

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

2000-2001 STRATEGIC PLANNING COMMITTEE FINAL REPORT

DECEMBER 2000

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2000-2001 STRATEGIC PLANNING COMMITTEE

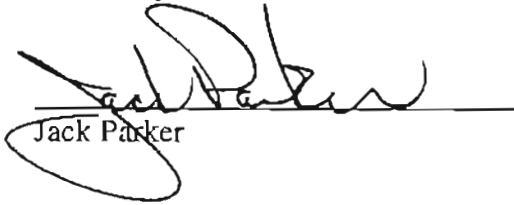
FINAL REPORT

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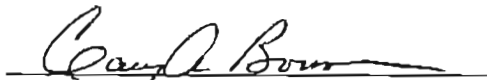
David Payne, Chair



Jack Parker



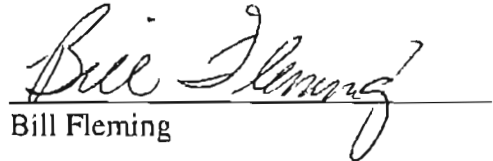
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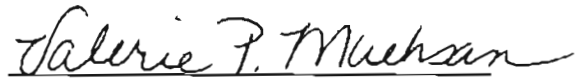
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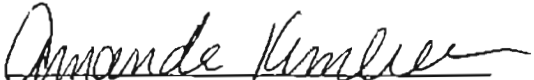
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TABLE OF CONTENTS

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 2001-2002	5
Social/Demographic Trends.....	5
Economic Trends	7
Technological Trends.....	7
Trends in Higher Education	8
Political/Legal Trends	9
Physical Facility Trends.....	10
Trends in Philanthropy.....	11
Institutional Goals.....	12
Division of Academic Affairs	
Goals for 2001-2002 Academic Year Aligned With	
Institutional Strategic Goals.....	13
Division of Finance and Operations	
Goals for 2001-2002 Academic Year Aligned With	
Institutional Strategic Goals.....	15
Division of Student Services	
Goals for 2001-2002 Academic Year Aligned With	
Institutional Strategic Goals.....	25
Division of University Advancement	
Goals for 2001-2002 Academic Year Aligned With	
Institutional Strategic Goals.....	29

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 first and foremost the construction of 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 2001 - 2002

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate and graduate students, including older students and those who are parents, at SHSU is expected to continue.

- 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 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 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 stable. More colleges will likely see their student bodies become predominantly female as women prepare for careers in the new millennium.
- k. The need for continuing professional education for workers in Texas will increase.
- l. A growing number of spouses will enter the work force, requiring continued increasing needs for quality childcare and Saturday classes.
- m. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.
- n. Demand for certified teachers will grow and community colleges will be allowed to certify teachers.
- o. 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.
- p. National and local health insurance changes may require reconsideration of policies.

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 their 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 remain strong and modest economic growth can be anticipated in the three-county primary student source area.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number, increasing the market for graduates with these qualifications.
- i. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- k. 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 for the next century.
- b. 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.
- c. New technologies, computer-assisted instruction, and computer-based instruction will require expanding development programs for staff, faculty, and administration.

- d. The increase in technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and 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 begin 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.
- k. Advanced technology will change the way some student services are delivered.

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 test.
- 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 knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.

- f. There will be a high demand for newly certified teachers, special education teachers, math teachers, school counselors, and school psychologists.
- g. TDCJ needs for trained personnel will increase.
- h. 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.
- i. The variety of community college programs seeking transferability will increase.
- j. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- k. Interdisciplinary programs will become more common (e.g., environmental science).
- l. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- m. 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.
- n. 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 to improve quality or shorten the traditional four-year program.
- o. The percentage of higher education students speaking English as a second language will increase.
- p. The demand for program-specific accreditation will increase.
- q. Pressure to improve student retention rates will increase.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.

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 will become increasingly complex in Texas.
- 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 will negatively impact campus enrollments.
- 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 equipping 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 tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. 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.
- g. 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.

INSTITUTIONAL GOALS

Sam Houston State University, within the broad institutional directions established in 1991:

- (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.

President Bobby K. Marks established four major directions for **enhancement** through **strategic reallocation**. These four directions provide focus to the strategic planning process:

- (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, and
- (4) broaden the institutional emphasis on international curriculum and activities.

DIVISION OF ACADEMIC AFFAIRS Goals for 2001-2002 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. Integrate technology into administrative and instructional processes.

- a. Bring to delivery at least three Internet-based programs
- b. Establish a web site for every course offered by the university
- c. Move institutional coordination of electronic instruction activities to the Center for Innovative Learning
- d. Establish full-time electronic instruction support person in each college and build administrative structure to connect these with the director of the Center for Innovative Learning
- e. Establish institutional intellectual property and faculty workload and compensation policies for electronically-delivered courses
- f. Install wireless systems in the library and AB1 and point-to-point wireless connection to the Ag Complex
- g. Bring to operation two-way interactive classrooms that have been initiated
- h. Increase the number of classrooms that have docking station configuration by 50 percent
- i. Develop a coordination structure linking the Director, Academic Instructional Technology and Distance Learning to technology assistance personnel in each college and appropriately house that staff member

2. Increase student enrollment and retention success.

- a. Propose new PhD programs in forensic science and in counseling
- b. Propose new master's degree programs in victims services administration, security studies, and information technology
- c. Increase Academic Affairs scholarship and graduate fellowship base to \$500,000
- d. Have Honors Program reach a minimum of 175 students
- e. Implement the undergraduate research grant program
- f. Increase graduate enrollment by at least 10 percent
- g. Increase international student enrollment by at least 20 percent

- h. Study the results of freshman retention-enriched courses and integrate into learning community program
- i. Begin selection of intrusive advising staff and training for an intrusive advising system
- j. Inaugurate full learning community program
- k. Respond to initiatives of the Institutional Image Committee
- l. Increase the diversity of the faculty
- m. Academic colleges become more active in assisting students with career counseling and placement

3. Increase and enhance partnerships with the University's external constituencies.

- a. Expand connection for master's in reading from Conroe to other school districts
- b. Work with North Harris-Montgomery County Community College to finalize arrangements relating to outsourcing developmental education
- c. Increase the number of off-campus sites for curriculum delivery including Cypress-Fairbanks
- d. Expand program to deliver curriculum to prison guards on location
- e. Increase the number and operational smoothness of articulation agreements with area community colleges and develop strengthened alliances
- f. Increase externally funded research and creativity activity of faculty
- g. Examine the quality of preparation by each major community college partner and cooperate in program enhancement where appropriate
- h. Integrate professional certifications into the instructional programs of computer- and technology-related areas
- i. Continue to strengthen relationships with University Center partners
- j. Academic colleges become more proactive in developing partnerships with corporate and/or individual donors

4. Enhance the University's strategic planning, assessment, and curriculum development processes.

- a. Initiate study of integrating international content into the general education curriculum
- b. Strengthen or begin the process of closing low enrollment graduate programs
- c. Cooperate in increasing alumni giving to the SHSU foundation
- d. Implement the recommendation that Coordinator of Graduate Studies be changed to Director of Graduate Studies and the position be increased to a .75 FTE with expanded responsibilities and enhanced resources
- e. Improve accountability and assessment processes in line with new SACS criteria
- f. Finish revising mission statements flowing from the new institutional mission statement
- g. Make performance in ExCET a university-wide responsibility

5. Respond to initiatives of the new president.

DIVISION OF FINANCE AND OPERATIONS Goals for 2001-2002 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 2001-2002, was derived from the department directors of the business office, administrative accounting, physical plant, university press, 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 2002 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.

Vice President for Finance and Operations:

- 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) Maintain the wiring of academic classrooms and faculty offices.
 - (2) Assist in the creation of additional two functional distance instruction classrooms.
 - (3) Review and determine additional annual funding sources for the university computer services departments (computer use fee, HEAF monies, general use fee, grants, etc...).
- b. Continue improving and developing a program of excellence at The University Center, The Woodlands, Texas. (Providing financial oversight and assistance.)
- c. Continue developing and equipping of two additional computer labs on campus, Huntsville, Texas by 08/31/2002.

- d. Assist Computer Services, Business Office, and Cashiers' Office in maintaining and improving the on-line cashiering function.
- e. Continue to provide employee training to promote the use of electronic data already available to all administrative employee/users.

Administrative Accounting:

- a. Administrative Accounting will continue to enhance and encourage the electronic payment of student accounts via credit card on the telephone and the internet.
- b. Contracts and Grants will develop a database which will contain contact information for granting foundations that have awarded grants to Sam Houston State University. This will facilitate report writing and information gathering especially for fiscal year end and calendar year end reports and surveys.
- c. Contracts and Grants will work with Computer Services to develop a more efficient and useful grant accounting report. This will aid our office in income and expense tracking and reporting to be more useful to existing and future grant personnel.
- d. Financial Aid will continue to update current Financial Aid Web-page and to add new/additional aid forms for print and submission.
- e. Financial Aid will assist Computer Services with on-line application and approval/denial for semester loans toward the result of moving long-term registration late payment periods out of the Coliseum.
- f. Payroll will continue to develop payroll procedures for electronic entry of hourly employee time.
- g. Payroll will initiate procedures to use laser printed W-2's for employees by coordinating with Computer Services for programming.
- h. Residence Life will purchase a laptop with presentation abilities.
- i. Residence Life will continue to implement a reorganization plan to better align job descriptions, job grades, and salaries with actual work performed in order to better utilize our current resources in providing effective and efficient service to our residence hall students by establishing 2-3 satellite offices within the residence hall areas to house area coordinators, resource center(s) and Residence Halls Association.
- j. Residence Life will complete ethernet wiring with the completion of Colony Apartments.
- k. Residence Life will develop a plan to use web pages for more actual business purposes (electronically applying for housing, meal plans, request hall and room changes, request maintenance, etc . . .)
- l. Residence Life will implement one-card system to control access to residence hall doors for security purposes, to enable access to vending machines, meal plans, the bookstore, the library, etc . . .)
- m. Residence Life will purchase an automated housing assignment software system.

Business Office:

- a. Continue to provide staff development in form of one personal computing class offered by Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full-time staff employee.

- b. Continue expanding the use of the web site for credit card payments of tuition and fees to accommodate for other types of credit card payments across the campus to areas such as Alumni Association.
- c. Accounts Payable will continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full-time staff employee.
- d. Cashier's Office will continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full time staff employee.

Computer Services:

- a. Establish Internet bandwidth to meet the demands.
- b. Replace or upgrade one-third of all faculty workstations during FY 2000.
- c. Develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by Computer Services from 2.00% in FY 1998 to 3.505% by FY 2003 in increments of 0.30%/year (in FY 2001 the percentage was 2.8%).
- d. Maintain a sufficient number of modems and bandwidth to the internet to provide a commercial grade of service for remote computer access to faculty, staff and students.
- e. Extend the faculty workstation program to designated administrative information employees.
- f. Increase the active participation of the faculty in the Blackboard program to 50%.
- g. Institutional Research will increase the awareness, use and quality of technical support services provided for institutional effectiveness.

Human Resources:

Continue to develop "Home Page" on the Internet to improve communications on-line and promote SHSU as a good place to work.

Physical Plant:

- a. Continue to support all campus projects to expand classroom technology.
- b. Continue to support individual work orders for the expansion of data lines to meet mission requirements.
- c. Minimize the processing of paper work by maximizing the use of office productivity software and maintenance management software programs.

Purchasing:

- a. Continue assisting in the integration of computer technology into the administrative and instructional processes of the university.
 - (1) Purchase the materials and construction services needed to wire classrooms and offices for computer 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 needed.
- (5) Develop a review process for purchasing computer/telecommunications products. The review process will consist of a representative from the requesting department, Computer/Information Services and Purchasing.
- b. Coordinate with the General Services Commission and Computer Services to implement a computer-based purchasing system.
- c. 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 create a Non-Resident Bidder Purchasing data collection and reporting system.

Sam Houston Press:

Continue to integrate computer technology into equipment and software acquisition by researching digital high speed copier to network within the University.

2. Support initiatives to increase student recruitment and retention.

Vice President for Finance and Operations:

- 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.

Administrative Accounting:

- a. Residence Life will add special housing options such as living/learning communities, all-freshman halls, freshman houses with no visitation.
- b. Residence Life will extend visitation hours in buildings housing older and more mature students (seniors, graduate students and older than average students).
- c. Residence Life will develop a plan to improve aesthetics of residence halls with landscaping, picnic tables, porch swings, recreation areas, etc . . .
- d. Residence Life will continue to work closely with Physical Plant in developing a plan for continued repairs and cosmetic renovations in all buildings until Campus Master Plan is adopted or adapted.

Business Office:

- a. Accounts Payable will continue staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2001-02 will be the attendance in one development class by 75% of full-time employees.

- b. Cashier's Office will continue to provide staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2001-02 will be the attendance in one development class by 75% of full-time employees.
- c. Cashier's Office will continue to train student workers according to the procedures and manuals so customer service provided is good and accurate as possible.
- d. Vending will continue to respond to college age consumer demands for products and services through surveys and research. Continue to use "point-of-scale" surveys in determining student needs and wants.
- e. Vending will continue placing modern computerized machines across campus so as to give faster, more efficient service.
- f. Vending will continue to provide monetary resources (from vending profits) for student recruitment office.
- g. Vending will continue to provide scholarships to students from vending profits for the College of Business.

Physical Plant:

- a. Assist departments in expediting delivery of maintenance services for classrooms and offices providing automated work request input and status capability.
- b. Enhance way finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community.
- c. Support the continuing work on developing a new campus master plan.
- d. Strive to enhance the quality of surface parking lots on campus and construct new lots as opportunities become available.
- e. Perform construction management responsibilities for the Lowman Student Center renovation project.
- f. Perform construction management responsibilities for the New Classroom and Office Building project.
- g. Develop a plan to enhance the beauty of our grounds and the interior of our buildings.
- h. Continue to train employees in customer service issues.

Purchasing:

Assist in the preparation of student recruitment materials by purchasing the materials and printing services needed to produce the annual viewbook recruiting brochure for Undergraduate Admissions, the Graduate and Undergraduate catalogs, and the annual Student Orientation Program.

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

Administrative Accounting:

Explore our capacity for collection non-student revenue via credit card on the internet. Examples to be considered are camp payments, alumni memberships and donations.

Business Office:

- a. Vending will continue to reevaluate charges made to students versus market competition in the Vending Department. Examine product and service lines that may be appropriate to be added to offerings at the University.
- b. 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.

Human Resources:

- a. 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.
- b. Provide HR services and support grant funded programs.

Purchasing:

- a. Assist in the application for the performance of research contracts and grants by coordinating with the faculty, the Department of Contracts and Grants and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications.
- b. 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.

Administrative Accounting:

Financial Aid will research the feasibility of expanding the Federal Work-Study America Reads Program by placing math tutors beyond the elementary school level in our local and surrounding school districts.

Computer Services:

- a. Institutional Research will assist the university in meeting the reporting and accreditation requirements of the Commission of Colleges, Southern Association of Colleges and Schools.
- b. Institutional Research will submit complete and accurate assigned reports and surveys to the appropriate external agency according to external mandates and deadlines.

Physical Plant:

- a. Continue to support the startup of the Law Enforcement Institute facility through construction warranties, custodial services, utility services and maintenance work.
- b. Continue to pursue joint projects with the city and other organizations to achieve mutual benefits.

Purchasing:

- a. Continue assisting in conducting law enforcement and criminal justice training programs by purchasing the materials and services needed by the Bill Blackwood Law Enforcement Management Institute and the Correctional Management Institute.
- b. Continue assisting the business community in doing business with the university and other state agencies by attending expositions and economic opportunity forums.
- c. Assist the Small Business Development Center by conducting "How to do business with The State" seminars as requested.
- d. Conduct an annual Sam Houston State University HUB vendor show.

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

Vice President for Finance and Operations:

- a. 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.
- b. Expand and continue realistic budgeting of activities, allowing for capital improvements and other enhancements to the University community and departments.
- c. Provide, in budgeting, for technology enhancements on a regular and special basis.

Computer Services:

Institutional Research will increase the quality of and access to institutional data.

Physical Plant:

- a. Continue to improve the planning and overall management of the University's maintenance, renovation, and construction (MRC) program.
- b. Continue to support MRC project development and costing by the University Community for executive presentation.
- c. Assist with identifying fiscal year 2002 Maintenance, Renovation and Construction (MRC) projects which support strategic initiatives and department goals.

Purchasing:

Continue to develop and improve the budgetary process that addresses the priorities and goals of the SHSU Strategic Plan.

6. Other ongoing priorities and goals.

Administrative Accounting:

- a. Continue to provide training in the use of accounting tools to the University community.
- b. Monitor and enhance the reporting of all delinquent student accounts to the Comptroller's Office Warrant Hold Section.

- c. Contracts and Grants will develop a more detailed set of policies and procedures. One manual that will be used in our office and one to be distributed to those faculty members and staff that are awarded grants. This will continue our good faith effort to aid in the training of grant personnel and ease their tracking initiatives.
- d. Financial Aid will continue to assist Computer Services with the Financial Aid Management (FAM) module of the SCT Plus 2000 Software updates to regain and maintain the reliability of the system.
- e. Financial Aid will update the Financial Aid Procedures Manual to include new computer system practices and procedures and recent changes in regulations.
- f. Payroll will provide training for administrative personnel updating federal and state regulations and updating payroll procedures.
- g. Residence Life will purchase a laptop with presentation capabilities.

Business Office:

- a. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. 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.
- b. Continue 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 will be completed no later than the last day of the following month. The measurement of this goal will be periodically (at least once a year) by reviewing the dates on the reconciliation reports to determine that they were completed timely. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness files.
 - (2) `Billings - The Business Office bills certain outside agencies for service provided by SHSU. The TDCJ billing will be mailed within 7 days from the date of receipt of funds for all units from the TDCJ Inmate Trust Fund. (All units are mailed on one billing, so we must wait for the Trust Funds to arrive for every unit before we can issue the one TDCJ billing.) The ROTC billing will be mailed within 48 days after the 1st class day. All of the other 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. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
- c. Accounts Payable will continue to establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice. Plan to measure efficiency by evaluating vouchers

- chosen at random, periodically during the fiscal year. Tracking interest payments charged on accounts to determine cost of late payments to the University and to determine if the late payment was beyond Accounts Payable staff's control. Continue to work with Computer Services to implement a program on outstanding purchase orders to run by a purchase order or vendor name.
- d. Cashier's Office will continue to develop and maintain current and accurate employee job procedures and manuals. Evaluate and review on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. 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. Post Office will increase training made available for departmental personnel in use of bulk mail.
 - f. Post Office will increase packaging services available for the university.

Human Resources:

- a. Expand the use of the "Home Page" as a training and communication tool.
- b. Expand communication through Internet technology, giving employees a better understanding of benefit information, and having it readily accessible through the Human Resources Department's "Home Page."
- c. Improve the University's success in meeting Affirmative Action hiring goals.
- d. Improve the Risk Management Program.

Physical Plant:

- a. Enhance coordination of room assignment and facility inventory procedures for campus buildings.
- b. Continue to develop recreational site for VPFO at the Gibbs ranch.
- c. Develop and gain approval for a delivery order contract (DOC) to support the need for growing contract needs in the maintenance, renovation and construction program.
- d. Develop policy and gain approval for complete charge back to auxiliary activities for utility expenditures especially in the area of capital improvements to utility system.
- e. Work through a campus committee to improve the security of buildings through a complete review of key access and control procedures.
- f. Continue to expand and improve a crisis management plan for facilities' management.
- g. Develop a policy and gain approval for possible charge back of owner services on campus projects managed by the Physical Plant.
- h. Develop a campus vehicle management plan under a mandate by General Services Commission.

Purchasing:

- a. Continue to track all requisitions submitted, by utilizing a spreadsheet to catalog and identify, all requisitions. The spreadsheet will reside on the common software program enabling purchasers to update on a routine basis.
- b. Maintain the safeguard of incoming bids. Incoming bids will be documented, sealed and filed in a secure location.
- c. Acquire purchased goods and services in a fair, open and a competitive manner. Purchasing will obtain the best value on goods and services to maximize the financial resources on the university. Purchasing will also utilize term contracts and cooperative purchasing agreements to the extent possible.
- d. Make a good faith effort to increase the participation of small and historically underutilized businesses. Purchasing will assist minority-owned and woman-owned businesses in their efforts to obtain certification.
- e. Conduct an effective university warehouse program to support the needs of the Physical Plant by maintaining a stock of goods and materials routinely and repetitively needed.
- f. Conduct an effective central receiving and transportation program to support the needs of the entire campus by receiving goods, material, and equipment from freight carriers and delivering them to user departments.
- g. Conduct an effective property management program by maintaining accurate records of all property belonging to the university. The campus property management program will maintain accurate records of equipment with a minimum unit value of \$5,000.

Sam Houston Press:

Develop a survey from the Sam Houston Press and Copy Center to analyze the needs of the departments and students.

DIVISION OF STUDENT SERVICES Goals for 2001-2002 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. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Expand the use of technology with departments in the division.

Objective A: Expand the use of computer networks for student services by linking the national data sources for student affairs professionals.

Objective B: Recreate a student services web page for students and prospective students to access current student services resources and information (i.e. EXCEL, Biofeedback, and Freshman Orientation Programs)

Objective C: Coordinate divisional technology with the Department of Computer Services.

Objective D: Continue updating departmental computers to keep current with changing technology.

- Objective E: Continue staff development training programs through university channels.
- Objective F: Improve co-curriculum transcripts access through computer services by including a comprehensive listing of students' activities and involvement on campus.
- Objective G: Continue to develop national surveys on the Internet for the National Association of Student Services Personnel access.
- Objective H: Develop an Ombudsman-Service Directory for Students' Satisfaction through university computer services for access by on-campus students, as well as satellite institutions.
- Objective I: Utilize technological advances to develop a paperless office system within various departments in the Division of Student Services.

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

Goal Two: Attract and develop students and encourage their persistence through school.

- Objective A: Continue to work with Physical Plant in campus planning of facility improvements for student services.
- Objective B: Continue to work on data collection of students' perceptions of student services with the longitudinal study implemented in 1995.
- Objective C: Continue working with the university committee to focus on retention efforts.
- Objective D: Enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.
- Objective E: Continue to provide student activities that will prepare our students holistically.
- Objective F: Continue to provide information, encouragement, and advice to students concerning university resources.
- Objective G: Develop a university-wide crisis plan and campus safety policy for student programs.

Objective H: Recognize student achievements on the student services website.

Objective I: List available scholarships on the student services website.

3. Enhance external revenue sources available to the University.

Goal Three: Increase involvement in university advancement activities.

Objective A: Continue to research and investigate alternative programs for funding sources.

Objective B: Continue to cultivate contacts of potential and current donors through university procedures.

Objective C: Continue to cultivate contacts for athletic support in the community through university procedures.

Objective D: Research the list of Freshman Leaders, Orange Key Leaders, and Student Government Leaders to cultivate potential donors.

Objective E: Coordinate, through the University Advancement Office, training techniques for student services staff in cultivating potential donors and developing current programs.

Objective F: Develop student services staff training opportunities in grant writing techniques through the offices of Research and Sponsored Programs and the Academic Enrichment Center.

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

Goal Four: Create opportunities for collaboration with the university's external partnerships.

Objective A: Develop international opportunities for student exchange through national student services and university channels.

Objective B: Expand connections among regional and national universities.

Objective C: Establish opportunities for international partnerships.

Objective D: Continue to develop partnerships with the community.

5. Continue integrating the University's strategic plan and assessment processes 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: Create surveys to determine the quality of students' satisfaction through institutional effectiveness.

Objective B: Initiate strategies to determine students' satisfaction as mandated by Texas Legislature.

Objective C: Continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective D: Create surveys to determine the quality of staff satisfaction derived from their jobs.

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2001-2002 Academic Year Aligned With Institutional Strategic Goals

The purpose of this document is to articulate the goals of University Advancement and to integrate them into the institutional goals.

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

- a. Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations, including the management of constituent membership data using the Raiser's Edge database program.
- b. 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.
- c. Regularly monitor guidelines, policies and procedures regarding the use of the Raiser's Edge database program.
- d. Improve the scope and quality of Access Sam web page.
- e. Promote and encourage greater usage of Today@Sam faculty/staff electronic news page.
- f. List the University's experts with the National ProfNet Experts listing.
- g. Make the University's web page calendar more comprehensive and accurate.
- h. Improve the accuracy and quality of alumni addresses using NCOA address standardization and Zip+4 appending services offered by the U. S. Postal Service-lowering mail costs and assuring delivery of alumni mail.
- i. Use available software for special events planning, membership management, volunteer assignment and awards reports, and more.

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

- a. Participate in career programs, senior class events, college night programs, and other student activities when appropriate.
- b. Increase student awareness of scholarships administered by Alumni Relations and provide the application form on-line.
- c. Develop future alumni leadership among current students by encouraging them to belong to the student alumni association known as Alumni Alliance.
- d. Assist Undergraduate Admissions and others to design and place advertising in statewide magazines, high school newspapers, and programs for major statewide cultural and entertainment events.

3. Enhance external revenue sources available to the University.

- a. Continue to encourage University personnel to become involved in the development process at the University.
- b. Continue to develop University-wide donor stewardship events, such as the Scholarship Donor Appreciation Luncheon.
- c. Continue implementation of the University's first campus-wide annual giving program.
- d. Continue to develop a major gifts fund raising program.
- e. Continue to develop a planned giving fund raising program including the creation of an expectancy list of designated planned gifts to the University.
- f. Examine the creation of a private, non-profit 501c(3) foundation.
- g. Complete the creation of policies and procedures related to the University's development program.
- h. Provide training opportunities for University personnel interested in Development.
- i. Continue to conduct a premium-based direct marketing campaign to increase the percentage of dues-paying members to the Alumni Association.
- j. Continue to implement new programs to increase the Alumni Association's quasi-endowment.
- k. Use e-commerce opportunities to market alumni merchandise.
- l. Supplement institutional funding with outside resources, donated goods and services, etc.

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

- a. Reach out to external constituents by making presentations, setting up an alumni information booth at conventions, using radio-TV spots, and create opportunities for direct spoken dialogue.
- b. Focus on delivering benefits to all people with whom we interact.
- c. Develop and direct a planned, systematic program of written communications, including the production of a fall and spring issue of the alumni publication, *Legacy*, and the publishing of a University magazine or annual report.
- d. Build a community service program and partner with county service agencies/organizations such as The United Way, Habitat for Humanity, Walker County Fair, Chamber of Commerce, etc.
- e. Emphasize availability of SHSU news on Access Sam and Today@Sam web pages in traditional communications with media and public.
- f. Handle traditional and Prof-Net media queries promptly.
- g. Disseminate 60 major news releases, 400 minor news releases, and 3,600 hometown news releases per year.
- h. Assist in the promotion of the University's Distinguished Lecturer Series.
- i. Be sensitive to constituent groups and the diversity of the alumni body.

- 5. Continue integrating the University's strategic planning and assessment processes and their integration with the institutional budgeting process.**
 - a. Special efforts will be made to encourage, receive, analyze, and use feedback from the University's alumni, donors, and administration.
 - b. Continue "customer relations" strategies as mandated by the Texas Legislature.