Sam Houston State University
Strategic Plan

Mission

Sam Houston State University provides high quality education, scholarship, and service to qualified students for the benefit of regional, state, national and international constituencies.

Core values

Academic Excellence . . . as the firm foundation
Nurturing Environment . . . to enhance academic success
Proactive Attitude . . . in every endeavor toward continuous improvement
Value Orientation . . . always high quality, reasonable costs
Holistic Development . . . for broadly educated citizens

Vision

SHSU will increase its instructional and scholarly influence through excellence in traditional and non-traditional instructional programs and scholarship to prepare a diverse citizenry for Texas, the nation, and the world, thereby promoting its national recognition.

SHSU will maintain its emphasis on quality instruction and on the creation of knowledge and its application to research and service endeavors.

SHSU will proactively develop new programs and services and promote civic engagement.

SHSU will provide evidence of responsible utilization of resources and accountability.

Messaging

Sam Houston is a great name in Texas education.

At Sam, you can dream and succeed.

When you are here, you can feel it.

Goals

SHSU will:

- Foster an intellectually engaging and stimulating academic environment.
- Adopt innovative methods to improve the quality and access to instruction.
- Adjust academic program mix to meet changing demographic characteristics and changing societal needs.
- Maintain a culture of excellence in a supportive and collegial environment.
- Place a targeted emphasis on marketing and institutional branding
- Support and promote regional economic development.
- Develop appropriate five-year plans/targets for enrollment growth and mix and its instructional and service implications.
- Make data- and outcome-based continuous improvement a part of our daily environment.
- Continue to develop physical facilities and infrastructure.

Goal definition: Planning questions to answer and define the strategic plan

1. Foster an intellectually engaging and stimulating academic environment.

   o How do we hire, retain, develop, and promote and tenure diverse individuals who are both excellent scholars and teachers?
   o How do we develop increasing internal leadership capacity?
   o How do we promote intellectual and scholarly engagement between faculty and between faculty and students?
   o How do we hire, train, and retain high quality staff, student assistants, and graduate assistants?
   o How can we increase the level of funded research activity?

2. Adopt innovative methods to improve the quality and access to instruction.

   o How do we develop innovative methods for online and face-to-face education that accentuate SHSU's high academic quality and student friendliness?
   o How do we strengthen community college articulation?
   o How can we enhance the effectiveness of public school and community college articulation to increase college readiness and close the gaps?
   o How can we increase funding for student scholarships, assistantships/post doc grants?

3. Adjust academic program mix to meet changing demographic characteristics and changing societal needs.

   o What are the most critical undergraduate and graduate programs to develop over the next 3-5 years? Are there programs we should eliminate?
   o Are there programs that need to change their focus or emphasis?
   o What are the opportunities for research enhancement? Can we optimize program changes to maximize research potential?

- o Would a different student mix change the engagement in academic activities, community engagement activities, or service learning opportunities?
- o How can we capitalize on program development to achieve more nationally recognized programs?
- o How can we optimize program mix to increase national recognition?
- o How do we engage constituents to identify new program areas for development?
- o How do we increase awareness and engagement with international constituents?

4. Maintain a culture of excellence in a supportive and collegial environment.

   - o How do we effectively define and convey the unique and special aspects of the Sam Houston State culture?
   - o Our culture differentiates us in the marketplace, how do we capitalize on this aspect?
   - o How do we maintain individualized service (or is it prompt service online with individual component as needed)?
   - o What or how will student services and activities change?
   - o How do we get more than the core undergraduates involved?
   - o How does the approach to student athletics, performances, clubs, etc. change with multiple campuses and potentially more non-traditional undergraduates?

5. Place a targeted emphasis on marketing and institutional branding.

   - o How do we continue growing the support of alumni and friends?
   - o What do ongoing development activities look like between campaigns?
   - o How do we diversify and optimize different revenue streams (commercialization, etc.)?
   - o How do we define an annual marketing plan with all its components?
     - ▪ Social media branding
     - ▪ Institutional branding
     - ▪ Program marketing
   - o Will changes in the city or region (Houston, Dallas, San Antonio, Austin) affect our student participation?
   - o How do we balance institutional marketing with program marketing?
   - o How do we fund marketing for new program development?
   - o How do we engage individual programs in the marketing process?
   - o How can we adjust branding to increase revenues from grants and contracts?

6. Support and promote regional economic development.

   - o Where, how and who to work with city and region on economic development and our legislative support?
   - o How can we integrate our services and programs to promote community and regional development?
   - o How can we promote university-community engagement to address the mutual needs of the campus and surrounding communities through service learning opportunities?
   - o How can we promote beneficial research and innovative discoveries as new commercial ventures?

7. Identify appropriate five-year plans and targets for enrollment growth and mix and its instructional and service implications.

   o How do we accurately define the student population mix? (e.g. core undergraduate, non-traditional undergraduate, graduate, diversity emphasis, international students, underrepresented populations, and Hispanic enrollments to obtain Hispanic-serving institution status)
   o How do we develop the University Center and University Park campuses to complement the main campus's course offerings?
   o What are and will be the implications for distance learning growth? Will it affect the face-to-face enrollments?
   o How do we continue to emphasize quality if we grow non-traditional undergraduate program areas?
   o How do we effectively coordinate student recruitment efforts across divisions, campuses, and online?
   o How and when do we add faculty and staff to accommodate enrollment growth for instruction and services based on enrollment mix?

8. Make data- and outcome-based continuous improvement a part of our daily environment.

   o How do we monitor and plan for the implications of federal and state changes (funding and others)?
   o How do we allocate resources based upon goals?
   o What technology resources (infrastructure, people, etc) are needed given the branding, student population and program decisions?
   o How should we build into our services the ability to monitor for performance and changes needed as student populations change? Participation changes?
   o How can we improve the institutional data collection, management and analysis processes to reflect accurate characteristics of the university and its programs?
   o How can we determine institutional priorities for staff development and training and develop programs to address these priorities?
   o How do we develop an appreciation for and commitment to a culture of assessment and accreditation?
   o How do we determine which information is most useful and which is unnecessary?

9. Continue to develop campus physical facilities and infrastructure.

   o How do we obtain funding for the construction outlined in the Campus Master Plan?
   o How do we increase laboratory space for research/scholarship to enhance external funding?
   o How do we identify the technological resources needed for the future?
   o How can we better address the transportation and parking needs of students and faculty and staff?
   o How can we further enhance campus business incubators to promote innovative new commercial ventures in Huntsville and Walker County?