:

- . Ensure an institutional climate that enables SWT to attract and retain a more diverse faculty, student body, staff, and administration.
- . Implement a more comprehensive minority student recruitment and retention program to achieve parity with both the college-bound high school students and graduate-school-bound populations.
- . Expand international and multicultural perspectives in academic and student support areas.
- . Create exchange opportunities for students, faculty, staff, and administrators.
- . Recruit and retain more students from other nations.

GOAL VI: IMPROVE AND EXPAND PARTNERSHIPS WITH LOCAL, STATE, NATIONAL, AND INTERNATIONAL CONSTITUENCIES.

RESULT: By the year 2000, the talents and resources of SWT will be used to serve the needs of the local community, the state, and the nation. SWT will have contributed significantly to the solutions of some of society's most difficult problems.

SWT will participate actively in a variety of networking relationships with government agencies, public schools, and the private sector. Exchanges and consortia with other universities here and abroad will give faculty, staff, and students access to a larger world of ideas and practical action.

OBJECTIVES: To make progress toward these visions for the future, SWT has the following objectives for the 1994-2000 planning period:

- . Build public and private sector partnerships to enhance academic programs.
- . Facilitate collaborative efforts to improve public elementary and secondary education.
- . Expand and sustain articulation agreements with other colleges and universities.
- . Develop collaborative teaching and research with scholars at other institutions.
- . Improve and expand working relationships with local, state, national, and international agencies and enterprises.

SUPPLEMENT

THE PLANNING PROCESS AT SWT

SWT has been developing its 1994-2000 strategic plan for 18 months. Several retreats involving university leaders, many meetings of the University Planning Committee, and feedback from most of the university community resulted in this document.

UNIVERSITY PLANNING COMMITTEE

The planning process at SWT is overseen and coordinated by the University Planning Committee (UPC). The committee monitors each phase of the institutional planning cycle; prepares analytical studies as needed; prepares the institutional planning guide; conducts university-wide, divisional, and departmental planning retreats and training sessions as requested; offers assistance in preparing plans; and drafts and recommends the institutional plan to President's Cabinet.

A significant change in the UPC membership occurred in Fall 1990. The membership was altered to increase faculty representation with a member from each academic school appointed by the Vice President for Academic Affairs (VPAA). These school representatives joined the representative of the VPAA and the Faculty Senate representative who were continuing members of UPC. With the inclusion of two staff who also teach, the faculty representatives on UPC properly became the majority.

THE RETREAT PROCESS

The process began in June 1990 with a two-day offcampus retreat involving the president and vice presidents, all academic school deans, selected directors of support offices, student, alumni, and development representatives. The retreat, facilitated by Dr. Charles Hubbard, Chair of Management and Marketing, followed a process developed by Dr. Joseph Stafford, Executive Associate for Planning and Academic Programs at the University of Texas System. This process ensured the full participation of each individual through use of the nominal group technique and small group brainstorming.

The ideas generated at the retreat and through subsequent surveys were given to the University Planning Committee for review and analysis.

ENVIRONMENTAL SCAN

Analysis of the environmental scan at the retreat identified major external and internal areas of concern for SWT during the development of the plan. The six goals and the 33 objectives in this plan were developed, taking into consideration the following external opportunities and threats, and internal strengths and weaknesses. The six major external areas of concern identified were: ethnic and demographic shifts in Texas, the politics of poverty, increased competition with other state agencies for funding, the Coordinating Board's and Legislature's call for increased controls and accountability, emerging technological advances, and pressures for educational reform. The internal strengths and weaknesses to be considered during the development of the plan were: a dedicated and

student-oriented faculty and staff, an attractive and well-located campus, high-quality and varied academic and extracurricular programs, the extremely heavy workload and low compensation of faculty and staff, and limited operating resources.

THE FIRST DRAFT

A first draft of the goals for the University was developed by UPC during the Summer and Fall of 1990. The ideas generated at the retreat were developed into goal or objective statements. The FY90-FY93 Strategic Plan was reviewed, using the results of monitoring and evaluation from the divisions to decide what elements would be carried forward into the new plan. UPC worked on blending the old and new elements into a revised plan.

In December of 1990, a second retreat was held with the same participants who met in June. UPC's first draft of goals and objectives was reviewed by those assembled. Revisions and redirection were given to UPC, who continued to work for the next few months to revise their first draft. This draft was reviewed at a third retreat in March 1991, this one attended by the president, vice presidents, and academic deans. Out of this retreat came the need for a unifying vision for the plan.

THE SECOND DRAFT

In Spring 1991, UPC completed its second draft of the plan, including all supporting material as indicated by the model being followed. Planning Committee work was then suspended awaiting development of a vision statement by President's Cabinet. The vision statement, following review by many campus audiences, was incorporated into the draft which was circulated to Administrative Council in Fall 1991.

REVIEW BY ADMINISTRATIVE COUNCIL

UPC members visited each school and division council, the Faculty Senate, and student groups to elicit comments on the draft plan. Basically, the university community rejected the model being followed, since it was aimed more at external than internal audiences, and contained no implementation plan. The current document reflects the feedback received by focusing on the goals and objectives, and rewriting the vision and mission statements. This version has been reviewed and approved by the Council of Academic Deans, and the President's Cabinet.

INSTITUTIONAL EFFECTIVENESS

The effectiveness of an institution of higher education is measured by the successful completion of its mission and its goals. These six goals and 33 objectives, as well as the goals and objectives that are developed at the division and department levels, will be assessed on an annual basis through a comprehensive monitoring system. These plans are flexible, and can be modified to meet changing conditions and unforeseen challenges.

In addition to formal monitoring of specific plans, SWT's assessment program will examine in general the outcomes of the student experience, and the effectiveness of non-academic programs and support services. By asking three questions -- What do we do? How well

do we do it? What do we need to do to improve? -- SWT's assessment program will ensure continued reflection and improvement, which are the keys to delivering the best instruction to all our students and the best services to all our constituents, on- or offcampus. Effective internal and external assessment of our programs will assure continued quality in our teaching and learning.

INTERDEPENDENCE OF PLANS

SWT's Strategic Plan for 1994-2000 is designed to be interdependent with division and department plans, as stated above. In addition, there are ongoing supportive plans which focus on particular functions or management issues at SWT. These supportive plans, which contain the detailed goals and objectives for SWT in specific areas, were developed by committees and task forces at SWT. These plans include initiatives which will help us complete some of the major goals above. These plans grew out of our former institutional plans and will continue to be major areas of concern at division and department levels during this planning period.

Following are descriptions of the major supporting plans which are in effect at SWT. The matrix below graphically displays the interdependence of these supportive plans and the Strategic Plan's six goals for 1994-2000.

- **Recommendations of the Southern Association for Colleges and Schools 1989 Site-Visit**

Requires improvements in certain academic programs, student outcomes assessment, library funding and staffing, faculty salary and workload, staffing levels, and institutional advancement.
- **Campus Master Plan 1990-2000**

Outlines comprehensive design for growth and development of the campus.
- **Long-range Automated Information Systems Plan**

Requires SWT to provide state-of-the-art hardware, software, and data communication abilities to insure higher availability of resources to users; to implement quality, cost-efficient services; and to support the highest quality library service through hardware and software systems.
- **Higher Education Opportunity Plan for a Multicultural Texas**

Addresses increased recruitment, enrollment, and retention of minority undergraduate and graduate students as well as increased recruitment and hiring of minority faculty and professional staff at SWT, in accordance with the statewide plan.
- **Athletic Excellence Plan**

Recommends changes in organization, systems, and reporting requirements to improve the competitiveness and financial posture of the department.

- **Enrollment Management Plan**

Implements the recommendations of the Task Force Report to recruit and retain a more qualified and diverse student body.
- **Residence Life Plan**

Recommends improvements to the residence halls and marketing strategies to attract and retain residents.
- **Energy Management Plan**

Requires increased efforts for water and electricity conservation.
- **Assessment Plan**

Recommends methods and structures for assessing the effectiveness of academic programs, student services, and support offices.
- **Institutional Advancement Plan**

Recommends administrative structures and methods for increasing private and corporate giving to SWT and to improve the institution's image.
- **Research and External Funding Plan**

Recommends flexible accounting, purchasing and personnel procedures to support and facilitate research.
- **Global Awareness Plan**

Recommends the inclusion of a global perspective throughout the University.
- **Report of the Task Force for Better Multicultural Understanding**

Recommends recruiting, programmatic, administrative, and development efforts to promote multicultural understanding at SWT.

**MATRIX OF STRATEGIC PLAN GOALS
AND SUPPORTING PLANS**

	GOAL I	GOAL II	GOAL III	GOAL IV	GOAL V	GOAL VI
SACS	o		o	o		
CAMPUS MASTER PLAN	o	o		o		
INFORMATION SYSTEMS	o			o		o
MINORITY RECRUITMENT	o	o		o	o	
ATHLETIC EXCELLENCE		o	o			o
ENROLLMENT MANAGEMENT		o			o	
RESIDENCE LIFE		o	o		o	
ENERGY MANAGEMENT			o			
ASSESSMENT	o	o	o	o	o	o
INSTITUTIONAL ADVANCEMENT	o	o	o			o
RESEARCH/EX- TERNAL FUNDING	o		o			
GLOBAL AWARENESS	o				o	o
MULTICULTURAL UNDERSTANDING		o		o	o	

ACKNOWLEDGEMENTS

While many faculty and staff from the University contributed invaluable to the formulation of this plan, special thanks go to the University Planning Committee for organizing the process, editing the document, and publishing the results, as well as providing continuing support for planning efforts at all levels of the institution.

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