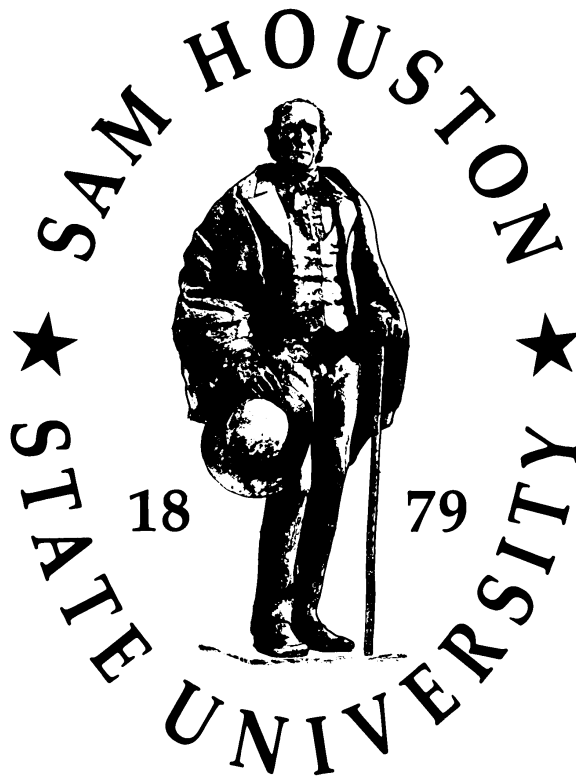


SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

1997-98 STRATEGIC PLANNING COMMITTEE FINAL REPORT

MARCH 1998

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

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APPROVED:



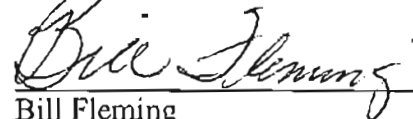
David Payne, Chair



Thelma Douglass



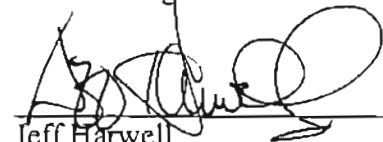
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SAM HOUSTON STATE UNIVERSITY
REPORT OF STRATEGIC PLANNING COMMITTEE
1997-98

EXECUTIVE SUMMARY

History

The Spring 1994 report of the Committee for Implementation of the Strategic Plan recommended the establishment of a permanent Standing Committee for Strategic Planning (SCSP). In response to this recommendation, the SCSP was established in the fall of 1994, and charged with three primary responsibilities:

- (1) to develop environmental scans;
- (2) to formulate specific strategies based on those scans and to rank them according to priority; and finally
- (3) to evaluate how successfully the adopted strategies were implemented

Throughout the strategic planning process, the SCSP was guided by the four overarching university goals that were established in the Sam Houston State University Strategic Plan (adopted April 1991). These goals stated that Sam Houston State University will:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

In the fall of 1996, the SCSP was renamed the Strategic Planning Committee (SPC). The three-fold charge of the SPC remained, namely: to develop environmental scans, to formulate and prioritize strategies based on these scans, and to evaluate how successfully the adopted strategies were implemented.

In the fall and summer of 1997 the Strategic Planning Committee membership was redesigned with the intent to include key decision makers as well as faculty members on the committee. The newly redesigned committee included the Faculty Senate Chair, the Faculty Senate Chair-Elect, the Student Government Association President, a member of the previous year's Strategic Planning Committee, the Director of Institutional Research, the Vice

President for Student Services, the Vice President for Finance and Operations, and the Vice President for Academic Affairs as chair. As the year developed and the institution hired a chief development officer, he was added to the committee. It was intended that this committee would give a broader perspective to strategic planning and would integrate the process more effectively with the institutional budget committee.

This new committee was given specific charges for the year including the development of a more systematic planning process which employed broader input from all levels of the university in a recursive fashion, using extensive feedback loops from assessment of outcomes to modify new goals and objectives. It was also intended that the activities of the committee would be integrated with, and inform the budgeting process. The graphical representation of this process is contained in Appendix A.

Because the newly composed Strategic Planning Committee was designing the planning process at the same time as it was creating a strategic plan this year, the time lines proposed in attachment A could not be exactly adhered to and were somewhat delayed. In the coming year we expect those time lines to be accurate.

This year, proposed strategic priorities were discussed by the vice presidents with their advisory councils. While some input into the strategic priorities was given to members of these councils by the constituencies they represent, the process was incomplete this year because of the shortened time line resulting from designing and implementing the process in the same year. Next year more extensive input to members of the various advisory councils from their constituencies is expected.

SAM HOUSTON STATE UNIVERSITY

MISSION STATEMENT

The Texas Higher Education Coordinating Board approved for Sam Houston State University a mission (role and scope) statement, consistent with Section 61.051(d) of the Texas Education Code on January 24, 1986.

Sam Houston State University is a multi-purpose state university that exists to meet the needs of a civilized community by providing to the community educational opportunities and resources of the highest quality. The university has evolved into a federation of colleges and programs which provides a climate of intellectual freedom with academic programs to enable its students to become informed, thoughtful, and productive citizens with the skills necessary to evaluate issues critically and to appreciate the cultural and aesthetic values of life. To fulfill its mission, the university is committed to:

- Maintain excellence in instruction, research, and public service.
- Secure and retain a highly qualified and dedicated faculty and support staff.
- Maintain high academic and professional standards for faculty, students, and staff.
- Admit and retain qualified and motivated students.
- Provide a library of the highest quality capable of supporting instruction, research, and public service programs.
- Provide an intellectual and social climate conducive to the fullest development of students.
- Provide a state-of-the-art computer facility capable of supporting instruction, research, and public service programs.
- Admit transfer students from other degree-granting institutions and from junior or community colleges in accordance with applicable standards.
- Provide early admission programs to gifted high school students who meet the necessary entrance requirements.
- Provide the necessary physical facilities and resources for the attainment of the university's goals.

Instruction

Excellence in instruction is considered foremost in enhancing the educational process. The university has assembled a community of teaching scholars whose goal is to give meaning to the separate elements of our civilization so that students of all disciplines can analyze, study, and organize the diverse elements of knowledge, thereby giving conscious direction to the human mind. To fulfill its commitment to excellence in instruction, the university seeks to:

- Proclaim a unity of knowledge by emphasizing the mutual interdependence of all studies.
- Provide a strong liberal arts framework for all instructional programs.
- Provide pre-professional, professional, and technical training in a variety of specialized programs.
- Offer a wide range of academic studies in both undergraduate and graduate programs to prepare students for meaningful careers that will contribute to their personal welfare and to the cultural and economic development of the state, the nation, and the world.
- Provide doctoral curricula for which there are needs and in which the university and its faculty have competencies.
- Provide a professional staff to assist the student body in academic, career, and personal counseling.
- Provide a supervised extracurricular program offering students opportunities to develop interests and skills in group activities and leadership through participation in student government, interest-centered organizations, social groups, honor societies, and athletic, forensic, journalistic, and fine arts activities.

Research

Creative activity is recognized as an indispensable function of the institution if its instruction is to have the relevance, freshness, and effectiveness expected of an institution of higher learning. Knowledge is indeed an end in itself and one which has value that may properly be called inestimable since it cannot be expressed in terms of any other value.

The university holds that the term research applies to creativity in all fields. To encourage the discovery and advancement of human knowledge, the university seeks to:

- Provide an environment that encourages systematic inquiry into both practical and purely intellectual problems.
- Encourage the intellectual development of its students and faculty through access to the record of human experience.

- Support responsible inquiry of old and new ideas by testing their validity and significance.
- Share the results of its research activities with the academic community, the business and professional world, and the public at-large to enhance the overall quality of life.
- Provide academic, pre-professional, and career curriculum research opportunities in the applied arts and sciences, the physical and life sciences, teacher education, the fine arts, business administration, criminal justice system, the behavioral and social sciences, the humanities, and other related fields.

Public Service

The university acknowledges its responsibility to serve as the nucleus for the cultural and intellectual development of students and members of the community outside the framework of formal course work. To provide this service, the university seeks to:

- Share its expertise and resources with individuals and groups through consultant services and applied research.
- Work with other consortia, institutions, agencies, and civic groups to exchange ideas, to share mutual concerns, and to foster intellectual growth.
- Provide its expertise to other public institutions at the local, state, national, and international levels.
- Provide services such as continuing adult education, correspondence courses, institutes, conferences, and services to educational, business, community, and social organizations.

Within this mission, the university seeks to maintain sufficient flexibility to develop its creative resources to the fullest so that it can adapt to changing educational and social needs. It is committed to the development of innovative programs, while at the same time striving to maintain the highest quality in the traditional curricula. The university operates on the assumption that a free society depends upon an enlightened citizenry capable of making wise and responsible choices and that it can make an important contribution to the development and guardianship of such enlightenment.

ENVIRONMENTAL SCAN FOR 1998-99

1. Assumptions About the Planning Process

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- a. Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- b. Strategic planning at Sam Houston State University begins with the President and is tied to his vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- c. The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- d. Environmental trends inform institutional directions in the strategic planning process.
- e. The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- f. The strategic plan is tightly integrated into the budget planning process.

2. Social/Demographic Trends

The number of students to be served and the nature of their educational needs are two of the most important factors to be considered when planning the future instructional, research, and service programs of the University.

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of proportion of nontraditional undergraduate students at SHSU is expected to continue.

- c. Following existing needs, the SHSU student body will become more diversified during the next decade. African-American and Hispanic student populations will continue to grow, especially at the graduate level.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional delivery systems.
- f. More students will make school choice decisions based on financial aid factors.
- g. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- h. Enrollments at The University Center will grow.
- i. In the next decade a significant increase in the number of international students seeking admission to U.S. institutions of higher education can be expected.
- j. The number of retirement age potential students in the immediate area will continue to grow and could be developed as a part-time student population.
- k. SHSU should experience an enrollment increase of 1700 students by 2010 from the three largest enrollment source counties (Harris, Montgomery, Walker) based on projected increases in college enrollments made by the state demographer. This increase is based on the assumption that SHSU will retain the same proportion of college enrollees in Texas' public higher education institutions that it has at the present.
- l. With the opening of the North Harris campus of MCCC, SHSU expects the recent increase in beginning freshmen capture rate from Montgomery County and Harris County to stabilize or slightly decrease and the attendance rates for all undergraduates to remain relatively stable.
- m. Public concerns related to safety and crime issues have heightened awareness of personal risk issues on college campuses. This concern makes non-urban campuses more attractive for many students seeking a residential college atmosphere.
- n. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable.
- o. The current gender ratio in colleges and university will remain stable.
- p. The need for continuing professional education for workers in Texas will increase.
- q. Career mobility will increase retraining needs for an aging work force.

- r. A growing number of women will enter the marketplace.

3. Economic Trends

A variety of developments and trends currently affecting or promising to affect national, state, or local economies are suggested here as important to the strategic planning process.

- a. Total appropriation dollars will increase, but dollars per student enrolled controlled for inflation will decline.
- b. Higher education institutions, both public and private, will rely increasingly on philanthropic support.
- c. Demands for support for non-educational services statewide and in higher education will increase.
- d. There may be a move to allocate state education funds directly to students rather than through the formula to institutions.
- e. The information and service sectors of the economy will increase in importance.
- f. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- g. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- h. Businesses will become more involved in international markets.
- i. Those disciplines that have drawn the largest amounts of external support will be called upon to do more directed research, possibly in competition with funding for basic research.
- j. The corrections industry in Huntsville will expand.
- k. Modest economic growth can be anticipated in the three-county source area. This assumption is based primarily on the increasing size of the work force that is projected.

- l. Expected economic stability (modest growth) and an increase in both the percentage and number of persons in groups presently attaining lower levels of formal education combine to project a modest decrease in unemployment for the three-county source area.
- m. Small entrepreneurial businesses in Huntsville and North Houston will increase in number.
- n. The HOPE scholarship may increase the percentage of high school graduates going to college.
- o. Federal funding will focus to a greater extent on solving problems of metropolitan areas.
- p. Grantors and funding sources will look for more multi-disciplinary proposals and projects.
- q. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

4. Technological Trends

The impact of global and national technological changes will influence the future of SHSU and its internal operation. The following external trends are important considerations in the University's planning process.

- a. New technologies, computer-assisted instruction, and computer-based instruction will require development programs for staff, faculty, and administration.
- b. The development of computer bulletin boards, databases, electronic data interchange, media, and networks are dramatically increasing the ability of organizations to access information.
- c. Information literacy gained through the ability to use technology will be the underlying principle of quality education for the next century.
- d. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- e. Expanding technology will provide a greater number of educational product choices for students.
- f. The increase in technological support for faculty and staff will demand a substantial increase in computer services.

- g. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- h. Library resources will become increasingly electronically accessible.
- i. Advanced technology will change the way classroom instruction is delivered.
- j. Non-educational organizations will begin to deliver higher education via distance learning.
- k. Computing will become increasingly less dependent on location.

5. Trends in Higher Education

The following academic trends -- national, state, and local -- should be considered in planning Sam Houston State's future.

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans.
- b. Increased emphasis on college and university accountability is leading to more outcomes assessment and benchmarking.
- c. A higher degree of information literacy will be required of all faculty members.
- d. There will be increasing competition for students between institutions of higher education..
- e. A greater interdependence between the community, public schools, community colleges, and the universities will evolve and lead ultimately to the more effective use of education dollars.
- f. Faculty development will become increasingly important as faculty members age and the rate of academic disciplinary change accelerates.
- g. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services to off-campus sites as they do on campus.
- h. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year pattern causing public concern with the lengthening educational process.

- i. The Texas work force will require higher basic skill levels, and it will be more oriented toward service jobs rather than manufacturing. During the next decade, job requirements for reading and problem-solving skills will exceed the current skill levels of most young adults.
- j. Although nearly half of the current teachers in the public schools will be eligible for retirement in the next ten years, the demand for newly certified teachers will be moderate. It is anticipated that the demand for special education teachers, school counselors, and school psychologists will remain strong.
- k. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- l. The number of persons transferring from community colleges to four-year institutions will increase and the variety of community college programs seeking transferability will increase.
- m. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- n. Interdisciplinary programs will become more common (e.g., environmental science).
- o. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- p. Persons with disabilities, especially learning disabilities, will increasingly seek opportunities in higher education.
- q. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty more difficult.
- r. More high school seniors will want college credit courses integrated with the secondary school schedule.
- s. The percentage of higher education students speaking English as a second language will increase.
- t. The demand for specialized accreditation will increase.
- u. Pressure to improve student retention rates will increase.
- v. The traditional definition of faculty workload and productivity expectations will change.

- w. Numbers of women and minorities with doctorate degrees will continue to increase.
- x. The idea of a “community of scholars” that has shaped the traditional university will be broadened by the advent of the electronic global university.
- y. A struggle between undergraduate and graduate programs for funds generated through the formulas will exist, but graduate education will continue to be funded at a higher rate.
- z. Large universities will likely acquire smaller universities and junior colleges.

6. Political/Legal Trends

Higher education recognizes the impact and role of politics and law in its dealings with all populations.

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Affirmative action and equity will become increasingly complex in Texas.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. HEAF resources will continue to be appropriated for Sam Houston State University.
- f. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- g. The trend toward regionalization may result in the emergence of more MITCs, which will negatively impact on-campus enrollments.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. University actions will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.

- k. Universities will play a more active role in addressing student loan default rates.

7. Physical Facility Trends

Americans are increasingly concerned about the quality of air, water, and food they consume. While it is recognized that students, faculty, and staff are the most important parts of a university, physical facilities are a critical setting for the learning environment. The following external and internal trends are expected.

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, and instructional multi-media equipment and wiring rooms in all residence halls.
- b. Fees to support computer access will need to be raised.
- c. More students will live off campus.
- d. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- e. A changing student body and work force may call for increased child care facilities on campus.
- f. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- g. The University needs to plan and construct a major faculty office building.
- h. The University needs to plan for increased parking needs.
- i. There will be a reduced need for space and increased need for technological support.

8. Trends in Philanthropy

With higher costs a certainty in the next century, more income will need to be generated by philanthropic endeavors.

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.

- c. An increase in transfer enrollment to Sam Houston State might not have a direct impact on our development efforts unless those transfer students are only attending for one or two semesters. (The continued growth of the transfer enrollment will have a direct impact on the university's future development efforts.)
- d. The hiring of a director of development and the establishment of an annual giving program will lead to greatly enhanced university development activities.
- e. An increasingly mobile society will challenge SHSU's ability to keep track of its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- f. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.
- g. As the world borders continue to shrink, the growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures to develop charitable habits.

INSTITUTIONAL GOALS

1. Increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus.
2. Improve student retention rates for first-time, full-time, degree-seeking freshmen.
3. Increase gifts and grants to the University.
4. Broaden the institutional emphasis on international curriculum and activities.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Academic Affairs is to assume primary responsibility for the University academic program, the four academic colleges (Arts and Sciences, Business Administration, Criminal Justice, and Education and Applied Science), the Newton Gresham Library, and various support offices. That responsibility includes a commitment to achieve excellence in instruction, research, and public service by securing a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential physical facilities, library, and other resources for the attainment of the University's goals.

To receive input in the development of additional goals for academic affairs for the 1998 year, members of the vice president's chief policy-recommending body (the Academic Policy Council) were asked to solicit from their constituencies what they thought the most important issues facing academic affairs were. The issues each submitted were merged into a composite list which was then presented to the Academic Policy Council. Each member was asked to select and rank the five most important issues facing the Division of Academic Affairs. A tabulation of these rankings revealed a high degree of agreement on the five most important issues for the coming year. One of these (student retention) continues from last year's list (1997 goal #2). All these ranked priorities fit within the institutional priorities. Other priorities identified by the Academic Policy Council are addressed as additional strategic goals.

1. Integrate computer technology into all administrative and instructional processes of the university.

A. Begin integrating computer technology into the instructional processes of the University including on-campus instruction, distance instruction, library modernization, infrastructure, and faculty development.

- (1) Wire all classrooms for network connections
- (2) Create two fully functional distance instruction classrooms
- (3) Provide a program of faculty development in computer and distance instruction
- (4) Begin equipping classrooms with computer-based projection equipment
- (5) Begin wiring residence halls
- (6) Establish a production facility to assist in development of materials for mediated courses

- (7) Develop twenty electronically-enhanced courses for local, distance, or Internet delivery
 - (8) Establish, equip, and staff The Center for Innovative Learning
 - (9) Increase funding for the computer center and library
- B. *Establish a strong presence at The University Center and begin to establish electronic offerings at other locations.*
- (1) Offer 15% of the courses at The University Center using distance instruction
 - (2) Develop the necessary hardware links to make RESNET operational
 - (3) Explore with associated school districts the desired offerings for RESNET and prepare to begin offerings
 - (4) Work within the NET Network to collaboratively deliver offerings in the Northeast Texas area
 - (5) Offer the University's first Internet course

2. Create initiatives to increase student recruitment and retention.

- A. *Begin to address the issues of graduate student recruitment.*
- (1) Study the issue of graduate student stipends and bring forward recommendations for addressing the issue in the short and long term
 - (2) Cooperate with the office of university development to enhance fund raising activities in each college
 - (3) Develop graduate student recruitment programs for each of the newly developed doctoral programs
- B. *Develop offerings at The University Center and provide support.*
- (1) Offer four additional degree programs
 - (2) Establish a full-time university "academic concierge" at The University Center
- C. (Last year's goal #2) *Provide appropriate input to help implement the following initiatives approved in the report of the President's Task Force on Student Retention.*
- (1) Develop a user-friendly general information sheet and simplify forms and instructions received by students and parents
 - (2) Move university offices offering front-end services to more convenient locations on campus
 - (3) Institute a freshman first-year study skills and "survival" course
 - (4) Revise the Provisional Admissions Policy
 - (5) Combine or integrate more closely the Learning Assistance Center, Student Counseling Services, a future Student Academic Advising Center, and a proposed Writing Center into an Academic Enrichment Center
- D. *Increase the population of minority faculty.*

3. Enhance external revenue sources available to the University.

-- *Enhance faculty research productivity.*

4. Enhance partnerships with the University's external communities.

A. *Expand the international awareness and activity of the students and faculty.*

B. *Enhance service to the state of Texas criminal justice system through training and development programs.*

C. *Enhance service to the state of Texas business community through the Business and Economic Development Center.*

5. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting processes.

-- *Continued development and regularization of the University's strategic planning process and its integration with the institutional budgeting process.*

- (1) Reconstitute the University's strategic planning committee
- (2) Redesign the University's strategic planning processes and budget process so that the associated time lines provide for appropriate recursive cycles
- (3) Sequence the planning and budgeting processes so that planning feeds budgeting
- (4) Strengthen information exchange processes between faculty, departments, colleges, divisions, and institutional levels
- (5) Integrate the state strategic planning process into the institutional planning process
- (6) Complete a major revision of the University's strategic plan
- (7) Put in place a process for the annual update of the strategic plan
- (8) Begin a thoughtful analysis of the University's existing mission statement with an eye to revising it in the 1999 year

Other ongoing priorities

A. *Enhance student performance on EXCET scores.*

B. *Increase minority graduates.*

C. *Maintain faculty/student ratio of not more than 22-1.*

VICE PRESIDENT FOR FINANCE AND OPERATIONS

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Vice President for Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's five campus initiatives of critical concern. His five initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 1998-99, was derived from the department directors of the business office, administrative accounting, physical plant, business services, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their constituencies what they thought were the most important issues facing the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 1999 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

- 1. Integrate computer technology into all administrative and instructional processes of the university.**
 - A. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of SHSU including on-campus instruction, distance learning, library modernization, improvement of university infrastructure, faculty and staff development.
 1. Continue the wiring of academic classrooms and faculty offices to complete all by 08/31/99.
 2. Assist in the creation of two fully functional distance instruction classrooms.
 3. Develop and implement a plan for providing computer access in the residence halls of our campus.
 4. Assist in development, creation, and equipping of a Center for Innovative Learning.

5. Review and develop a proposal for increased annual funding of the university computer services departments (computer use fee, HEAF monies, general use fee, etc.).
- B. Continue improving and developing a program of excellence at The University Center, The Woodlands, Texas.
 1. Providing financial oversight and assistance.
- C. Continue development and equipping of two additional computer labs on campus, Huntsville, Texas by 08/31/99.
- D. Assist Computer Services, Business Office, and Cashiers' Office in implementing the on-line cashiering. This process will post transactions to the student accounts at the "point of sale" rather than at a remote location after the fact.
- E. Provide employee training to promote the use of electronic data already available to all administrative employee/users.
- F. Develop payroll computer programs for administrative departments.
 1. The computer generated Payroll Action Form program will enable administrative departments to provide accurate information to the Payroll Department.
- G. Provide payroll deadline information on-line for use by administrative departments.
 1. The Payroll Office will provide on-line information on the following payroll deadlines:
 - a. Time sheet deadlines
 - b. Payroll Action Form deadlines
- H. Assist faculty in becoming better able to use the University's computer system and reports to track the financial position of their grant funds and better understand the accounting processes involved.
 1. Provide training sessions for faculty and staff that gives instruction on obtaining useful data from the University's computer system and provides understanding of available reports.
 2. Provide training sessions for faculty and staff that explains the accounting processes affecting their grant funds so that they will feel more comfortable utilizing the available computer reports.
- I. Convert the flow of transaction in the Cashiers' Office from Administrative Accounting to "on-line" cashiering. This will include the purchase of five personal computers.
- J. Provide personal computers for the full time staff in Accounts Payable. This would require the purchase of two personal computers.
- K. Provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 1998-99 will be attendance in one hour of class by 75% of the full time staff employee.
- L. Begin or continue implementing advanced scanning technology into the various departments.
 1. Begin scanning and paperless environment effort in Financial Aid.
 2. Begin scanning and paperless environment effort in Housing and Food Services.
 3. Begin on test basis, video conferencing in selected areas.
- M. Begin a new identification card system on campus that will serve as the foundation to an All-in-One card type of system and that will replace existing technology.

- N. Continue implementing personal computers in departments and expansion of such use by students to update certain records.
- O. Continue linking departments and units within departments with email and expand into video conferencing as applicable.
- P. Continue to press for expanded use of email between students and administrative functions.
- Q. The Office of Computer Services will continue integrating computer technology into all residence life buildings and administrative processes.
 - 1. Wire all residence hall offices to campus computer network.
 - 2. Provide one computer and printer for each hall office.
 - 3. Purchase laptop with presentation abilities.
 - 4. Continue to budget yearly for annual upgrades in hardware and software.
 - 5. Develop plan to update and use web pages to do actual business rather than just as an informational source (electronically apply for housing, meal plans, request hall and room changes, renewals, etc...
 - 6. Purchase new ID card system
 - a. Develop plan to expand card system to control access to residence halls.
 - b. Develop plan to implement one-card system to access vending machines, laundry machines, meal plans, library, bookstore, purchase parking stickers and/or pay for tickets, purchase theater and concert tickets, etc...
 - 7. Purchase an automated housing assignment software system.
- R. Continue with migration and implementation of enhanced version of Financial Aid packaging software.
- S. Provide assistance in aid office computer lab, on a group scheduled basis at first, for processing the Free Application for Federal Student Aid (FAFSA). (Currently we provide electronic FAFSA assistance on an individual basis).
- T. With the assistance of Computer Services, develop an on-line Semester Loan Application program with instant approval/denial disclosure and instruction output document.
- U. Participate in a pilot program using document scanning equipment to provide an integrated electronic document tracking system.
- V. Continue assisting in the integration of computer technology in the administrative offices.
 - 1. Upgrading the two older computers that the Post Office is using to the newer NT systems.
 - 2. Looking at available systems like the Pitney-Bowes Mail Management System to computerize the metered mail process.
 - a. This system would save the University money by being able to track all of the postage that is taken off the meter.
 - b. This system would allow all of the account numbers used by the departments.
 - c. This system would have a scale for each machine that would be used to double check the weights of each mail piece.
 - 3. If the Post Office is unable to get the Mail Management System, we will look at obtaining a new model of mail machine, such as a Paragon II.
- W. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of Sam Houston State University.

1. Complete wiring all classrooms with Category 5, Ethernet by the end of FY '99.
 2. Replace and/or upgrade on-third of all faculty workstations during FY '99.
 3. Make available to student residence halls a high speed internet connection by the end of FY '99.
 4. Increase contract hours for training courses for faculty and staff by 20% over FY '98.
 5. Develop the necessary network resources for the activities of the new Center for Innovative Learning.
 6. Develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by the Computer Services Department from 2.00% in FY '98 to 3.505 by FY 2003 in increments of .30% per year.
 7. Develop during FY '99 a WEB interface for all SamInfo functions.
 8. Maintain a sufficient number of modems to provide a commercial grade of service for remote computer access to faculty, staff and students.
- X. Continue improving and developing a program of excellence and The University Center.
1. Serve as a member of the Operations Committee of NETNET.
 2. Develop additional telecommunication connectivity to the University Center as required to support the academic activities there.
- Y. Automating office systems.
1. Develop software to create data base to store and analyze applicant flow.
 2. Refine software used to do job evaluation and job descriptions.
 3. Develop software to tie job description files to job requisition files.
- Z. Document storage.
1. Procure imaging equipment to make the transition from microfiche to electronic document storage.
- AA. Human Resources Department "Home Page" on the Internet.
1. Continue to develop the Human Resources Department "Home Page" to improve communications on-line.
 2. Use Internet to accept applications for job openings.
 3. Promote SHSU's image as a good place to work.
- BB. Integrate computer technology into all administrative and instructional processes of the University.
1. Continue to integrate computer technology into equipment and software acquisition at Sam Houston Press & Copy Center.
 - a. To network the color copier/printer for University Use.
- CC. Continue to improve and to develop networking between Sam Houston Press & Copy Center and the University Center.
- DD. Support the campus wiring of academic buildings and residence halls to accommodate connection to the university computer network.
- EE. Prepare specifications for all projects programmed by computer services.
1. Provide contract administration and inspection for all projects.
- FF. Implement new computerized maintenance management system (CMMS) to improve administrative handling of maintenance work orders.

1. Purchase and install new system.
 2. Train internal staff on new system.
- GG. Assist in the integration of computer technology into the administrative and instructional process of the university.
1. Purchase the materials and construction services needed to wire classrooms and offices for computers and telecommunications.
 2. Purchase the equipment and services needed to develop distance instruction classrooms.
 3. Purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology.
 4. Purchase computer friendly desks, tables, and accessories when new or replacement furniture is obtained.
- HH. Implement a computer-based purchasing system on campus to replace existing manual processes and to improve control and reporting functions.
1. Implement campus-wide the computer-based purchasing system which has been in development for the past five years and active on a limited basis for two years.
 2. Work with Computer Services to continue the development of an improved computer-based purchasing system.
 3. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 4. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- II. Implement a computer-based store inventory control system on campus to replace existing system to improve control and reporting functions.
1. Work with Computer Services to continue the development of an improved computer-based store inventory control system.
 2. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 3. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- JJ. Implement a procurement card method for small dollar value purchases to utilize the banking industry's advanced technology for control and accounting.
1. Replace the existing express order method by implementing a procurement card method.
 2. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- KK. The Purchasing Office will continue to revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes.
1. Work with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system.
 2. Work with Computer Services to revise the Recycled Materials Content purchasing data collection and reporting system.

3. Work with Computer Services to create a Non-Resident Bidder purchasing data collection and reporting system.

2. Support initiatives to increase student recruitment and retention.

- A. Continue to assist in developing and coordinating the process of a budget priority to be recommended by the SHSU Budget Committee for financial support of initiatives to improve retention rates of students.
- B. Improve the “user friendly” atmosphere and interaction with students by the Finance and Operations Division.
- C. Promote the use of the application of student financial aid and payment by credit card via the telephone registration menu.
- D. To promote the image of the telephone operators as a resource to the University who contribute to the efficiency, growth, and the recruitment effort of the University as a whole.
- E. Enhance our reputation and increase the good faith of grantors by eliminating stale accounts.
 1. Address issues regarding non-receipt of final payments to clear up stale receivables.
 2. Depending on contract or grant stipulations, refund or absorb balances in accounts for which the grant/project period has been over for one year or more, and make it standard procedure to provide refunds or adjustments within one year of the end of the grant/project period.
- F. Provide staff training in the area of customer service to all employees in direct contract with the student population. The goal set for 1998-99 will be the attendance in one development class by 75% of full-time employees.
- G. Prepare a development plan for the Cashiers’ Office to better meet the needs of the students . This will be accomplished through the analysis of results of a survey to be sent in the Spring 1999.
- H. Begin or continue specialized catalogs and/or brochures designed for new students in the areas of Housing, Dining and Financial Aid. Provide similar items on Web pages.
- I. Review and reexamine Housing and Dining policies that may be ineffective or inappropriate for today’s students versus other comparable universities.
- J. Review and reexamine Financial Aid policies versus federal mandates to assure we are not being overly strict in interpretations of such policies while continuing a tradition of being well in compliance with federal rules and regulations.
- K. Expand automation and ability of students and alumni to interact where feasible with updating of information data.
- L. Expand and enhance existing web pages at the University Internet web site. Provide for information requests and actual data entry of certain functions via the net, including application for rooms, dining, financial aid, as well as actually “applying” financial aid monies to student accounts. Allow for payment via credit card via secure mode on the web or via telephone.

- M. Consider, evaluate and implement new methods of providing for scholarships to students, for example, considering a scholarship of “housing” for students using surplus housing inventory space.
- N. Continue and expand incentives for remaining in student housing and dining plans.
- O. To continue responding to college age customer demand for larger sized drinks and more varied selections.
- P. To continue placing modern computerized machines across campus so as to give faster, more efficient service.
- Q. Provide monetary resources (from vending profits) for student recruitment office.
- R. Continue review of services and policies that can help make residence halls feel more like home to our customers.
 - 1. Begin to provide MicroFridges in each room as part of provided furniture.
 - 2. Create a large, 24-hour “help desk” in all large halls.
 - 3. Undertake a thorough review of meal plans and move in the direction of offering more flexible, creative meal plans to fit the needs of today’s student.
 - 4. Develop a plan to improve aesthetics of residence halls
 - a. Provide funding for more landscaping, picnic tables, swings, etc...
 - b. Provide funding for better playground and laundry facilities at Gintz.
- S. Offer copies of the Free Application for Federal Student Aid (FAFSA) software to area high school counselors to assist students in applying early for financial aid which may contribute to an early enrollment decision by knowing aid is available.
- T. Continue to provide and expand Student Financial Aid information and services through timely correspondence, brochures and application packet mail-outs. Expand our outreach program of area high school and other visitation/presentation requests.
- U. Continue to provide individual counseling and group presentation services to applicants, students and prospective loan borrowers on an as needed basis.
- V. Assisting the departments in their recruitment, by helping them choose the best way to mail information at a reasonable cost.
- W. The post office will improve the lobby area to look neater and cleaner, for the customers.
- X. Continue to develop applications for functions associated with recruitment.
 - 1. Develop WEB interfaces for functions associated with recruitment: application for admission, early assignment of computer access codes, information requests, registration, and payment of fees.
- Y. Employ students within our department whenever possible.
 - 1. Encourage other departments to employ student workers.
 - 2. Continue to employ College Work Study students in the HR Department.
- Z. Provide Human Resources services to the departments directly involved with student recruitment and retention.
- AA. Participate in the development and execution of the “Access and Equity 2000” program.
- BB. Continue newsletter efforts and advertising to allow students to use Sam Houston Press & Copy Center to meet their printing and copying needs.
- CC. Assist departments in expediting delivery of maintenance services for classrooms and office providing automated work request input and status capability.

1. Survey requirements.
 2. Design and start up of system.
 3. Issue instructions to users.
- DD. Enhance ways of finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community.
1. Survey campus needs and resources available commercially.
 2. Review options for procurement.
 3. Procure and install selected system of signage.
- EE. Enhance building appearance by establishing a structural maintenance and repair team for recurring visits to high use campus facilities.
1. Enlist team members.
 2. Survey building requirements and establish priorities for visits.
 3. Equip team and implement schedule.
- FF. Develop the presence of custodial staff in all academic buildings into a proactive, on-going source of building maintenance needs.
1. Design procedures and train staff.
 2. Obtain feedback from customers and make adjustments.
- GG. Assist in the preparation of student recruitment materials.
1. Purchase materials and printing services needed to produce the annual Viewbook recruiting brochure for Undergraduate Admissions.
 2. Purchase the materials and services needed to conduct the annual Student Orientation program.

3. Enhance external revenue sources available to the University (research, grants, donors).

- A. Assist in determining a budget priority and funding source to be recommended to University President for an additional position for University Advancement fund raising efforts.
- B. Create a budget priority and funding source for transferring to the University Advancement budget a position currently funded in one of President's budgetary accounts.
- C. Continue to examine and reevaluate funding mechanisms and techniques dealing with Financial Aid and continue to investigate proven and appropriate methods to shorten reimbursements from the federal government and enhance opportunities from private lenders.
- D. Continue to reevaluate charges made to students versus market competition in the Housing, Food Services, and Vending Departments. Examine produce or service lines that may be appropriate to be added to offerings at the University.
- E. Provide monetary resources (from vending profits) to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc...
- F. Expand vending services in residence halls.
- G. Continue to request additional federal and state allocations on initial applications and again when unencumbered funds become available to us.

- H. Continue to expand participation in Federal Work-Study (FWS) programs which offer institutional matching waivers. (The America Reads and Family Literacy programs are funded 100% from Federal funds). Thus, eliminating a portion of our institutional funds requirement on our increased FWS allocation.
- I. Assisting the departments in any mailing that they may do to assist in fund raising for the University, by helping them choose the best way to mail information at a reasonable cost.
- J. Continue to support efforts to secure grant funding.
 - 1. Actively support NETNET efforts to secure grant funding for network resources.
- K. Work with the Office of University Advancement and Contracts and Grants to receive and administer grants.
 - 1. Administer Affirmative Action Program to assure compliance with Federal laws and regulations.
 - 2. Administer personnel policies to assure compliance with labor and civil rights laws.
 - 3. Provide certification of compliance to granting agency
- L. Provide HR services and support to the grant funded programs.
- M. Assist in the application for and performance of research contracts and grants.
 - 1. Work with faculty, the Department of Contracts & Grants, and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications.
 - 2. Provide advanced support in the purchase of equipment, materials, and services needed for research contracts and grants.

4. Enhance partnership with the University's external communities.

- A. Assist in expansion of international awareness and activity of the students and faculty of SHSU.
- B. Assist in development and construction of a Law Enforcement Management Institute (LEMIT) Training building for 1998-99.
 - 1. Complete a revenue bond sale of approximately \$2,500,000, to be paid by LEMIT funds.
- C. Become an Information Center for the University. Offer help other than director assistance.
- D. Continue working with Alumni Affairs and Development, and other areas, as requested in tax and legal matters.
- E. Assist Development where possible in tax strategies for potential donors to the University.
- F. To continue to be involved with "Citizens for Recycling" in our community in an effort to enhance volume and communication in regard to saving our earth.
- G. Develop a new marketing plan for the Department of Residence Life.
- H. Communicate on a more frequent basis with the parents of on-campus residents.
- I. Review opportunities for students and staff to interact with community agencies, particularly HISD.

- J. Review opportunities for departmental staff to be more involved with assisting admissions staff in recruiting future students.
- K. Continue to voluntarily participate in pilot programs for financial aid electronic transfer enhancements with Texas Guarantee Agency and other out of state guarantee agencies.
- L. Continue to take advantage of Coordinating Board Training sessions for new and existing State Grant programs, as they pertain to allocation, electronic applications, electronic funds transfer (EFT), scheduled disbursement and EFT cancellations.
- M. Continue to work with the University Center in developing ideas for coordination of aid services to Sam Houston students enrolled at that facility
- N. Continue to help meet the America Reads Challenge:
 - 1. Continue to place students as reading tutors for preschool age children and children in area elementary schools to help meet the America Reads Challenge.
 - 2. Implement the Family Literacy Program which provides literacy services to families with children from infancy through elementary school.
- O. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting processes.
 - 1. Provide Financial Aid Office group information exchange sessions to faculty and staff on an as requested basis.
- P. Other ongoing priorities.
 - 1. Continue and expand training/development opportunities to Financial Aid staff.
- Q. Working with the Federal Postal Service to benefit of the University.
 - 1. Working to get the correct address on the University Mail to ensure prompt delivery.
 - 2. Working with the Post Office concerning the addresses for the University, so that when the Local Post Office moves to their new location, their new equipment will presort the University mail by address.
- R. Keeping our web site updated, to enable the public to mail items to the correct department on campus.
- S. Assist in expansion of international awareness and activity of the students and faculty.
 - 1. Continue to build and improve a WEB presence that appeals to international students.
- T. Improve interaction with outside entities as follows:
 - 1. Texas Workforce Commissions
 - a. Job placement.
 - b. Unemployment claims
 - 2. High School job fairs.
 - 3. Job Training Partnership Act (JTPA) summer work program for High School students.
- U. Continue providing services to outside agencies and organizations that provide revenue and recognition for Sam Houston State University.
- V. The Physical Plant Offices will enhance service to law enforcement communities across the State of Texas through the design and construction of a new Law Enforcement Management Institute of Texas (LEMIT) facility.

1. Complete preliminary design and obtain Board of Regents approval to proceed with final design.
 2. Complete final design documents and advertise project for award and approval by Board of Regents.
 3. Provide construction contract administration and inspection through completion and acceptance of the new facility.
- W. Assist in conducting law enforcement and criminal training programs.
1. Purchase the materials and services needed by the Bill Blackwood Law Enforcement Management Institute.
 2. Purchase the materials and services needed by the Correctional Management Institute.
- X. Assist the business community in doing business with the university and other state agencies.
1. Host an annual vendor exposition and economic opportunity forum on campus.
 2. Assist the Small Business Development Center by conducting “How to” seminars when requested.

5. Continue integrating the University’s strategic plan and assessment processes with the instructional budgeting processes.

- A. Assist in the reorganization of the University’s strategic planning committee.
- B. Continue to develop and improve the budgetary process that addresses, with available new funds or reallocation of existing funds, the priorities and goals of the SHSU Strategic Plan.
- C. Expand and continue realistic budgeting of activities, allowing for capital improvements and other enhancements to the University community and departments.
- D. Provide, in budgeting, for technology enhancements on a regular and special basis.
- E. Attempt to provide for recognition of innovative practices and procedures via special allotments of additional technology funding.
- F. Residence Life will continue an annual survey of residents to find levels of satisfaction with on-campus living.
 1. Use results to adjust policies, procedures and programs.
- G. Continue to annually review and compare costs of on-campus living with off-campus options and costs at competitive schools.
- H. Setting up internal databases to aid in the departmental budgeting process. This is to help minimize cost of running the Post Office.
- I. Continuing with the newsletter line of communication to the faculty and staff.
- J. Improve the planning and overall management of the University’s maintenance, renovation, and construction (MRC) program.
 1. The Physical Plant will ensure all University entities participate in the planning and funding of campus construction projects including deferred maintenance.
 2. The Physical Plant will produce quarterly reports to senior management to evaluate and promote progress towards accomplishing the annual MRC program its inclusive deferred maintenance projects.

3. The Physical Plant will distribute an annual report of campus maintenance, renovation, and construction activity which will summarize the degree to which the annual MRC plan was executed.
- K. Work with the Office of Institutional Research to revise the University's Strategic Plan.
1. Provide the information needed to incorporate the University's HUB program plan into the Strategic Plan and review the draft.

6. Other ongoing priorities and goals.

- A. Provide training for Payroll Department personnel.
1. Training that will provide updated federal and state regulations.
 2. Training to provide managerial and public relations skills training.
- B. Ensure that the goals of the Telephone Office must always enhance and support the goals and objectives of the University.
- C. Continue to increase our effectiveness and benefit to the faculty and staff by obtaining training and attending professional development sessions.
1. Director will attend at least three and assistant will attend at least one professional development course within the fiscal year covering various topics related directly to budgeting for grant funds and post-award, financial research administration.
 2. Continue membership in National Council of University Research Administrators (NCURA) and subscribe to their internet discussion group.
- D. To develop and maintain current and accurate employee job procedures and manuals.
1. Evaluate and review yearly utilizing the procedure and instruction manuals as the guide and instructor for the training process. This process will help stimulate employee development and provide information for adjustments to the instruction manual.
 2. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file.
- E. To establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice.
1. Plan to measure efficiency by evaluating vouchers chosen at random, periodically during the Fiscal Year.
 2. Spreadsheets will be maintained for review of selected voucher payment information.
- F. To establish a standard for the functions provided by the Business Office staff, the following goals have been determined.
1. Reconciliation of bank statements - These shall be completed no later than the last day of the following month.
 - a. The measurement of this goal will be to periodically (at least once a year) review the dates on the reconciliation reports to determine that they were completed timely.

- b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
 - 2. Billings - The Business Office bills certain outside agencies for service provided by SHSU. The billings will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term.
 - a. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met.
 - b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
- G. Expansion of real time services at University Center for Financial Aid via data links.
- H. Provision of high-speed data lines or modems in residence halls and similar technology enhancements.
- I. To increase the services to the students and departments.
 - 1. Starting to offer packaging/ mailing items at a reasonable cost.
 - 2. Trying to get the equipment for accepting credit and debit cards for postal services.
- J. Continue to improve campus telephone service.
 - 1. Improve telephone service to Residence Halls by providing a separate telephone line to each room rather than the now typical one per suite (two rooms).
 - 2. Institute a Student Long Distance resale program.
 - 3. Maintain a grade of service for internal switching, access to long distance service, and access to local Huntsville numbers that is appropriate (engineered) for PABX.
- K. Expand the use of the "Home Page" as a training and communication tool.
- L. Assure communication of pertinent personnel information to faculty, staff, and department supervisors.
- M. Assure accurate and timely processing of personnel documents.
- N. Expand communication through Internet technology, giving employees a better understanding of benefit information, and having it readily accessible through the Human Resources Department "Home Page".
- O. Improve the University's success in meeting Affirmative Action Hiring Goals.
- P. Improve the Risk Management Program.
- Q. Assist in the reorganization of the University's strategic planning committee.
- R. Conduct surveys of services performed by department employees in order to improve the image of the Physical Plant Department.
 - 1. Survey the services of at least two of the Physical Plant operating units which consist of the Custodial, Grounds, Maintenance, Residence Halls, and Facility Planning and Construction units.
 - 2. Survey at least one stakeholder group served by the Plant.
- S. (HUB) program and the accuracy of HB data reporting.
 - 1. Create and publish local modifications to The Texas State University System (TSUS), General Conditions for Construction Projects to reflect contractor requirements to support the HUB program.
 - 2. Distribute sub-contractor information to all General Contractors of record on each project administered through the Board of Regents.

3. Collect monthly HUB sub-contractor payment information from general contractors for reporting to General Services Commission by March 15 and September 15.
- T. Improve financial resource utilization by minimizing operating costs associated with utility consumption.
1. The Physical Plant will establish a system of measuring and recording equitably the consumption of power, fuel, water, and other utilities.
 2. The distribution of utility charges will be evaluated annually for corrections.
- U. Improve financial and human resource utilization by minimizing operating costs associated work ford overtime expenditures.
1. The Physical Plant will collect and assess overtime expenditures by type of call and time of day in order to minimize expenditures.
- V. Acquire purchased goods and services in a fair, open, and competitive manner.
1. Obtain the best value when purchasing goods and services to maximize the limited financial resources of the university. Utilize term contracts and cooperative purchasing agreements to the extent possible.
- W. Make a good faith effort to increase the participation of small and historically underutilized businesses in university purchasing.
1. Work with the Small Business Development Center to encourage the participation of all vendors in university purchasing.
 2. Assist minority-owned and woman-owned businesses in their efforts to obtain certification and do business with the university.
 3. Monitor and report performance relative to HUB program goals.
- X. Conduct an effective central stores program to support the needs of the campus and Physical Plant.
1. Maintain a stock of goods and materials routinely and repetitively needed so that the items are available upon demand.
 2. Buy goods and materials in volume to realize lower costs and to pass those savings on to user departments.
- Y. Conduct an effective central receiving and transportation program to support the needs of the entire campus.
1. Receive goods, materials, and equipment from freight carriers and deliver them to user departments on campus.
- Z. Conduct an effective property management program.
1. Maintain accurate records of all property belonging to the university in a campus property management program.
 2. Maintain accurate records of equipment with a minimum unit value of \$1,000 belonging to the university in the State Property Accounting system.
 3. Conduct annually a complete inventory of the controlled property.
- AA. Develop a budget priority for FY '99 to determine source of funds and provide funds for staff and faculty pay increases.

VICE PRESIDENT FOR STUDENT SERVICES

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

VISION STATEMENT

The Sam Houston State University Division of Student Services will be a premier division in: technological advancement in developing current, future, and creative trends for utilization; educational opportunity for collaboration, cooperation, and communication in university, community, and international partnerships; activity involvement that would prepare our students holistically for the millennium; and management and membership development of staff in financial procurement of funding sources for the university.

MISSION STATEMENT

The mission of the Division of Student Services is to initiate opportunities and provide resources for all students which promote life skills and development within the academic environment. As an integral partner in the educational process, student services provides quality programs and services for students and staff which foster growth and development. Departments within the division embrace a student development philosophy that stresses the holistic approach in co-curriculum involvement.

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Technological advancement in developing current, future, and creative trends for utilization among the divisional staff.

Objective A: Utilize a computer professional to coordinate divisional technology.

Objective B: Network departmental computer access to the university mainframe system and the Internet.

Objective C: Establish staff development training programs for current software and hardware trends within the industry.

2. Provide and create initiatives to increase student recruitment and retention.

Goal Two: Attracting, developing, and encouraging the persistence of students as they pursue success in both educational goals and individual achievement.

Objective A: Establish a student retention committee that focuses on determining the students interests and needs while attending Sam Houston State University.

Objective B: The division will enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations (first-time, full-time, degree seeking freshmen, ethnic minorities, academically deficient and undeclared majors).

Objective C: Create activity involvement that would prepare our students holistically for the millennium.

Objective D: Provide information, encouragement, and advice to students concerning university resources.

3. Enhance external revenue sources available to the University.

Goal Three: Management and membership development of staff in financial procurement of funding sources for the university.

Objective A: Establish a channel through divisional developmental meetings to discuss research and investigate alternative programs for funding sources.

Objective B: Cultivate contacts of potential and current donors through verbal and written communication emphasizing the university image and vision.

4. Enhance partnerships with the University's external communities.

Goal Four: Create educational opportunities for collaboration, cooperation, and communication with divisional and community partnerships on behalf of the university.

Objective A: Establish a committee to determine the organizational structure of the division.

Objective B: Continue to establish divisional collaboration programs with the community.

Objective C: Establish opportunities for university partnership and collaboration within the university community.

5. Continue development and regularization of the University's strategic planning and assessment processes and their integration with the institutional budgeting process.

Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.

Objective A: Establish monthly development programs to enhance staff understanding and knowledge of academic programs and services within the division and university.

Objective B: Create surveys to determine the quality of satisfaction each member derives from their job within their department.

OFFICE OF UNIVERSITY ADVANCEMENT
Goals for 1998-99 Academic Year Aligned With
Institutional Strategic Goals

Introduction

The purpose of this document is to incorporate the goals of the University and the Office of University Advancement (comprised of the Office of Alumni Relations, Office of Development and the Office of Public Relations).

1. Institutional Goal: Integrate computer technology into all administrative and instructional processes of the University.

Goal: Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations.

Objective: Complete the conversion of Blackbaud Raiser's Edge by the Fall of 1998. Completion will require working with the Computer Services Department to convert all accurate and current data to this database program.

Goal: Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Development.

Objective 1: Complete the conversion of Blackbaud Raiser's Edge by January of 1999. Completion will require working closely with the Computer Services Department to convert all current giving records of donors and information on prospective donors.

Objective 2: Establish guidelines, policies and procedures regarding the use of Raiser's Edge.

Goal: To assist in the production of quality publications, both print and electronic, for various programs within the university.

Objective 1: Improve the scope and quality of Access Sam web page.

Objective 2: Build usage of Today@Sam faculty/staff electronic news page.

Objective 3: Increase participation in Experts list on world wide web with target of 575 listings per year.

Objective 4: Increase number of events listed on University Calendar on web page with target of 175 events per year.

2. Provide and create initiatives to increase student recruitment and retention.

Goal: Maintain a close relationship with currently enrolled students at SHSU.

Objective 1: Support student activities developed by the Division of Student Services when appropriate (i.e. Summer Orientation, Parents' Weekend, Sammy's, Excel program, several others).

Objective 2: Advertise in the school newspaper of student scholarships administrated by the alumni office.

Objective 3: Recruit qualified students to be involved in the Alumni Alliance.

Objective 4: Continue involvement in commencement activities.

3. Enhance external revenue sources available to the University.

Goal: Begin the implementation of a comprehensive development program at Sam Houston State University.

Objective 1: Begin preparations for the University's first campus-wide annual giving program, to be initiated in September, 2000.

Objective 2: Develop a major gifts fund raising program at Sam Houston State.

Objective 3: Develop a planned giving fund raising program at Sam Houston State.

Objective 4: Begin preparations for the creation of a private, non-profit 501©(3)development foundation.

Objective 5: Continue to develop policies and procedures related to the daily operation of a university development program.

4. Enhance partnerships with the University's external communities.

Goal: Communicate with alumni on a consistent basis.

Objective 1: Publish at least two issues of the alumni magazine, the Legacy, per year.

Objective 2: Provide timely announcements for special events.

Objective 3: Provide accurate information through written correspondence to alumni.

Goal: Provide opportunities for intellectual and social interaction among alumni, administrators, faculty, staff and students.

Objective 1: Plan and implement fifteen alumni socials around the state, targeting those areas with a high concentration of SHSU alumni.

Objective 2: Communicate, through printed and other sources, the opportunity for alumni to continue their formal education or to increase their continuing education through the various programs at Sam Houston State.

Goal: To obtain quality publicity about Sam Houston State through traditional and electronic tools (Access Sam web page and ProfNet National Media Query Service) with the university's many publics, with priorities being students, prospective students, faculty/staff, alumni, donors, governing boards and bodies, individual government officials, the local community, region and state, and the media.

Objective 1: Disseminate 65 major news releases per year.

Objective 2: Disseminate 200 minor releases per year.

Objective 3: Disseminate 3,600 hometown news releases per year.

Objective 4: Emphasize availability of SHSU news on Access Sam and Today@Sam web pages in traditional communications with media and publics.

Objective 5: Handle traditional media queries promptly; contact media directly in selected situations not handled through major or minor news releases.

Objective 6: Handle ProfNet media queries promptly, with a goal of 250 referrals per year to SHSU experts.

5. Continue development and regularization of the University's strategic planning and assessment processes and their integration with the institutional budgeting process.

Office of Alumni Relations:

Unit Goal: Maintain an accurate record of alumni from Sam Houston State University.

Objective: Send one mailing a year to all alumni with good addresses utilizing "address correction requested" service.

Office of Development:

Unit Goal: Increase overall effectiveness of the Office of Development.

Objective: Continue to assist and provide counsel to all areas of campus regarding development activities.

Office of Public Relations:

Unit Goal: Increase overall effectiveness of the Office of Public Relations.

Objective: Conduct general public relations activities as requested and directed within available staff and funding limits.