SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System

2002-2003 STRATEGIC PLANNING COMMITTEE
FINAL REPORT

DECEMBER 2002

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

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FINAL REPORT

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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

Academic Disciplines	Categories	Assoc	Bacc	Mast	Doct	Prof
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

CODE	SUMMARY
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.

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- 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 and master's 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, school administrators, 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. Demand for more diversity in certified educational professionals will grow.

o. National public health recommendations and trends will impact students and the university in the area of immunology.

p. A growing number of students affected by mental health issues will enter college, requiring an increased need for counseling services.

q. Alcohol consumption among students will continue to be an issue of concern for the university and local community.

r The need for trained correctional personnel will increase.

2. Economic Trends

a. Total appropriation dollars will likely decline and 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 and increase diversity.

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.

k. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.

l. The current economy will continue to result in more students seeking financial assistance for college expenses.

m. National and global uncertainties (terrorism) may discourage major donors from making financial commitments to the university.

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 and community colleges.

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.

k. More support services will become available over the Internet.

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.

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. College curricula will be internationalized and exchange programs will be expanded as a result of an increasing need for global awareness.

g. The variety of community college programs seeking transferability will increase.

h. Universities will increase their focus on teaching and move toward a broader definition of scholarship.

i. Interdisciplinary programs will become more common (e.g., environmental science).

j. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.

k. 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.

l. Student Service Fee allocations will continue to lag behind increasing operational expenses, thus limiting the range and scope of some services available to students.

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 and other remote locations will increase.

t. Student security will be an increasingly important issue.

u. Intrusion of out-of-state Internet competition for higher education programs will increase.

v. Student retention measures will include more programs that enable students to identify a career path during the first year of enrollment.

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.

l. Universities will face increasing pressure to increase enrollment and graduation of minority students.

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.

e. New student housing may enhance new student recruitment and retention.

f. Expanded construction will commit university fund.

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 2003-2004 Academic Year Aligned With Institutional Strategic Goals

1. Academic Standards and Programs

a. Increase the variety of academic programs
   (1) Implement three full degree programs online (CJ, history, reading)
   (2) Implement the new Ph.D. program in mathematics education
   (3) Bring to approval a new doctoral program in reading
   (4) Consider new programs in golf management, athletic trainer, security studies, and forensics
   (5) Begin offerings through NETnet
   (6) Begin offering at least two certificate programs
   (7) Increase graduate enrollment by 10 percent
   (8) Increase performance on academics first indicators to levels to be determined before the beginning of the academic year

b. Increase the quality of academic programs
   (1) Establish a committee to study the enhancement of international content into the curriculum
   (2) Increase retention over academic year 2001-2002 by 6 percent
   (3) Bring 60 percent of courses to an online presence
   (5) Establish new honors housing and increase honors enrollment to 200
   (6) Nominate and promote a student for a national scholarship (Truman, Rhodes, etc.)
   (7) Increase instructional and information services both on and off campus with the creation of a virtual reference desk
   (8) Enhance all assessment programs in Academic to meet Southern Association of Colleges and Schools (SACS) standards
   (9) Design activities to address issues from the National Survey of Student Engagement

c. Improve organizational structure of Academic Affairs
   (1) Increase international student enrollment by at least 10 percent
   (2) Implement a new university promotion and tenure policy and bring all institutional policies in compliance with the revised university policy
   (3) Implement academic restructuring
   (4) Hire a graduate dean and redesign the operation of the Office of Graduate Studies
   (5) Implement a new automated degree program (DARS)
   (6) Examine the first year's allocation of course fees for appropriate expenditure
   (7) Improve national standardized testing facilities on campus and improve flexibility in making arrangements for those tests
   (8) Streamline the processes to apply for and to manage contracts and grants

(9) Establish ten collaborative programs with industry, government laboratories, research institutions, and universities

d. Increase research and scholarly activity
   (1) Increase federal research and development expenditures by 10 percent
   (2) Increase the submission of external grant proposals by 20 percent
   (3) Increase external grant applications by new assistant professors by 25 percent
   (4) Implement a university-wide "cradle to grave" electronic system to facilitate the development, submission, tracking, management, and reporting of contracts and grants
   (5) Establish a program that recognizes and publicizes research accomplishment of the faculty

2. University Image and Exposure

a. Increase public relations activities to prospective students
   (1) Establish Encuentro as an annual event
   (2) Develop and distribute a recruiting CD to be used for students who have been accepted in order to increase the acceptance-to-matriculation ratio
   (3) Standardize all recruitment materials from departments
   (4) Initiate construction of a new campus information and welcome center

b. Increase articulation activities
   (1) Establish and staff an office for student recruitment in North Harris Montgomery Community College
   (2) Expand community college articulation and two-plus-two agreements to include all major feeder institutions
   (3) Develop dual admission and advising process with North Harris Montgomery Community College and Blinn Community College

c. Increase general public activities
   (1) Propose STAR program recognition for SAM Center, Smith-Hutson Scholarship Program, and Encuentro
   (2) Expand continuing education offerings and bring to profitability
   (3) Provide Vice President for University Advancement with a list of possible needs to support the university capital campaign

3. Campus Community Atmosphere and Culture

a. Increase involvement in the local community
   Increase university involvement with the Huntsville's Promise program

b. Improve academic service culture
   (1) Establish availability of campus housing for students during holiday periods
   (2) Respond to initiatives for Academic Culture Committee

c. Increase diversity
   (1) Increase minority faculty to a total of at least 13 Black and 21 Hispanic (10 and 17 this year)
   (2) Increase Hispanic student enrollment by 4 percent

DIVISION OF FINANCE AND OPERATIONS
Goals for 2003-2004 Academic Year Aligned With Institutional Strategic Goals

1. Academic Standards and Programs

a. Administrative Accounting will increase the electronic payment of student accounts via credit card on the telephone and the internet by 10 percent.
b. Administrative Accounting will submit at least 1,500 delinquent accounts to credit bureau via electronic data transfer.
c. Administrative Accounting will submit 3,500 delinquent accounts to the Comptroller's Office Warrant Hold Program via electronic file transfer.
d. The Student Financial Aid Office will increase presentations, from the first annual to semiannual workshops, to Student Advisement Center staff and faculty regarding undated Financial Aid Reasonable Academic Progress (RAP) policy eligibility requirements. This provides support in student retention efforts and in assuring students stay on track toward graduation.
e. Vending will provide monetary resources from vending profits to the offices of the Vice Presidents for Academic Affairs and for University Advancement for expenses incurred in hiring, etc. The goal for FY 2004 is to provide $13,438 to Academic Affairs and $29,093 to University Advancement.
f. Computer Services will, by the end of calendar year 2003, acquire site licenses for the following academic software: Adobe Acrobat and GIS. Utilize cooperative agreements with other TSUS units.
g. Computer Services will increase the number of sections using the Blackboard software from 369 to 500, and the number of professors from 141 to 200 by the end of calendar year 2003. Install and implement the Enterprise version of the Blackboard software.
h. Human Resources will process 100 percent of ERS insurance enrollments and reports by the stated deadlines.
i. Human Resources will process 100 percent of the Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline.
j. Human Resources will post 100 percent of job openings within two working days of the receipt of a completed and approved Personnel Requisition Form.
k. Human Resources will process 100 percent of the Texas Workers Compensation claims and reports within the stated deadlines.
l. Human Resources will check for compliance 100 percent of all Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected.
m. Human Resources will settle 80 percent of all employee grievances at the second step of the grievance procedure.
n. Human Resources will file 100 percent of all state and federal reports by the stated deadlines.
o. Physical Plant will partner with our faculty and staff to improve academic teaching and research environments in the new Smith-Hutson Business Building Addition,

Teacher Education Center Addition, Farrington Addition and Renovation, and Library Renovation.

p. Physical Plant will support university departments with facility project development and cost estimates for any new proposed project for FY 2003 and FY 2004.
q. Physical Plant will identify and seek funding for FY 2004 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2004 MRC program submittal).
r. Physical Plant will work with the university Registrar to ensure classroom scheduling and the facility inventory to achieve Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements of 38.0 AWHU and 25.0 AWHU respectively.
s. Physical Plant will support design initiatives for the expansion of the East Central Plant to support the expansive capital improvement program by submitting a project to the Board of Regents for approval in August 2003.
t. Physical Plant will provide construction management for the following projects: Farrington Building Renovation and Addition, Library Renovation, Estill Building Renovation, Smith-Hutson Business Building Addition, Visitors Center, Teacher Education Center Addition, Recreational Sports Facility and Pool, Southside Dining Facility, Bearkat Village Apartments, Parking Garage, Card Access Implementation, Campus Signage Installation, Jackson Shaver Renovation, eight Co-Ops Renovation, Baseball and Softball Complex, and the Agricultural Facilities Expansion at Gibbs Ranch.
u. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
v. Purchasing will have members of departments with delegated purchasing authority receive purchasing training from their assigned purchaser biannually or upon request. Each individual who successfully completes the training class will receive a certificate of training from the Purchasing Department.
w. Purchasing will update the purchasing policies and procedures annually and update the policies and procedures website within two weeks from the approval date of the President.
x. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
y. All university Warehouse employees will attend a minimum of two safety-related classes annually.
z. All university Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
aa. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.

2. University Image and Exposure

a. Administrative Accounting will facilitate retrieving of information and enhance image of user-friendly student accounts processes by increasing web traffic on Student Accounts' website by 15 percent . (Install counter to track number of hits.)

b. The Student Financial Aid Office will continue to work toward designing and implementing a more interactive Financial Aid web page and increase by 20 percent aid applications and data forms in PDF document format. This will continue to improve aid processing and accessibility for current and prospective students.
c. Residence Life will continue integrating computer technology into all residence life buildings and administrative processes by completing by August 2004 Residence Life Ethernet wiring with the wiring of 50 Colony Apartments.
d. The Payroll Office will convert the reporting of Teachers Retirement System of Texas information from a manual system to a web-based system. This conversion will provide all reports, files, etc. electronically to the Teachers Retirement System. The Payroll Office will convert 250 records to the web-based system.
e. The Business Office will continue to work with Computer Services and the Cashiers Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This will allow alumni membership and contributions to SHSU to be paid over the web. Our goal for 2003-2004 will be to establish two departments with credit card payment capabilities.
f. The Cashier's Office will 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. Our goal for 2003-2004 will be to establish two departments with credit card payment capabilities.
g. Vending will provide monetary resources from vending profits for the student recruitment office. The goal for FY 2004 is to provide $13,438 to Academic Affairs.
h. Vending will provide monetary resources from vending profits to the University Advancement Office, enabling the staff to be better able to search for and secure grants, donations, etc. The goal for FY 2004 is to provide $29,093 to University Advancement.
i. Computer Services will develop the University's WWW presence to communicate and develop our image. Increase traffic visits to the home page from 5,000,000 in calendar 2002 to 7,000,000 for calendar 2003.
j. Human Resources will courteously receive all visitors to the department within thirty seconds. No more than one complaint per year.
k. Human Resources will answer all telephone calls using good telephone manners within three rings when available. Use voice mail message when not available that includes a referral to a backup person. Answer all voice mail messages within one working day. Keep complaints from callers below one per quarter.
l. Human Resources will keep website information updated as necessary to stay current. All updated information will be entered within two working days.
m. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.
n. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students by including accessibility issues in the Campus Signage Project and all construction projects.
o. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni including football games and other events yet to be named.

p. Physical Plant will complete a Physical Plant World Wide Web page to provide information of interest to alumni, community, and other interest groups.
q. Physical Plant will work with all departments to improve the appearance of SHSU vehicles by conducting at least three general meetings to explain the new vehicle policy.
r. Physical Plant will train a minimum of twelve employees in customer service issues.
s. Physical Plant will support energy conservation initiatives identified by new state requirements by completing a Resource Efficiency Plan by March 1, 2003.
t. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 10 percent in FY 2003.
u. Purchasing will within one year develop, complete, and maintain a website to advertise bids and proposals for the Purchasing Department.
v. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUB) forums annually and provide a minimum of five "spot purchases" to be awarded at each forum.
w. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses in classes on "How to do business with state agencies."
x. University Warehouse employees will dress 100 percent in appropriate attire for identification purposes when making deliveries and pickups across campus.
y. University Warehouse employees will ensure 100 percent of Central Stores vehicles are clean and well maintained.
z. Property will dispose of 100 percent of all equipment belonging to the university that is no longer needed on campus through a minimum of two public auctions on public bids per year.
aa. Property will increase the number of buyers in attendance at the surplus sales by 10 percent of the average attendance of 125 registered buyers. Develop new means of advertising, such as a web page for surplus property for this fiscal year.
bb. Sam Houston Press and Copy Center will host two seminars, one in fall 2003 and one in spring 2004, to educate the administration, deans, and departments in printing technology and printing procedures to increase quality printed pieces to enhance the university's image with the expectation of ten people per seminar.

3. Campus and Community Atmosphere and Culture

a. Administrative Accounting will enhance relationships with departments across campus by providing training in the use of accounting tools to the university community - host at least two workshops in FY 2003-2004.
b. The Student Financial Aid Office will expand participation in area high school and area community-based organizations in their "College Night" programs by 10 percent. These presentations assist prospective students in making early enrollment decisions regarding cost of attendance and available financial assistance.
c. Residence Life will create initiatives to increase student recruitment and retention by furnishing 126 residence hall rooms with a microfridge as Estill Hall is renovated in spring 2004 and provide a minimum of 150 educational and/or social programs per semester in the residence halls for the academic year.

d. The Payroll Office is striving to convert the paper system for internal reports and file retention to a computer output to laser disc system that will enable the Payroll Office to retain internal files on a laser disc. Sam Houston State University departments will be able to access their reports for reviewing or printing directly from the files, creating a more time efficient and cost-effective system. The Payroll Office will convert three reports to the laser disc system.
e. The Business Office will assist in university and community collaboration by the Business Office Staff volunteering two hours of 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.
f. Accounts Payable 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 2003-04 will be the attendance in one development class by 75 percent of full-time employees.
g. Accounts Payable will assist in university and community collaboration by the Accounts Payable Staff volunteering two hours of personal time in the name of Sam Houston State University Accounts Payable 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.
h. The Cashier's Office 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 2003-04 will be the attendance in one development class by 75 percent of full-time employees.
i. The Cashier's Office will assist in university and community collaboration by the Cashiers Office Staff volunteering two hours of personal time in the name of Sam Houston State University Cashier's 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.
j. Vending will place modern computerized machines across campus so as to give faster, more efficient service. A goal of five new machines to be placed in fiscal year 2004 has been set.
k. Computer Services will increase Internet bandwidth for the campus from 20Mb/sec to 20Mb/sec by the end of calendar year 2003.
l. Computer Services will replace or upgrade one-third of all faculty workstations during FY 2004.
m. The Post Office will increase customer satisfaction survey results by five percentage points from FY 2003 to FY 2004.
n. Human Resources will participate in the Summer Youth Employment Program by training at least one program participant.
o. Human Resources will send at least one HR professional staff member to important professional meetings.
p. Human Resources will meet at least 80 percent of the Affirmative Action Plan annual hiring goals.
q. Human Resources will receive less than three written EEO complaints during a twelve month period.

r. Human Resources will complete Human Resources Policy E-6, Employment of Non-resident Aliens.
s. Human Resources will complete 50 percent of the Business Continuity Plan.
t. Human Resources will apply all HR policies in a fair and equitable manner. No more than one complaint per quarter.
u. Physical Plant will support the university's initiatives to improve campus residence halls through internal renovations and construction projects or through privatization programs including Bearkat Village, Jackson Shaver Renovations, and eight co-ops Renovations.
v. Physical Plant will make additional improvements to parking facilities by utilizing the services of the City of Huntsville and local contractors in the renewal of the library parking lot and repairs to the four west residence hall lot.
w. Physical Plant will conduct business of maintenance, repair, and construction with greater respect for the university community and programs by compiling checklists for implementing different stages of design and construction of projects.
x. Physical Plant will, by the end of FY 2003, provide web access to campus customers for input of work orders electronically and receipt of updates to work order information.
y. Physical Plant will continue re-keying interior doors in all campus educational buildings to achieve 75 percent completion by end of FY 2003.
z. Purchasing will provide a minimum of one Historically Underutilized Business (HUB) Vendor Fair a year with a minimum of two other state and/or local government agencies participating.
aa. Purchasing will develop an alliance of a minimum of three other local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HU's.
bb. University Warehouse will coordinate annually with the President's Office in scheduling the dates and times to assist in setting up for special events held throughout the year. Develop and maintain a written schedule for the fiscal year. Review monthly for possible changes, additions, or deletions.
cc. Sam Houston Press and Copy Center has at present three departments using the SHSU bulk mailing services. To increase the bulk mailing operations by 100 percent, the Press is working directly with the Post Office to encourage all departments to use the bulk mailing preparation services and labeling services.
dd. Sam Houston Press and Copy Center will produce a customer service survey with Institutional Research to send out in spring 2003 in order to better understand our customer's needs. We are expecting a 10 percent response rate.
ee. Sam Houston Press and Copy Center will increase its awareness of its operation and services; two fliers will be sent to new students (January, August) and two fliers at the end of each semester (April/November).
ff. Sam Houston Press and Copy Center will acquire in the summer 2003 a digital high speed copier.
gg. Sam Houston Press and Copy Center will send monthly "welcome packets" to an average of ten new faculty and staff.

hh. Institutional Research will increase the quality of and access to institutional data by (1) posting 80 percent of the reports produced by the Office of Institutional Research on the IR website; (2) increasing 40 percent number of web hits to the IR website; (3) having 80 percent of the IR reports on the new SPSS web server; (4) having 100 percent of the IR reports follow JCAR Technical Conventions.

ii. Institutional Research will take a proactive approach to institutional research by (1) compiling 40 percent of all reports initiated by OIR; (2) developing a policy-study initiative (100 percent); (3) developing a newsletter to cover and provide analysis of Texas higher education legislative initiatives, delivering it to 100 percent of the faculty and staff at the university.

jj. Institutional Research will help to enhance its image and the university's image by (1) having four papers accepted for presentation; (2) submitting four papers for publication; (3) developing a newsletter covering recent office developments and articles covering various topics, delivering it to 100 percent of the faculty and staff at the university.

kk. Institutional Research will conduct surveys to detect strengths, weaknesses, and opportunities of the university by receiving an average return rate of 50 percent across all surveys conducted; (2) developing and completing (100 percent) a website that is particularly suited for the dispersal of survey information; (3) developing a longitudinal survey system (100 percent) by fall 2003.

ll. Institutional Research will increase awareness, use, and quality of technical support services by (1) working with Computer Services to develop an online institutional effectiveness handbook; (2) developing an institutional effectiveness online training module; (3) working with the student newspaper and television station to have tri-monthly reporting on the institutional effectiveness campus happenings; (4) familiarize 75 percent of the departments on campus with the technical support provided by the office for institutional effectiveness; (5) assist 90 percent of the persons that have used the technical services of the office to support their institutional effectiveness will rate the support as good or better.

mm. Institutional Research will increase the use of electronic databases for information storage by (1) developing (100 percent) a web sight that will allow users to enter the necessary institutional effectiveness information via the web and see how the information relates to the area they support; (2) working with Computer Services to develop databases that will handle all the information needed to meet the SACS criteria; (3) creating an electronic database for the university's "Closing the Gaps" initiatives; (4) working with Academic Affairs to create (100 percent) an accurate faculty database.

nn. Institutional Research will ensure consistent and accurate information used for planning and assessment by (1) assisting Computer Services in transforming any necessary reports to meet JCAR definitions; (2) Contacting other IR offices to ascertain their data collection methods; (3) working with the Registrar's Office, Computer Services, and Academic Affairs to develop must statements that eliminate some frequent data errors.

DIVISION OF STUDENT SERVICES
Goals for 2003-2004 Academic Year Aligned With Institutional Strategic Goals

1. Academic Standards and Programs

VPSS Goal 1: Increase students' academic achievement.

Objective A: Provide innovative programs for student success.

a. Establish an Ombudsman Service Program that will facilitate customer service and invoke a formal institutional process to address student concerns.
b. Create a committee to organize and complete all of the collaborations and procedures necessary to have the Co-Curricular Transcript Program available and operational for the fall 2003 semester.
c. Create a Freshman Leadership Course in collaboration with the academic components.
d. Prepare EXCEL (**E**ncouraging **X**-cellence through **C**o-curriculum **E**ducation and **L**eadership) and Transition Track leadership training workshops to incorporate new faculty staff presentations and to collaborate with the Student Advising and Mentoring Center (SAM Center) which will increase the student participation rate.
e. Increase visibility of the SAM C.A.R.E.S. (**C**ommitted **A**ttitude, **R**esponsible **E**ducated **S**ervice) Program. This university-wide program directly addresses student safety.
f. Reorganize the Orientation Program to include collaboration with the newly established Student Advising and Mentoring Center (SAM Center), the use of students as peer mentors, and programming in areas that address the social and cultural development of new and transfer students.
g. Collaborate with the Department of Residence Life, Counseling Services, and the Division of Academic Affairs to enhance and increase the learning opportunities for the campus residents participating in the Bearkat Learning Community Program.
h. Work in conjunction with the Department of Student Activities to create a new Community and Campus Volunteer Program for students and campus organizations that coordinates efforts, records the work that has been done, and recognizes the participants for their efforts.
i. Develop and present programs that encourage students to make healthy lifestyle choices.

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

a. Develop a Student Leadership/Service Exchange Program with an international institution of higher education.
b. Enhance collaborative opportunities with the Multicultural and International Student Service Program and the International Program Office.
c. Involve staff in international opportunities that will enhance their exposure, education, and insight of globalization of higher education.

d. Maintain relationships with the Fulbright Commission in Germany which was established as a German Fulbright Scholar. German Fulbright students are studying at Sam Houston State University due to this collaborative partnership.

Objective C: Develop community, regional, national, and international partnerships.

a. Create a collaborative brochure highlighting educational partnerships between Academic Affairs and Student Services.
b. Cultivate relationships with new and existing companies to provide career opportunities for students and alumni.
c. Interact with other organizations from the community. Interaction with those from the Health Department, Fire Department, State Licensing, etc. will keep information flowing from the daycare at the university throughout the community.
d. Utilize Alumni Relations as a partner in job development.
e. Participate in health-related programs and presentations within student organizations, the local school district, and other community groups.
f. Host at least one intern per year as available from the Department of Health Education.

Objective D: Assess student needs in program development, quality, and effectiveness by collaborating with the Office of Institutional Research.

a. Distribute the Longitudinal Student Assessment Paradigm Survey established in 1994 to determine students' perceptions.
b. Encourage the creation of program surveys to determine students' satisfaction through institutional effectiveness. Focus will be on specific programs such as BearFACTS Forum, Bearkat Bucks, Freshman Orientation, etc.
c. Collect data on predictors of academic success and upgrade educational training in the Learning Enhancement Center to assist in the recruitment of student-athletes who will graduate.

2. University Image and Exposure

VPSS Goal 2: Increase constituents' support and participation

Objective A: Cultivate stakeholders interested in the success of the university.

a. Participate in community- and university-oriented projects and campaigns.
b. Target potential donors interested in developing student service-oriented programs.
c. Utilize resources and stakeholders in the community to work collaboratively on projects of joint interest.

Objective B: Identify strategic student services programs in a capital campaign.

a. Assemble a database of all students who were participants in student life programs such as Orange Keys, Freshman Leadership, Student Government Association, Orientation, and Alpha Lambda Delta for future contact.
b. Work in collaboration with the Vice President for Student Services, President's Office, and the Office of Alumni Relations to host the first ever Former Student Leaders Alumni Reception at the 2003 Homecoming Weekend.
c. Work in collaboration with the Vice President for Student Services and the Vice President for University Advancement to create the Division of Student Services Student Leadership Endowment that will provide scholarships for active SHSU Student Leaders.
d. Implement winning athletic teams, complimented by innovative and aggressive marketing and fundraising activities that produces conference championships and the Southland Conference Commissioner's Cup.

Objective C: Cultivate contacts for student services departments.

a. Provide publicity for the University and students via the Career Services web site, career fairs, and special events.
b. Nurture relationships with the local medical community by engaging in face-to-face interactions.

3. Campus and Community Atmosphere and Culture

VPSS Goal 3: Create a positive university and community culture.

Objective A: Provide staff development programs.

a. Focus on team building, educational enjoyment during the fall semester and provide a program that emphasizes the educational environment during the spring semester.
b. Develop a staff survey to receive feedback on programs and management within the division.
c. Provide a broad-based leisure service program for the university community.

Objective B: Enhance and refocus departmentally sponsored student retention programs.

a. Develop a proposal, Promoting Academic Leadership and Success (P.A.L.S.) which is currently under legislative consideration, that addresses the recruitment of students disadvantaged by academic, economic, geographical, or cultural circumstances.
b. Target and recruit first generation college students in the Houston Metropolitan area in collaboration with the Admissions Office.
c. Assist education majors in obtaining the required observation hours in their academic endeavors.

d. Become more involved in professional training to better serve the non-traditional students at Sam Houston State University.
e. Provide psycho-educational programs that promote healthy lifestyles and support students in attaining their academic goals.
f. Provide support for students with disabilities such that these students are retained and graduate.
g. Develop high impact educational tools for use in the health counseling and education process.
h. Expand services to include the treatment of common chronic conditions (i.e., asthma, diabetes, and hypertension).
i. Work collaboratively and in support with the academic component by providing facilities, programs, and adjunct faculty.

Objective C: Collaborate with the Physical Plant in campus planning of student services facilities.

a. Support the building of a new state-of-the-art facility for the childcare center, Bearkitten Academy.
b. Support the expansion of the Health and Kinesiology Center for Recreational Sports facilities, i.e., natatorium, gymnasium, and weight room.
c. Support the construction of a baseball and softball complex facility for the Athletics program.

DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2003-2004 Academic Year Aligned With Institutional Strategic Goals

The purpose of this document is to list a number of University Advancement goals for the 2003-2004 academic year and to integrate the goals into the broader institutional goals of the university. There may well be additions or other changes to this document with the arrival January 1 of a new Vice President for University Advancement.

1. Academic Standards and Programs

a. Progress toward university's first capital fund campaign, with goals to be set when appropriate
b. Conduct fourth annual faculty/staff annual fund campaign, with proceeds benefiting various academic programs, with increase of 15 percent in participation
c. Contact 40,000 prospects for second annual alumni telephone solicitation program, with proceeds benefiting each college
d. Contact 45,000 prospects for fourth annual fund campaign with printed mailing piece
e. Do one news release for area media and the university webpage in fall of 2003 marking SHSU's participation in College for Texans campaign activities in support of the Closing the Gaps initiative by the Texas Higher Education Coordinating Board
f. Do one news release for area media and the university webpage to increase awareness of students and potential students in the scholarship and other financial aid available at SHSU and other Texas universities in accordance with Closing the Gaps initiative
g. Do one article in an Advancement publication promoting planned giving among alumni and friends as a means of building stronger academics and programs and attracting better students and faculty
h. Implement official class ring program in fall, with first presentation ceremony in spring
i. Increase Senior Signup program by 20 percent
j. Create a private, non-profit 501(c)(3) foundation, if assessment of the need and feasibility of creating such a vehicle is positive
k. Increase staffing within the development area by four full-time positions and alumni relations by three full-time positions to increase effectiveness and scope of programs

2. University Image and Exposure

a. Increase by 10 percent the number of alumni addresses using the NCOA address standardization and Zip+4 appending services offered by the U. S. Postal Service
b. Increase by 10 percent donated goods and services to the university
c. Increase staffing within public relations by three full-time positions to more fully serve the communication needs of the campus community and to support overall advancement activities

d. Improve relationships by periodic contacts with editorial staff of *The Huntsville Item* (weekly), the *Houston Chronicle* (monthly), and Associated Press (monthly), as well as others
e. Use ProfNet media query service to increase exposure of programs and personnel through state and national media at the rate of four per month
f. Update Public Relations Office crisis communications plan two times in twelve-month period to assure contacts are accurate
g. Assist in communications/visibility initiatives of President's Office through preparation of one president's guest editorial per semester for *The Houstonian*, Today@Sam, and *The Huntsville Item*
h. Post 150 major news stories concerning SHSU people, events, and programs on Today@Sam and release when appropriate to area, state, and national media
i. Post 220 minor news stories concerning SHSU people, events, and programs on Today@Sam and release when appropriate to area media
j. Increase listings of SHSU experts on Today@Sam web page by 5 percent and evaluate listings twice yearly for accuracy and appropriateness
k. Encourage faculty to report information for Today@Sam "In the News" section with goal of one new listing per week
l. Hold interviews with forty SHSU faculty for updates on key areas of activity
m. Compile faculty and staff photo file of 300 employees
n. Use public relations graphics coordinator to support special communication efforts within the advancement division and other high-level university offices on one donor/friends/ alumni member magazine (7,000 circulation) published twice per year and one general interest newsletter (45,000 circulation) published twice per year
o. Use public relations graphics coordinator to create campus publications guidelines

3. Campus Community Atmosphere and Culture

a. Hold four SamWorks alumni relations receptions in Houston
b. Hold twelve SamWorks alumni relations receptions in Huntsville
c. Hold alumni golf tournament
d. Hold alumni tailgate type receptions in all major spectator sports in addition to football tailgate receptions at each home game
e. Enhance campus/community atmosphere and culture through preparation of one president's guest editorial per semester for *The Houstonian*, Today@Sam and *The Huntsville Item*
f. Produce two news releases per semester relating to campus and community relationships
g. Continue to promote historic nature of campus and community to counter Huntsville's "Prison Town" image through one major or minor news release per month on Sam Houston Memorial Museum
h. Participate in two community projects and two *Huntsville Item* special publications through advertising as funding permits
i. Maintain active memberships in important community organizations such as Huntsville/ Walker County Chamber of Commerce, and attend or co-sponsor one Business After Hours event on campus

APPENDIX

APPENDIX

HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS)

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 areas of HUBs.
- Update the University HUBAP as necessary.
- Develop models of educational in-reach and out-reach 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 University departments and 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. The Assistant HUB Coordinator will:

- 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.
- Develop and participate in educational in-reach activities, such as:
  - >> Incorporating 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.
  - >> Developing and distributing information related to HUBs for use in departmental purchases not being processed through the purchasing department.
- Participate in programs that consolidate information about upcoming contracting opportunities and allow potential bidders to discover upcoming opportunities.
- Actively encourage potential contractors to use HUB subcontractors through wording in bid and proposal documents and through information given at pre-bid conferences, meetings.
- 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 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:

- 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.
- 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.
- Report to the Commission through the HUB Coordinator the total number and dollar amount of certified HUBs 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:

- 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.
- 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 Criminal Justice, and the College of Education and Applied Science. The University offers 86 bachelor's, 54 master's, and 4 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 under "Policies," then "Purchasing and Stores," on the following website: http://www.shsu.edu/administrative.