

Texas State University-San Marcos
2004-2009 University Plan: Embracing Change
Summary of Goals and Intended Outcomes for
Extended University Plan through 2012

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

Intended Outcomes:

- Increase average full-time faculty salaries at all ranks.
- Increase size of full-time faculty.
- **Attract and retain highly competent faculty by providing annual merit increases based on performance. (new)**
- Establish a more rigorous enrollment management program.
- Increase university infrastructure to support scholarly and creative activity.
- Introduce and maintain programs that are nationally and internationally competitive.
- **Strengthen research efforts through achieving increases in grant expenditures. (new)**
- **Provide reasonable start-up costs in order to attract highly competent faculty and to provide the essential equipment to conduct research and attract external grants. (new)**
- **Finalize the infrastructure and begin implementation of the capital campaign, involving alumni in strategic areas. (modified from original plan)**
- Maintain a physical setting that presents Texas State as a premier institution.
- **Develop accurate messaging via a comprehensive university marketing plan to ensure consistent, accurate messaging to internal and external constituents. (modified from original plan)**

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas.
(modified from original plan)

Intended Outcomes:

- Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.
- Enhance research efforts to address critical state needs.

- Develop new academic programs that are particularly needed for the economic and cultural development of Texas. (new)
- Increase university and departmental scholarship opportunities in an effort to improve recruitment and retention of qualified students.

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

Intended Outcomes:

- Increase student retention through:
 - Expanded student retention programs with collaboration among the Graduate College, University College, academic departments, and Student Affairs.
 - Departmental and campus-wide student engagement initiatives.
 - Increased collaborative programs with appropriate academic and student affairs departments to educate and respond to students with financial, physical and mental health concerns.
- Improve advising by increasing the number of advisors and the quality of their services. (new)
- Develop an Honors College to better attract and engage high achieving students. (new)
- Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.
- Refine student learning outcomes and appropriate assessment measures within each academic program to ensure program improvement and provide evidence of student success. (new)
- Develop and implement administrative and educational support outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success. (new)
- Revise the academic and administrative program review processes to facilitate program improvement in support of the University mission.
- Increase alumni involvement through mentoring initiatives and career service and guest lecturer opportunities. (new)
- Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education. (new)
- Implement faculty and student information literacy initiatives that support achievement of student learning outcomes. (new)

Goal 4: Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs.

Intended Outcomes:

- Explore the feasibility of offering doctoral degrees in a number of programs and seek preliminary authority for those doctoral proposals that can: (1) establish demand for the program, (2) demonstrate capacity to offer a program with high quality, and (3) detail how the program can be cost effective. (new)
- In years 1 and 2 of the Plan, the provost will seek approval for implementing the following programs:
 - The Ph.D. degree with a major in Mathematics Education
 - The Ph.D. degree with a major in Computer Science
 - The Bachelor of Science (B.S.) degree with a major in Electrical Engineering
- In years 1 and 2 of the Plan, prepare to submit proposals in years 3-5 of the Plan seeking approval for the following programs:
 - The Ph.D. degree with a major in Criminal Justice
 - The Master of Science (M.S.) degree with a major in Human Nutrition (Interdisciplinary)
- Expand access to distance education through reviewing distance-learning opportunities in the context of the viable fiscal plan.
- Systematically enhance centrally managed server and data storage capabilities dedicated to instructional and research support. (new)

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

Intended Outcomes:

- Build a more diverse faculty and staff.
- Seek to be a Hispanic Serving Institution by 2012. (new)
- Increase intensity and scope of recruitment and retention programs that have a special focus on minority students. (modified from original plan)
- Expand efforts to promote diversity and inclusion among all faculty, staff, and students. (modified from original plan)
- Seek historically underutilized business suppliers.

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

Intended Outcomes:

- Attract and retain highly competent staff by providing annual merit increases based on performance. (new)
- Adjust staff levels and salaries to accomplish university goals. (progress)
- Implement the 2006-2015 Campus Master Plan to ensure it meets the needs of the University.
- Expand and support professional development opportunities for faculty and staff.
- Continue SAP post-implementation activities for the Finance and Human Resource Systems.
- Complete the campus ERP migration through the procurement and implementation of a new vendor supported student information system. (new)
- Enhance and expand campus information technology security activities.
- Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.
- Reduce deferred maintenance in existing facilities.
- Ensure compliance with State Fire Marshal regulations and complete renovation projects as outlined in the Fire Marshal's audit report.
- Implement new processes outlined in SACS *Principles of Accreditation* to ensure compliance with standards, while continuously improving overall educational quality. (modified from original plan)
- Establish a coordinated assessment process that assists university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.
- Effectively utilize alumni to influence and generate human and financial capital opportunities. (new)
- Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes. (new)
- Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources. (new)
- Employ annual budget plan to address all strategic priorities.

