

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

2001-2002 STRATEGIC PLANNING COMMITTEE FINAL REPORT

MARCH 2002

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2001-2002 STRATEGIC PLANNING COMMITTEE

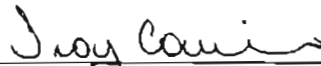
FINAL REPORT

MARCH 2002

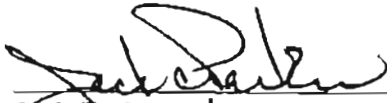
APPROVED:



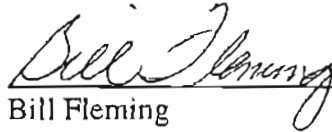
David Payne, Chair



Troy Courville



Jack Parker



Bill Fleming



Thelma Douglass



Valerie Muehsam



Gary Bouse



Stephen Sargent

TABLE OF CONTENTS

Institutional Mission Statement	1
University Mission.....	1
University Goals	1
History.....	1
Table of Programs.....	3
Assumptions About the Planning Process	5
Environmental Scan for 2002-2003	5
Social/Demographic Trends.....	5
Economic Trends	6
Technological Trends.....	7
Trends in Higher Education	8
Political/Legal Trends	9
Physical Facility Trends.....	10
Trends in Philanthropy.....	10
Institutional Goals.....	12
Division of Academic Affairs	
Goals for 2002-2003 Academic Year Aligned With	
Institutional Strategic Goals.....	13
Division of Finance and Operations	
Goals for 2002-2003 Academic Year Aligned With	
Institutional Strategic Goals.....	15
Division of Student Services	
Goals for 2002-2003 Academic Year Aligned With	
Institutional Strategic Goals.....	22
Division of University Advancement	
Goals for 2002-2003 Academic Year Aligned With	
Institutional Strategic Goals.....	24
Appendix.....	27

Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

Sam Houston State University is a multicultural institution whose mission is to provide excellence by continually improving quality education, scholarship, and service to its students and to appropriate regional, state, national, and international constituencies.

UNIVERSITY GOALS

- Promote students' intellectual, social, and leadership growth.
- Recruit and retain qualified, dedicated faculty and support staff.
- Recruit and retain qualified, motivated students.
- Provide the necessary library and other facilities to support quality instruction, research, and public service.
- Provide an educational environment that encourages systematic inquiry and research.
- Promote and support diversity and provide for equitable opportunities for minorities.
- Offer a wide range of academic studies in preprofessional, baccalaureate, master's, and doctoral programs.
- Collaborate with other universities, institutions, and constituencies.
- Provide instructional research and public service through distance learning and technology.

HISTORY

Sam Houston State University, located in Huntsville, Texas, serves one of the most diverse populations of any educational institution in the state. The university is committed to the development of its creative resources so that it can adapt to the changing educational needs of its constituency while maintaining the highest quality in the traditional curricula. The institution was created by the Texas legislature in 1879 as Sam Houston Normal Institute to train teachers for the public schools of Texas. During the following four decades, instruction was offered in the natural sciences, agriculture, home economics, manual training, geography, sociology, and foreign languages. The baccalaureate degree was first awarded in 1919.

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

Following World War II, an increase in students and faculty as well as a wide range of faculty-research activities provided impetus for the emergence of a multi-purpose institution. By 1960, about 25 percent of the graduating seniors were receiving degrees in fields other than teaching. Degrees were offered in the social and communication sciences; the biological, physical, and soil sciences; business administration; the fine arts; the humanities; and education. A growing emphasis on research allowed faculty to make significant contributions in their fields beyond the classroom, and these activities were accompanied by an increasing diversity in the student body as more out-of-state and foreign students began seeking degrees at Sam Houston. In recognition of these developments, the institution's name was changed by the Texas legislature to Sam Houston State College in 1965, and in that year the Texas legislature established as an integral part of the institution The Institute of Contemporary Corrections and the Behavioral Sciences.

During the following years, there was a rapid increase in the enrollment of students with diversified backgrounds, interests, and aspirations, which necessitated continuous examination of programs, faculty, and facilities. The number of graduate degrees conferred increased significantly in the late 1960s, and the Texas legislature, recognizing the changes that had taken place during the course of the institution's history, changed the name of the institution to Sam Houston State University in 1969.

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

<u>CODE</u>	<u>SUMMARY</u>
APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

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:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- 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.
- Environmental trends inform institutional directions in the strategic planning process.
- 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.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2003 - 2004

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral programs.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.

- d. More students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will grow.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will increase in Texas institutions of higher education.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase.
- l. Sensitivity toward diverse lifestyles and backgrounds will increase.
- m. Demand for certified teachers, school counselors, and school psychologists will grow and community colleges will be allowed to certify teachers. Alternative teacher education certification programs will need to be implemented by the University.
- n. National public health recommendations and trends will impact students and the university in the area of immunology. Stricter epidemiological regulations, public opinion, and changing trends of infectious diseases may require major review and action in university policy related to these areas.
- o. A growing number of students affected by mental health issues will enter college, requiring an increased need for counseling services.

2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.

- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will at best experience modest economic growth.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.
- i. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- j. TDCJ will continue as a major employer for this area.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education.
- b. More powerful computing devices will provide students, faculty, and staff access to an ever-expanding menu of information and computing resources.
- c. New technologies will require expanding development programs for staff, faculty, and administration.
- d. Technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning can lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will continue to deliver higher education via distance learning.

- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. The demands for the teaching of technological skills will continue to increase.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research. Each major may soon be evaluated with standardized tests and curricula.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. 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 at off-campus sites as they do on campus.
- e. The information explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program.
- f. TDCJ needs for trained personnel will increase.
- g. 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.
- h. The variety of community college programs seeking transferability will increase.
- i. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- j. Interdisciplinary programs will become more common (e.g., environmental science).
- k. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.

- l. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes in order to improve quality or shorten the traditional four-year program.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. The need to improve student retention rates will increase.
- q. Professional academic advising will be a necessary component for recruitment and retention.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- s. Enrollment at The University Center will increase.
- t. Student security will be an increasingly important issue.

5. Political/Legal Trends

- a. 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.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity issues will become more prominent.
- d. There is potential for realignment of higher education entities in Texas.
- e. 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.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.

- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which could impact enrollment.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities 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.

6. Physical Facility Trends

- a. Technological needs will include updating classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

7. Trends in Philanthropy

- 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. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.

- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance and estate tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. The importance of researching alumni and friends will increase as the university strives to increase and substantiate its pool of known major gift and planned gift prospects.
- g. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.

INSTITUTIONAL GOALS

President James F. Gaertner has established three major categories of goals which will provide focus for the strategic planning process:

Academic Standards and Programs

Academics must be the first order of business at Sam Houston State University. A university can be no better than its faculty and its programs. Examples of important issues in this area include: faculty hiring and promotion policy, expectations for and support of scholarly activity, adding new and innovative programming, international collaborations, continuing and executive education, and distance learning. Additionally, the “Closing the Gaps” initiatives, including graduation rates and retention, are important considerations in the academic standards genre.

University Image and Exposure

Sam Houston State University is a wonderful institution with an almost unparalleled history in the state. We currently are not benefiting adequately from this heritage. Examples of issues in the area include: improved alumni relations, a major capital campaign, and a strong public relations campaign.

Campus and Community Atmosphere and Culture

Areas for consideration here include: University and community collaboration; appropriate sensitivity to student, faculty, and staff diversity; and student life issues, such as quality housing and adequate parking.

DIVISION OF ACADEMIC AFFAIRS
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining 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 resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

1. Academic Standards and Programs

- a. Establish and bring to full operation an Academic Advising Center.
- b. Review and, if necessary, revise university tenure and promotion policies and all departmental policies.
- c. Clarify and adjust administrative connections between Correspondence, Continuing Education, and Distance Education.
- d. Reinvigorate assessment activities throughout the division.
- e. Analyze the organizational structure of the Division of Academic Affairs to see if a more useful structure should be adopted.
- f. Prepare for NCATE and begin preparations for SACS visit.
- g. Establish a web site for 50 percent of the courses on campus.
- h. Develop a proposal for a new Ph.D. program in math education and consider other possible new programs (e.g., athletic trainer certification, golf management, security studies, forensics).
- i. Begin to integrate international content into the general education curriculum.
- j. Increase the international presence at Sam Houston State University.
- k. Expand student opportunities for multicultural experiences.
- l. Increase the number of developmental leaves and other support for faculty scholarship.
- m. Finalize organizational arrangements for integrating college-based computer support with the Office of Academic Instructional Technology and Distance Learning.
- n. Examine the quality of preparation by each major community college partner and cooperate in program enhancement where appropriate.
- o. Support reallocation of staff within colleges to increase staff support allowing more effective use of faculty.
- p. Devise and implement strategies to ensure ExCET compliance.
- q. Expand emphasis on the Honors Program.
- r. Allocate any new fees to improve educational programs.

2. University Image and Exposure

- a. Establish external advisory committees in each college (to assist with fund raising, curriculum suggestions, and public relations).
- b. Begin to develop need statements to support fund raising efforts of the development office.
- c. Increase recruiting emphasis in community colleges.
- d. Examine all student recruitment materials for currency and quality.
- e. Increase the number of partnerships with community colleges, school districts, and other educational and noneducational entities.
- f. Strengthen connections with international alumni.
- g. Strengthen relations with national and state political figures.
- h. Put catalogue and recruitment materials on CD and web.
- i. Support recommendations of public affairs survey.
- j. Initiate activities in all colleges to increase the favorable public image.

3. Campus and Community Atmosphere and Culture

- a. Increase community interactions with the Huntsville community leadership through the joint community leadership-academic leadership council. (A first project of this council will be the systemization of community needs with institutional internship needs.)
- b. Increase faculty diversity.
- c. Work to improve the availability of campus housing during holiday periods, especially for international and out-of-state students.
- d. Expand weekend cultural, social, and service programs for students and continuing education activities on campus.
- e. Encourage, contribute to, and respond to recommendations of the Task Force on the Academic Culture.
- f. Design strategies to highlight the successes of our graduates both for current students on campus and in the larger community (e.g., kiosks with Broadway student performances, displays in various buildings of students' successes).
- g. Support the development of a faculty club or center.
- h. Work to improve university community support for international students.

DIVISION OF FINANCE AND OPERATIONS
Goals for 2002-2003 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 three campus initiatives of critical concern. His three initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 2002-2003, was derived from the department directors of the Business Office, Administrative Accounting, Physical Plant, Sam Houston Press and Copy Center, Human Resources, Purchasing and Stores, and Computer Services. These department directors were asked to obtain from their staff what they thought were the most important issues facing their departments in the Division of Finance and Operations. These issues provide the basis for determination of priorities and goals for fiscal year 2003 and are being integrated into one of the three major institutional priorities. The priorities and goals identified are listed in the following strategies:

1. Academic Standards and Programs

- a. The Business Office will continue to assist the College of Business Administration with the processing of the Smith-Hutson Banking Scholarship to recipients. The measurement of this goal will be the time saved to the College of Business Administration to perform other functions.
- b. Vending will continue to provide monetary resources from vending profits to the Office of Academic Affairs for expenses incurred in hiring, etc.
- c. Contracts and Grants will continue to improve faculty support for grants in progress. A new version of the online system-generated report will enable faculty to track their grants with greater ease.
- d. Financial Aid will be holding special early disbursement sessions for student teachers and interns. These students are already out of town at their assignments when Coliseum disbursement takes place. This approach will allow those students to come to campus prior to the start of their assignments to receive checks and interact with campus personnel if necessary.

- e. Financial Aid will continue meetings with interested deans and departments on campus to discuss and resolve financial aid issues.
- f. Physical Plant will partner whenever possible with our faculty and staff to improve academic teaching and research environments.
- g. Physical Plant will provide project design management for the proposed \$18 million Sciences Building.
- h. Physical Plant will support university departments with facility project development and cost estimates.
- i. Physical Plant will identify and seek funding for FY 2003 maintenance, renovation, and construction projects supporting the President's strategic initiatives.
- j. Physical Plant will work with the Registrar to ensure classroom scheduling and the facility inventory produce Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements.
- k. Human Resources is committed to providing the necessary support services to further the success and excellence of academic S\standards and programs. It is a goal of the Human Resources Department to support academic standards and programs by providing quality services in a responsive, courteous, and accurate manner in the functional areas of employee benefits, employee relations, staffing, employee records, compensation administration, equal employment opportunity/affirmative action, employee development, and risk management.
- l. Human Resources will coordinate services for faculty and staff employees with other state agencies such as the Employees Retirement System, Teacher Retirement System, State Office of Risk Management, Higher Education Coordinating Board, and Optional Retirement Program vendors.
- m. Human Resources will review and revise HR policies and procedures to assure compliance with current state and federal regulations so university personnel actions and activities are processed and handled properly.
- n. Computer Services will support The University Center programs by making available university resources over the WWW.
- o. Computer Services will support the distance education programs and enhance on-campus programs using the Blackboard software for more than 50 percent of sections.

2. University Image and Exposure

- a. The Business Office will continue to work with Computer Services and the Cashier's Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This would allow alumni membership and contributions to SHSU to be paid over the web.
- b. The Cashier's Office will continue to work with Computer Services and the Business Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This would allow alumni membership and contributions to SHSU to be paid over the web.
- c. Vending will continue to provide monetary resources from vending profits for student recruitment office.

- d. Vending will continue to provide monetary resources from vending profits to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc.
- e. Contracts and Grants plans to update our data storage so that we may provide information on closed grants without the hardship of paper storage. This will improve our relationship with sponsors and donors.
- f. Residence Life will continue to integrate computer technology into all residence hall buildings and administrative processes by:
 - (1) Completing residence halls ethernet wiring with the completion of Colony Apartments.
 - (2) Purchasing a data projector for presentations
 - (3) Increasing the use of web pages for actual business purposes
 - (4) Developing a plan to integrate the ID card to control access to exterior doors in the halls
- g. Payroll and Administrative Accounting will encourage employees to take advantage of available training in key areas of their expertise.
- h. Administrative Accounting will set up a tracking system on vouchers that are returned to departments due to inability to process them. This department will also monitor their three-day procedure for processing documents within three days of receipt.
- i. Physical Plant will seek project approval for creating new way finding and information signage on campus and in adjoining parking lots.
- j. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students.
- k. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni (paver project, etc.).
- l. Physical Plant will redesign the Physical Plant's world wide web page to provide information of interest to alumni, community, and other interest groups.
- m. Physical Plant will explore new ideas to raise the level of maintenance in our buildings and the attractiveness of our grounds.
- n. Physical Plant will work with all departments to improve the appearance of SHSU vehicles.
- o. Physical Plant will continue to train employees in customer service issues.
- p. Purchasing will continue to develop the university's relations with Historically Underutilized Businesses (HUB) through HUB forums and construction-related forums.
- q. Sam Houston State University will comply with both "the letter and the spirit" and with all applicable laws, regulations, and executive orders related to HUBs. (See Appendix.)
- r. Sam Houston Press and Copy Center will continue to work closely with the administration, deans, and departments in developing quality printed pieces in order to enhance the university's image. Our new film image setter will be totally functional this spring and will enable us to better serve our customers.
- s. Human Resources will promote a positive university image and exposure by delivering quality services in a responsive, courteous, and accurate manner. It is the goal of the Human Resources Department to attract quality employees by

adequately screening all applicants and to promote SHSU's image as a good place to work, with a good working environment, opportunity for professional growth, and a good benefit program. It is the goal of the Human Resources Department to promote goodwill toward all visitors and the university community and to use the Human Resources Department web site as a training and communication tool for students, staff, faculty, applicants, and other visitors. The Human Resources Department encourages all employees to achieve their personal and professional goals to their highest potential as they work toward achieving the university's mission.

- t. Computer Services will develop the university's WWW presence to communicate and develop our image and increase traffic visits to the home page from 3,600,000 in calendar 2001 to 5,000,000 for calendar 2002.
- u. Computer Services will assist especially the Advancement Division and the Admissions Office in developing a database of accurate addresses and in developing methods of communication.
- v. Computer Services will increase training and experience of university telephone operators. Provide more consulting to university departments on how to utilize telephone communication for a better image.
- w. The Office of Institutional Research will develop the image of the office and of the university by attending state and national meetings.
- x. The Office of Institutional Research will provide analysis of external reporting requirements to departments that will include suggestions of changes that would enhance the university's rating by outside organizations.

3. Campus and Community Atmosphere and Culture

- a. The Business, Accounts Payable, and Cashier's Offices will obtain training for employees who speak to sensitivity of diversity among SHSU population of employees and customers. The goal will be one hour of training for 75 percent of full-time staff.
- b. The Business Office will continue to work with Computer Services to expand the type of payment accepted over the web. This would include ACH and/or electronic check payments. This will provide other members of SHSU population the use of the web for making payments to the university.
- c. The Business Office, Accounts Payable, and Cashier's Offices will assist in university and community collaboration by the Business Office Staff volunteering two hours of their personal time in the name of Sam Houston State University Business Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other university and/or community event or function. The goal is 60 percent participation.
- d. Accounts Payable and Cashier's Offices will provide staff training in the area of telephone customer service to all employees in direct contact with the faculty, staff, and student population. The goal set for 2002-03 will be the attendance in one development class by 75 percent of full-time employees.

- e. Vending will continue responding to college-age consumer demands for products and services through surveys and research. Continue to use A point-of-sale@ surveys in determining student needs and wants.
- f. Vending will continue placing modern computerized machines across campus so as to give faster, more efficient service.
- g. Vending will continue the university's partnership, begun recently, in recycling with the City of Huntsville.
- h. Contracts and Grants will work to maintain and improve the university's efforts to assist faculty by offering workshops on the grant process. These workshops would also be open to members of the community who work with faculty on grant projects. We are looking at other ways to promote more support for grants to our campus.
- i. Residence Life will continue to fine tune the reorganization plan put in place in June 2001. We plan to improve service by establishing two satellite offices in the residence halls to house area coordinators, resource centers, and the Residence Hall Association.
- j. Residence Life will create initiatives to encourage student recruitment and retention in residence halls by:
 - (1) Developing a plan to improve the aesthetics of the exteriors of the halls with landscaping, picnic tables, porch swings, recreation areas, etc.
 - (2) Continuing to work closely with Physical Plant in planning and carrying out systematic repairs and cosmetic renovations of all existing buildings.
 - (3) Considering the installation of a microfridge in each room as renovations are made.
 - (4) Supporting and facilitating a new food service location to serve the south side of the campus.
- k. Residence Life will expand the surveillance system in residence halls by purchasing an additional system for placement in an additional hall for use beginning fall 2002 and planning for systematic purchases for other halls as renovations are made.
- l. Financial Aid will be testing Loans by Web in summer 2002 for full implementation in fall 2002.
- m. Financial Aid will be exploring the feasibility of Electronic Award Notifications and the feasibility and legality of electronic acceptance/rejection of these electronic awards.
- n. Payroll Office is striving to continue its level of excellence in serving the campus community. They are now currently finalizing electronic time sheets for hourly employees.
- o. Payroll Office is maintaining its high standard of protection of private information. A large crosscut shredder has been purchased to insure that sensitive information is not available to anyone handling trash containing this information. Administrative Accounting and Contracts and Grants will also utilize the shredder for this purpose.
- p. Physical Plant will work jointly with the City of Huntsville on projects and committees to achieve mutual benefits.
- q. Physical Plant will support the university's initiatives to improve campus residence halls whether internally or through privatization.

- r. Physical Plant will enhance the quality of surface parking lots on campus and construct new lots through construction projects and City of Huntsville resources.
- s. Physical Plant will support the implementation of the campus master plan.
- t. Physical Plant will conduct the university's business of maintenance, repair, and construction with greater respect for the university community and its programs.
- u. Purchasing will complete the furnishings required in the following buildings under construction or being renovated:
 - (1) Lowman Student Center (renovation).
 - (2) General Classroom and Office Building (new construction).
 - (3) Estill Building (renovations).
- v. Purchasing will process and evaluate Request for Proposals on Privatized On-Campus Housing for Students.
- w. Purchasing will orchestrate the 6th Annual Vendor/HUB Show with the Texas Department of Criminal Justice and the Small Business Development Center.
- x. Purchasing will inform all departments to the new dollar limits for purchasing directly relating to their departments. Clarify to the departments they are obligated, as is a purchaser, by all policies and procedures when processing their own spot purchase orders. Also inform departments, when processing informal bids within the department, they are subject to compliance audits by state, federal, and internal auditors.
- y. Purchasing will demonstrate to the departments how to employ the new Filemaker Pro software program to print purchasing forms.
- z. Purchasing will assist the Physical Plant with bids/RFPs relating to the development and construction of additional parking areas throughout the campus.
- aa. Purchasers will work closely with Physical Plant and Residence Life in the renovations of student dorms and apartments.
- bb. Purchasing will review and update the SHSU (3)c policies and procedures due to recent legislative amendments.
- cc. Receiving department will create a work order system for receiving to improve planning and scheduling deliveries.
- dd. Receiving department will make available additional safety classes for employees and student workers.
- ee. Property will conduct one spot inventory each quarter on departments to ensure accurate inventory records.
- ff. Property will set up a procedure to notify departments of useful items placed in surplus.
- gg. Property will convert the university's accounting system to encompass the modifications set forth in the last legislation (GASB 34 & 35 guidelines) concerning straight-line depreciation and new capital asset threshold.
- hh. Property will adjust the property records to properly reflect the capital asset threshold of \$5,000.
- ii. Sam Houston Press and Copy Center will finalize the university's customer service survey with Institutional Research and send out this semester (spring 2002) in order to better understand the university's customer needs.

- jj. Sam Houston Press and Copy Center will continue to improve student awareness of the department's operation and educating the students on what the department has to offer them in their printing, copying, report bindings, etc., through use of a newsletter, fliers, and posters.
- kk. Sam Houston Press and Copy Center will continue to research networkable digital high speed copiers and plan to have in operation by the fall 2002.
- ll. Sam Houston Press and Copy Center will continue to work closely with the community on printing projects that are university related.
- mm. Human Resources Department will contribute to a positive campus and community atmosphere and culture by developing programs and services that will improve the relationships between the campus, community, and culture.
- nn. Human Resources will work to achieve culture diversity by actively recruiting and hiring individuals in protected classes that are currently identified in our affirmative action hiring goals.
- oo. Human Resources will monitor employment actions to assure that policies and procedures are applied fairly and equally to all employees.
- pp. Human Resources will participate in community outreach programs, such as the Job Training Partnership Act, that are aimed at improving relations with the community and culture.
- qq. Computer Services will monitor Internet bandwidth usage and provide more bandwidth when needed.
- rr. Computer Services will monitor modem bank usage and provide more capacity when needed.
- ss. Computer Services will extend the faculty workstation program to designated administrative information employees.
- tt. Computer Services will replace or upgrade one-third of all faculty workstations during FY 2003.
- uu. Post Office will extend window hours.
- vv. Post Office will increase holiday service.
- ww. Post Office will correct university database addresses with return information.
- xx. Post Office will evaluate a plan for departmental delivery of mail.
- yy. The Office of Institutional Research will conduct surveys for departments to detect strengths, weaknesses, and opportunities.
- zz. The Office of Institutional Research will disseminate data about the university and assist with training on its use.

DIVISION OF STUDENT SERVICES
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

Vision Statement

Sam Houston State University Division of Students Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

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 for students and staff, quality programs and services 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. Academic Standards and Programs

Goal 1: Increase students' academic achievement.

Objective A: To provide innovative programs and services that will facilitate student success.

Objective B: To establish international opportunities for student exchange and collaborative partnerships.

Objective C: To continue to develop community, regional, national, and international partnerships.

Objective D: To assess student needs in program(s) development, quality, and effectiveness.

2. University Image and Exposure

Goal 2: Increase constituents' support and participation.

Objective A: To cultivate stakeholders interested in the success of the university through university procedures.

Objective B: To identify strategic student services programs in a capital campaign emphasis.

Objective C: To continue to cultivate contacts for student services departments' support in the community (e.g., Athletics, Career Services, etc.).

3. Campus and Community Atmosphere and Culture

Goal 3: Create a positive university and community culture.

Objective A: To continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective B: To enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.

Objective C: To continue to work with Physical Plant in campus planning of facility improvements for student services.

Objective D: To create surveys to determine students' satisfaction through institutional effectiveness.

DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

The purpose of this document is to articulate the goals of University Advancement for the 2002-2003 academic year and to integrate them into the broader institutional goals of the university.

1. Academic Standards and Programs

- a. Increase student awareness of scholarships administered by the Office of Alumni Relations.
- b. Continue to promote to donors, and prospective donors, the importance of scholarships to the University's academic standards and programs.
- c. Support, through internal and external communications, the importance of quality faculty members and programs.
- d. Identify media that can be used to help meet goals of the "Closing the Gaps" initiative.

2. University Image and Exposure

- a. Continue to build the membership of the SHSU Alumni Association, while continue to stress the "advantages" of membership.
- b. Continue to implement programs to increase the Alumni Association's quasi-endowment.
- c. Continue to offer alumni merchandise to all alumni, using e-commerce opportunities whenever possible.
- d. Continue to supplement institutional funding with outside sources, donated goods and services.
- e. Continue participation of the Alumni Relations office in such activities as career programs, senior class events, college night programs and other student activities when appropriate.
- f. Continue to provide a planned, systematic program of written communications to members of the SHSU Alumni Association.
- g. Improve the accuracy and quality of alumni addresses using the NCOA address standardization and Zip+4 appending services offered by the U.S. Postal Service, thereby lowering mailing costs and assuring delivery of alumni and development-related mail.
- h. Use available software for special events planning, membership management, volunteer assignment and awards reports, and more.
- i. Develop future alumni leadership among current students by encouraging them to belong to the Alumni Alliance, the University's newly reborn student alumni association.

- j. Begin implementation of a comprehensive capital campaign by initiating the various activities and elements commonly found in the quiet (silent) phase of a campaign.
- k. Continue to promote annual giving to the University through direct mail solicitation and the implementation of a phone program as a method of soliciting and stewarding annual gifts.
- l. Continue to encourage University personnel to become personally involved in the development process at the University by supporting their involvement in the cultivation, solicitation and stewardship of donors to their respective areas of the University.
- m. Continue to promote planned giving among alumni and friends as a means of giving to the University.
- n. Continue to organize and implement university-wide donor stewardship events, such as the annual Scholarship Donor Appreciation Luncheon.
- o. Continue to assess the need and financial feasibility of creating a private, non-profit 501(c)(3) foundation.
- p. Continue to publish the *Heritage* magazine, a high quality publication sent to over 5,000 alumni and friends that encourages giving to the University.
- q. Expand the use of computer technology in Development to enable the segmentation of records for annual giving solicitation, tracking of visits and solicitations of major gift prospects and production of stewardship reports to current donors.
- r. Improve the quality of alumni and donor records through dedicating the responsibility of a staff person to maintain current updates and expand on demographic information as available through the request for updated information in all publications and solicitations to alumni and donors.
- s. Identify and promote exemplary individuals and programs as part of a public relations visibility campaign.
- t. Track print and electronic media reports containing mention of Sam Houston State University through a clipping service.
- u. Improve quality of electronic media including Access Sam and Today@Sam Web pages to meet the growing usage of Web communications by SHSU alumni and others interested in information about SHSU.
- v. List the University's experts with the National ProfNet Experts listing.
- x. Encourage publication of a newsletter for entire SHSU alumni base.
- y. Continue to utilize ProfNet to make exemplary SHSU faculty known to media.
- z. Disseminate 75 or more major news releases and 250 or more minor news releases, and 3,800 hometown news releases to the media.
- aa. Continue "customer relations" strategies as mandated by the Texas Legislature.
- bb. Obtain coverage, whenever possible, in non-local media such as major Texas newspapers and the Associated Press wire service.
- cc. Update and maintain Public Relations Office Crisis Communications Plan.
- dd. Continue to encourage full use of toll-free number availability for all publics.
- ee. Obtain maximum coverage from "milestone" events such as presidential investitures, implementation of new speaker series, building dedications, anniversaries, etc.

3. Campus Community Atmosphere and Culture

- a. Do periodic news releases on campus/community activities as these opportunities become available.
- b. Do one major story yearly on summarized campus/community involvement.
- c. Encourage increased submission of information for the Today@Sam online calendar and usage by campus and community members.
- d. Emphasize progress in student life issues such as quality housing and adequate parking in news releases.
- e. Continue to promote historic nature of campus and community to overcome Huntsville's "prison town" image.
- f. Participate in projects such as design of pages for the Huntsville visitor's guide.
- g. Emphasize the university's commitment to good corporate citizenship through support of such projects as The Huntsville Item "Walker County Proud" edition, as funds are available.
- h. Continue close relationship with editorial staff of The Huntsville Item and other area news media.
- i. Maintain active memberships in important community organizations such as the Huntsville/Walker County Chamber of Commerce, and attend or co-sponsor events associated with such organizations where appropriate.

APPENDIX

APPENDIX

A. GOAL – Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations and executive orders related to Historically Underutilized Businesses (HUBs).

A.1 Objective – Sam Houston State University will make a good faith effort to assist historically-underutilized businesses to receive opportunities for awards on purchase of construction, professional services, supplies, materials, equipment, and services, including those relating to the issuance of bonds. Sam Houston State University will develop a written HUB Advocacy Program (HUBAP) to carry out these commitments.

A.2 Strategy – The President will appoint a HUB Coordinator who will have the responsibility for monitoring and lending assistance to all programs dealing with HUBs. The HUB Coordinator will:

- Keep Sam Houston State University and System components informed of latest development in the area of HUBS;
- Update the University HUBAP as necessary;
- Develop models of education in reach and outreach activities for use by the University in developing HUB programs;
- Share successful methods of increasing the participation of HUBs with departments and other agencies;
- Serve as liaison between universities’ computer services to ensure accuracy and timely availability of data;
- Review all HUB related reports prepared by the university’s computer services;
- Develop and update policy statements;
- Monitor the University’s goals and objectives;
- Document and submit good faith efforts to the President;
- Maintain reports on HUB activity for future reference;
- Monitor areas that appear to be non-productive, and develop new strategies to increase HUB participation.

A.3 Strategy – The Vice President for Finance and Operations will appoint an Assistant HUB Coordinator who will have responsibility for implementing all programs dealing with HUB activities relating to construction.

- Report good faith efforts in the field of construction to the HUB Coordinator;
- Serve as liaison between the Physical Plant and the HUB Coordinator; and identify areas in construction requiring special attention in the HUB program and recommend action;
- Administer record-keeping systems that will measure the effectiveness of this program and report the progress on goals to the HUB Coordinator;
- Coordinate the completion and filing of all reports required by law through the HUB Coordinator;
- Keep administrators of the University informed of the latest developments in the area of construction relating to HUBs.

- A.4 Strategy** – In order to implement the University HUBAP, the component HUB program shall include, to the greatest extent possible, good faith efforts:
- Ensure that the Texas HUB Certification Electronic Database provided by The Texas Building and Procurement Commission (the “Commission”) is accessible to all employees and encourage use of the directory in procurement activities;
 - Identify and assist potential HUB applicants in obtaining state certification through the Commission;
 - Distribute procurement policies and procedures to HUBs in an effective process so as to encourage participation of those businesses;
 - Develop and participate in educational outreach activities, such as:
 - Staging periodic trade fairs to HUBs to demonstrate their products and services for potential buyers;
 - Actively participating in the local Chamber of Commerce and/or economic development programs that promote business opportunity fairs for HUBs; and
 - Develop and participate in educational in-reach activities, such as:
 - ◆ Incorporate into the formal training program of the professional buying staff a training program designed to improve their business skills which will encourage HUB participation;
 - ◆ Including requisitioning representatives in the organization and participation of trade fairs for HUBs; and
 - ◆ Developing and distributing information related to HUBs for use in departmental purchases not being processed through the purchasing department.
4. Participate in programs that consolidate information about upcoming contracting opportunities and allow potential bidders to discover upcoming opportunities.
 5. Actively encourage potential contractors to use HUB subcontractors through wording in bid and proposal documents and through information given at prebid conferences, meetings; and
 6. Disseminate the HUBAP to all appropriate personnel within the University.

A.5 Strategy – Compliance with state law; current state law requires that all purchases, except as specifically provided, be based whenever possible on competitive bids. Nothing in this policy shall be construed to require otherwise.

A.6 Strategy – Reporting requirements; a copy of this policy and the University will be included in the University Strategic Plan as required by Texas Government Code, Sec. 2161.123.

The General Services Act requires that a consolidated report be issued by the Commission based, in part, on information provided by each state agency. In accordance with this requirement, each component will:

1. Continuously maintain, and compile monthly, information relating to its use and the use of HUBs by each operating division of the component, including information regarding subcontractors and suppliers.
2. Report to the Commission through the HUB Coordinator the total number and dollar amount of the purchases of goods and services awarded and actually paid from non-treasury funds by the component. This report will be in a form prescribed by the Commission and will be due no later than March 15 for the previous six-month period and September 15 for the previous fiscal year.
3. Report to the Commission through the HUB Coordinator the total number and dollar amount of certified HUB subcontracting in all of the component's contracts for the purchase of goods and services. This report may include subcontracting participation paid from treasury and non-treasury funds. The report will be due not later than March 15 for the previous six-month period and September 15 for the previous fiscal year.

A.7 Strategy – System Office shall file a report related to bond issuance and items financed by bonds, as required by Section 55.03, Texas Education Code. The report shall contain the following information:

1. Total number of contracts and dollar amount of each contract relating to the issuance of bonds by the Board under Chapter 55 and to the items to be financed by those bonds; and
2. Total number of businesses submitting bids or proposals relating to the issuance of bonds and to the items to be financed by those bonds.

A.8 Strategy – Historically Underutilized Businesses (HUB) Advocacy Program; Sam Houston State University is a residential, state supported institution, providing both undergraduate and graduate education through three doctoral programs. The University is organized into four colleges: The College of Arts and Sciences, The College of Business Administration, The College of Education and Applied Sciences, and the Department of Criminal Justice. The University offers eight-five bachelors, fifty-seven masters, and three doctoral degree programs.

Procurement opportunities include supplies, materials, services, equipment, construction contracting and professional services. Sam Houston State University is committed to both “the letter and spirit” to make a Good Faith Effort to assist HUBs in the procurement process in accordance with the goals and rules established under law by the Texas Building and Procurement Commission.

A.9 Strategy – Purchasing Procedures; The rules that govern Sam Houston State University purchasing can be located on the following website <http://www.shsu.edu/administrative/> under purchasing policies.