SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System

2004-2005 STRATEGIC PLANNING COMMITTEE
FINAL REPORT

MARCH 2005

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341
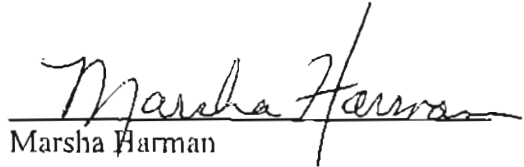
2004-2005 STRATEGIC PLANNING COMMITTEE
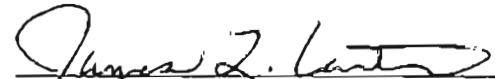
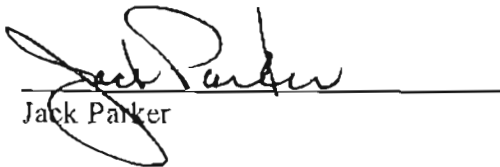## FINAL REPORT

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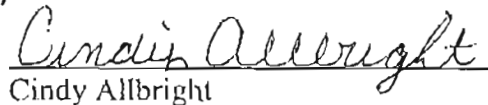APPROVED:
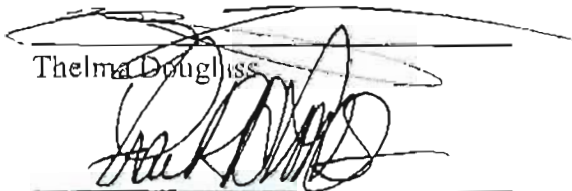
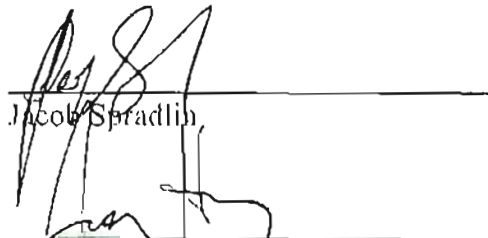David Payne, Chair

Marsha Harman

Heather Thielemann

James Carter

Jack Parker

Cindy Allbright

Thelma Douglass

Jacob Spradlin

Frank Holmes

Jason Horn

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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, ethical, 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 emphasis 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 decades of the 1970s, 1980s, and 1990s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs at all levels. 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 five colleges: Arts and Sciences, Business Administration, Criminal Justice, Education, and Humanities and Social Sciences. Students are offered an extensive range of bachelor's and master's degrees, as well as doctorates in selected areas. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

Academic Disciplines	**Categories**	**Assoc**	**Bacc**	**Mast**	**Doct**	**Prof**
Agriculture, Ag Operations, & Related Sciences	(01)		1	1		
Natural Resources & Conservation	(03)		3A			
Architecture & Related Services	(04)		3B			
Area, Ethnic, Cultural, & Gender Studies	(05)					
Communication	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering Technologies/Technicians	(15)		3D	3E		
Foreign Languages, Literatures, & Linguistics	(16)		1			
Family and Consumer Sciences/Human Sciences	(19)		1	1		
Legal Professions & Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, Gen. Studies, & Humanities	(24)		2F			
Library Science	(25)		2	1		
Biological & Biomedical Sciences	(26)		1	1		
Mathematics & Statistics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure & Fitness Studies	(31)		3I	2J		
Philosophy & Religious Studies	(38)		1			
Physical Sciences & Science Tech/Tech	(40 & 41)		1	1		
Psychology	(42)		1	1	3K	
Security & Protective Services	(43)		1	1	1	
Public Administration & Social Service Professions	(44)			3L		
Social Sciences	(45)		1	1		
Trade & Industrial	(46-49)					
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Clinical Sciences	(51)		3M			
Business, Mgmt, Mkt, & Related Support Services	(52)		1	1		
History	(54)		1	1		

FOOTNOTES

[Footnote references identify Texas CIP code names and code numbers rather than institutional program names.]

A. Environmental Science (03.0104.00) only

B. Interior Architecture (04.0501.00) only

C. Educational Leadership and Administration, General (13.0401.00), Special Education and Teaching, General (13.1001.00), Counselor Education/School Counseling and Guidance Services (13.1101.00), Mathematics Teacher Education (13.1311.00), and Reading Teacher Education (13.1315.00) only

D. Electrical, Electronic and Communications Engineering Technology/Technician (15.0303.00), Industrial Technology/Technician (15.0612.00), Manufacturing Technology/Technician (15.0613.00), Construction Engineering Technology/Technician (15.1001.00), and Drafting and Design Technology/Technician, General (15.1301.00) only

E. Industrial Technology/Technician (15.0612.00) only

F. Combinations of previously approved programs only

G. Biological and Physical Sciences (30.0101.00), 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. Clinical Psychology (42.0201.20) only

K. Public Administration (44.0401.00) only

L. Health Studies (51.0000.01), Clinical Laboratory Science/Medical Technology/Technologist (51.1005.00), and Music Therapy/Therapist (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.

- 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
2005 - 2006

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, Asian, and Native American, and other minority student populations will continue to grow.

d.   More students will be employed and more students will be working more hours while attending school. Affordable child care will become a necessity for students with children. Academic scheduling will need to be more flexible to meet the needs of students.

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 increase.

h.   The percentage of out-of-state students who enroll in Texas institutions of higher education from bordering states will increase due to the out-of-state tuition waiver agreements by Texas and the other states.

i.   The expansion of online courses and programs will increase the number of out-of-state and international students.

j.   The current gender ratio in colleges and universities will remain relatively stable.

k.   The need for continuing professional education will increase. Teacher certificate renewal requirements will provide a new market for "continuing educational" offerings.

l.   Sensitivity toward diverse lifestyles and backgrounds will increase.

m.   Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow, and community colleges will be allowed to certify teachers. Candidates for these programs will be nontraditional, with growing participation in alternative programs.

n.   There will be growing populations of students who are best being served by web-based programs.

o.   Demand for more diversity in certified educational professionals will grow.

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

q.   Demand for health care providers will increase as the population ages.

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

s. An increasing number of students will need special accommodations, including mental health accommodations.

t. The need for trained correctional personnel will increase.

u. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health center, as well as services provided by the counseling center.

v. The need for financial aid will increase.

w. Terrorism will open new instructional and research opportunities and demand more institutional caution.

x. A higher number of minority students will be first-generation students as enrollment increases.

y. A growing number of students, especially nontraditional students, will be affected by legal issues.

z. Religious traditions will come into conflict with one another and with the delivery of information in courses.

2. <u>Economic Trends</u>

a. Appropriation dollars per student enrolled, controlled for inflation, will decline.

b. Demands for support of noneducational services statewide will increase.

c. The information and service sectors of the economy will increase in importance.

d. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.

e. The Texas economy will at best experience modest economic growth.

f. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.

g. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

h. TDCJ will continue as a major employer for this area.

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

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

k. The increase in the number of students with disabilities requesting services will strain existing resources for both services for students with disabilities and academic departments.

l. Lack of funding and budget cuts will hinder staffing patterns and decrease student programs.

m. Increasing fuel costs will impact university budgets and students' college choice based on distance from home.

n. The need for money management training will increase for all students.

o. Students working while attending school will take longer to graduate.

p. Electronic transcripts from high school to institutions of higher education will decrease cost of printing, supplies, and manpower across the state.

q. Designated student fees will continue to increase.

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, mandating computer information literacy.

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 will lead to cooperative programs with secondary schools and community colleges.

f. Advanced technology will change the way classroom instruction, library services, and enrollment management programs are delivered. Increased resources will be needed to make technology available to all classrooms and support the technology.

g. Nontraditional educational organizations will expand their delivery of 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. Gradually the demands for the teaching of technological skills will increase and online expertise will become a basic necessity for faculty.

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

l. The ongoing challenges presented by viruses, worms, spyware, etc. will require constant vigilance in order to maintain the effective use of computer technology.

m. Technological needs will increase.

n. Technological changes will continue to present challenges for control of academic dishonesty and intellectual property.

o. Access to state-of-the-art technology for all students, faculty, and staff will become more essential.

p. The work place will increase demand for technological skills.

q. The growing number of students engaged in the institution through the Internet will need new and innovative services.

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 will require 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. More institutional partnerships will be forged for 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 will lead 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. There will be greater pressure on universities to understand and market their niche.

i. Interdisciplinary programs will become more common.

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 as well as 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. There will be increasing pressure to integrate high school and university programs.

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.

w. Enrollment caps at large universities will increase the potential pool of students at Sam Houston State University.

x. Demand for internships will increase.

y. Accountability requirements will increase.

z. Timeliness of financial assistance will become an increasing factor of retention.

aa. More quantitative and qualitative research data will be needed to substantiate ongoing student retention programs.

bb. Enrollment increases will impact all areas of the university.

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 will 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.

m.   Insurance rates will rise.

n.   sing the students' social security number as an identifier in the state of Texas will be gradually eliminated.

o.   More scrutiny by the Texas Legislature will take place when new facilities are being recommended.

6.   **Physical Facility Trends**

a.   Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.

b.   Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.

c.   State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

d.   New construction, especially on-campus housing, will enhance student recruitment.

e.   Greater development of nontraditional teaching (distance learning) could alleviate physical plant congestion concerns following increasing enrollment.

f.   Fees for nonstate funded facilities will need to be increased.

g.   Student enrollment increases will require additional university facilities.

h.   New construction will address the rising costs of utilities.

i.   Parking will continue to be a source of frustration.

7. **Trends in Philanthropy**

a.   Providing funding for the university is increasingly important.

b.   The university operation will draw an increasing portion of its support from philanthropic sources.

c.   The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.

d.   The growth of the annual giving program will lead to greatly enhanced university development activities.

e.   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.

f.   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.

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.

h.   Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.

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

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 <u>major</u> 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 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

Vision

Develop a continuously improving institution with a faculty, a student body, and academic programs recognized for excellence, integrity, and responsiveness.

Mission

Provide an educational environment that nurtures, develops, promotes, and rewards academic excellence, integrity, and responsiveness through:
- the development of critical thinking
- a commitment to life-long learning
- an active academic, civically-engaged, and globally-aware student body and faculty
- the application of knowledge to better society
- the creation of a culture whereby all students and faculty are challenged to develop their skills/potential
- the attraction and retention of a quality faculty and student body
- the production of employable and satisfied graduates
- the encouragement of ethical behavior by all members of the university community

Strategic Goals

The Division of Academic Affairs is committed to achieving the following strategic goals as measured by the "Indicators of Academic Progress":
- Exceed state norms for admission standards
- Increase contract and grants activities
- Recruit and retain quality faculty and reward their commitment to life-long learning
- Produce skilled graduates who serve as ambassadors for SHSU
- Demonstrate continuous programmatic development and improvement in program recognition
- Provide physical facilities and financial support to foster excellence in academic programs
- Promote diversity among faculty and students
- Meet state academic accountability goals

ACADEMIC AFFAIRS
PERFORMANCE INDICATORS

Research
- Number of external grants and contracts received
- Number of dollars received in external grants and contracts
- Number of proposals for external grants submitted
- Number of faculty publications and presentations

Faculty Quality
- Average number of publications and presentations for faculty being granted tenure (only for those being promoted from assistant to associate professor)
- Percent of new faculty hires from research extensive (Carnegie) universities
- Percent of departments with faculty members serving as officers for regional/state organizations
- Percent of departments with faculty members serving as officers for national/ international organizations
- Number of students with professional presentations, publications, or external performances
- Percent of teachers who are at or above the nationally standardized mean on faculty evaluations

Student Quality
- One-year retention rates
- Undergraduate six-year graduation rates
- TexES passage rate and state teacher certification rate
- Graduate exit survey and follow-up surveys
- Employer surveys
- Size of Honors Program
- Average SAT or ACT of new freshmen
- Average standardized admission score and GPA of entering graduate students
- Undergraduate and graduate enrollments
- Size and quality of Honors Program

Programmatic Development
- Number of students enrolled in continuing education courses
- Number of distance programs offered
- Number of certificate programs
- Number of new or revised baccalaureate programs
- Number of new or revised masters-level programs
- Number of new or revised doctoral programs
- Listing of state and national rankings and recognitions for programs
- Number of articulation agreements

Facilities and Support
- Average stipend of graduate assistantships
- Library use rates
- Amount and number of scholarships awarded to undergraduate and graduate students
- Number of graduate assistants – report by state and local money
- Nonsalaried expenditures for academic support
- Square footage for academic space
- Student/faculty ratio
- Performance of academic support centers

Diversity
- Number of minority faculty
- Percent of faculty from outside the region
- Diversity of student body as measured by demographic profiles
- Profile of administrators from the chair level and above

DIVISION OF ENROLLMENT MANAGEMENT
Goals for 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

Vision

The Division of Enrollment Management centers on a vision of working collaboratively with faculty, staff, and students to provide participation and success in higher education to a diverse population. The division focuses on attracting, enrolling, retaining, and graduating students to empower them to be productive citizens. Through across-campus teamwork the division envisions the enrollment process to be one that involves the cooperation and enthusiasm of faculty and staff to effectively administer and track programs that will result in more students enrolling at the institution and helping them to attain their educational objectives, while also nurturing future loyal alumni who will contribute to the life of the institution.

Mission

The mission of the Division of Enrollment Management at Sam Houston State University is to provide affordable, quality education to a diverse population by recruiting and enrolling qualified freshman and transfer students for admission; to oversee with the assistance of other offices on campus the students' academic progress through their graduation; to provide on-campus living accommodations if needed; to provide financial assistance within guidelines; to provide new and prospective students with a comprehensive introduction of the university; and to assist the students in their chosen career opportunities.

Strategic Goals

- Demonstrate continuous improvement in program development/enhancement in the Division of Enrollment Management
- Recruit and retain quality students to include "Closing the Gaps" participation and success goals
- Exceed state norms for admissions standards
- Develop summer orientation program consistent with retention efforts
- Continue to enhance technological changes in enrollment management
- Improve communication with prospective/current students, on-campus departments and divisions, as well as outside entities
- Utilize and create positive collaboration with the SHSU Director of Marketing

ENROLLMENT MANAGEMENT
PERFORMANCE INDICATORS

Program Development
- Increase employer participation in Career Services recruitment activities
- Increase on-campus awareness of Career Services
- Create a marketing campaign for Career Services and set up an internship
- Improve aesthetics of residence halls and programming in halls
- Improve customer service and implement changes in office procedures to ensure continuity in Student Financial Aid

Staff Development
- Increase employee retention rates, professional development opportunities, and promotions
- Train employees to ensure accurate information to students and university community

Technology Advancement
- Maintain a 48-72 hour processing/response time for admissions applications and transcripts
- Develop a student resignation survey to capture data from resigning students
- Develop and improve web page for all areas of Enrollment Management
- Implement and utilize DARS
- Implement fully document imaging
- Utilize web pages to renew Residence Life contracts and request assistance
- Increase the use of One-Card by Residence Life
- Develop a more interactive and user-friendly Student Financial Aid website
- Develop a new student portal for prospective and current students
- Create a new surveillance system for residence halls
- Develop a formal retention program (software and program)

Student Recruitment
- Increase the number of high school and community college contacts and enrollment
- Improve communication between SHSU and "top ten" community colleges that transfer to SHSU
- Improve communication with prospective students via updated e-mails and letters
- Notify financial aid awards to current and new applicants earlier
- Produce informative, detailed recruitment/advertising materials for prospective students and parents

Student Quality and Retention
- Exceed state average of ACT/SAT test scores
- Monitor PREP students through mandatory orientation attendance and enrollment in SAM 136
- Retain freshmen at a rate of $\geq 70\%$

- Maintain a six-year graduation rate ≥ 40%
- Increase diversity of student body as shown by demographic data
- Assist students to identify career path their first academic year
- Retain quality students by offering special housing options such as living/learning communities, all-freshman halls, international student house, and faculty-in-residence program
- Improve communication to students via on-line publications and letters informing them of up-to-date policy/procedure implementation

DIVISION OF FINANCE AND OPERATIONS
Goals for 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

<u>Vision</u>

Develop innovative ways to make Sam Houston State University user friendly around campus, in housing, student financial aid, or computer access to faculty, staff, students, and visitors.

<u>Mission</u>

The Division of Finance and Operations at Sam Houston State University is committed to assuring 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.

The office of the Vice President for Finance and Operations 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 four campus initiatives of critical concern. His four initiatives are being mirrored by the Vice President for Finance and Operations.

<u>Strategic Goals</u>

- Achieve classroom and class lab utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements
- Implement amore interactive web pages for all departments within the Division of Finance and Operations
- Increase aid applications and data forms in PDF document format for faster response
- Integrate computer technology in all residence life buildings and administrative processes
- Expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development
- Improve accessibility to SHSU facilities and programs to encourage greater enrollment for physically challenged students

FINANCE AND OPERATIONS
PERFORMANCE INDICATORS

Academic Standards and Programs

1. Administrative Accounting will increase the electronic payment of student accounts via credit card on the telephone and the internet by 5 percent.
2. Administrative Accounting will submit at least 1,000 delinquent accounts to credit bureau via electronic data transfer.
3. Administrative Accounting will submit 2,500 delinquent accounts to the Comptroller's Office Warrant Hold Program via electronic file transfer.
4. The Student Financial Aid Office will increase by 10 percent presentations and workshops to Student Advisement Center staff and faculty regarding undated Financial Aid Reasonable Academic Progress (RAP) policy eligibility requirements.
5. Vending will provide monetary resources from vending profits to the office of academic and advancement vice presidents for expenses incurred in hiring, etc. The goal for FY 2005 is to provide $13,500 to Academic Affairs and $29,100 to University Advancement.
6. Computer Services will increase to 550 the number of sections using the Blackboard software and the number of professors from 141 to 230 by the end of calendar year 2004. Install and implement the Enterprise version of the Blackboard software.
7. Human Resources will process 100 percent of ERS insurance enrollments and reports by the stated deadlines.
8. Human Resources will process 100 percent of the Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline.
9. Human Resources will post 100 percent of job openings within two working days of the receipt of a completed and approved Personnel Requisition Form.
10. Human Resources will process 100 percent of the Texas Workers Compensation claims and reports within the stated deadlines.
11. Human Resources will check for compliance 100 percent of all Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected.
12. Human Resources will settle 82 percent of all employee grievances at the second step of the grievance procedure.
13. Human Resources will file 100 percent of all state and federal reports by the stated deadlines.
14. Physical Plant will partner with the faculty and staff to improve academic teaching and research environments in the new Business Administration Annex.
15. Physical Plant will support university departments with facility project development and cost estimates for any new proposed projects for FY 2005.
16. Physical Plant will identify and seek funding for FY 2005 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2005 MRC program submittal).

17. 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.
18. Physical Plant will complete initiatives for the expansion of the East Central Plant to support the expansive capital improvement program by the end of FY 2005.
19. Physical Plant will provide construction management for the following projects: Farrington Building Renovation, Business Administration Annex, Science Building, Sam Houston Village, Baseball/Softball Complex, and the Agricultural Facilities Expansion at Gibbs Ranch.
20. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
21. 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.
22. 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.
23. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
24. All University Warehouse employees will attend a minimum of two safety related classes annually.
25. All University Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
26. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.

University Image and Exposure

1. Administrative Accounting will facilitate retrieving of information and enhance image of user-friendly student accounts processes by increasing web traffic on Student Account's website by 10 percent. (Install counter to track number of hits.)
2. The Student Financial Aid Office will continue to work toward designing and implementing a more interactive Financial Aid Web Page and increase aid applications and data forms in PDF document format by 10 percent. This will continue to improve aid processing and accessibility for current and prospective students.
3. Residence Life will continue integrating computer technology into all residence life buildings and administrative processes by completing residence life Ethernet wiring with the wiring of Sam Houston Village.
4. The Payroll Office will continue the conversion of the reporting of Teachers Retirement System of Texas information on a web-based system. This conversion will provide all reports, files, etc. electronically to the Teachers Retirement System. The Payroll Office will convert 300 records to the web-based system.

5. 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.

6. 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.

7. Vending will provide monetary resources from vending profits for student recruitment office. The goal for FY 2005 is to provide $13,500 to Academic Affairs.

8. Human Resources will courteously receive all visitors to the department within 30 seconds. No more than one complaint per year.

9. 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.

10. Human Resources will keep website information updated as necessary. All updated information entered within two working days.

11. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.

12. 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.

13. 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.

14. Physical Plant will complete a Physical Plant World Wide Web page to provide information of interest to alumni, community, and other interest groups.

15. Physical Plant will train a minimum of twelve employees in customer service issues.

16. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 5 percent in FY 2005.

17. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUBs) forums annually and provide a minimum of five "spot purchases" to be awarded at each forum.

18. 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."

19. University Warehouse employees will ensure 100 percent of Central Stores vehicles are clean and well maintained.

20. Property will dispose of 100 percent of all equipment belonging to the University that is no longer needed on campus thru a minimum of two public auctions on public bids per year.

21. 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.

22. Sam Houston Press and Copy Center will host two seminars, one in fall 2005 and one in spring 2006, 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 12 people per seminar.

Campus and Community Atmosphere and Culture

1. 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 2005.
2. The Student Financial Aid Office will expand participation in area high school and area community-based organizations in its "College Night" programs by 5 percent. These presentations assist prospective students in making early enrollment decisions regarding cost of attendance and available financial assistance.
3. The Business Office will assist in University and community collaboration by the Business Office Staff volunteering two hours of their personal time in the name of Sam Houston State University Business Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other University and/or community event or function.
4. Accounts Payable will assist in University and community collaboration by the Accounts Payable Staff volunteering two hours of their 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 50 percent participation for FY 2005.
5. 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 FY 2005 will be the attendance in one development class by 60 percent of full-time employees.
6. Cashier's Office will assist in University and community collaboration, by the Cashier's Office Staff volunteering two hours of their 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 50 percent participation.
7. Computer Services will replace or upgrade one-third of all faculty workstations during FY 2005.
8. The Post Office will increase customer satisfaction survey results by five percentage points from FY 2004 to FY 2005.
9. Human Resources will send at least one HR professional staff member to important professional meetings.
10. Human Resources will complete Human Resources Policy E-6, Employment of Non-resident Aliens.
11. Human Resources will apply all HR policies in a fair and equitable manner. No more than one complaint per quarter.
12. 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 Four West Residence Hall Lot and Belvin/Buchanan parking lots.
13. Purchasing will provide a minimum of one Historically Underutilized Businesses (HUB) Vendor Fair a year with a minimum of two other state and/or local government agencies participating.

14. Purchasing will develop an alliance of a minimum of three additional local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HUBs.

15. Sam Houston Press and Copy Center will produce a customer service survey with Institutional Research to send out in spring 2005 in order to better understand the customer's needs.

16. Sam Houston Press and Copy Center will increase their awareness of its operation and services; two fliers will be sent to new students in January and August and two at the end of each semester (April/November) during FY 2005.

17. Sam Houston Press and Copy Center will send monthly "welcome packets" to an average of ten new faculty and staff.

DIVISION OF STUDENT SERVICES
Goals for 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

<u>Vision</u>

Sam Houston State University Student Services will be a premier division in creating a student culture for learning, leading, and developing.

<u>Philosophy</u>

The role of the Division of Student Services is to complement the total educational mission of the university by providing opportunities for students to develop and grow in an academic environment. 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. The goal of the division is to contribute to the learning experiences of our students, helping them to become educated, enlightened, and empowered in ways that they can achieve and contribute as productive citizens in their college, community, and country.

<u>Mission</u>

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

<u>Strategic Goals</u>

- Promote inter-cultural diversity among staff and students
- Increase staff and student participation in activities
- Increase donor participation
- Increase constituents' participation in collaborative programs
- Recognize staff and student achievements
- Assess staff and student needs

STUDENT SERVICES
PERFORMANCE INDICATORS

Program Development
- Increase student participation in The University Center
- Number of collaborative programs
- Number of student diversity programs
- Number of officially recognized student organizations
- Number of crimes
- Number of honors and awards presentations

Student Development
- Number of students using counseling services
- Percentage of students in student government who are non-Caucasian
- Number of students who attend Orientation
- Number of members in registered student organizations
- Number of students involved in fraternities and sororities
- Number of students using student service programs
- Number of students recognized through Who's Who

Staff Development
- Percentage of staff who are non-Caucasian
- Years in staff longevity
- Percentage of staff holding office
- Percentage of staff participation in staff development conferences
- Percentage of staff serving as advisors/mentors
- Percentage of staff on committees

Financial Development
- Number of donors
- Number of donors contacted
- Amount contributed

DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

Mission

To enhance public, alumni, and donor relations for the promotion and support of Sam Houston State University.

Vision

The vision for University Advancement is to be an effective resource for Sam Houston State University that is recognized for its quality.

Objectives

- Publicly launch the capital campaign by early 2005
- Increase the university's donor base by an average of 10 percent to 15 percent annually over the next five years
- Increase accuracy of the database so that returned mail is less than 5 percent
- Enhance visibility of the university through annual regional events in populated areas of 1,000 or more alumni and friends
- Send publications to the entire database at least twice each year and to donors and alumni members at least four times a year
- Increase the number of media placements and website hits by 5 percent annually

UNIVERSITY ADVANCEMENT
PERFORMANCE INDICATORS

Alumni Relations
- Number of annual and life members
- Rate of membership renewal
- Number of addressable alumni and e-mail addresses for members
- Number of meetings and events
- Number of publications and mailings to alumni

Development

- Amount of cash and in-kind gifts contributed
- Number of donors
- Percentage of donor participation
- Participation of undergraduate donors and donor participation
- Number of addressable prospects
- Number of major gift prospects ($10,000 and more)
- New endowment accounts opened
- Planned giving expectancies (in dollars)

Public Relations

- Number of major news releases and articles
- Number of minor news releases and articles
- Number of hometown releases
- Number of media placements
- Number of publications produced

ATHLETIC DEPARTMENT
PERFORMANCE INDICATORS

For the coming year, the Athletic Department will report directly to the President. Performance indicators by which the department's performance will be evaluated are listed below:

Program Development
- Commissioner's Cup ranking
- Women's All Sports Ranking
- Men's All Sports Ranking
- Secondary violations
- Major violations

Student Development
- Graduation rate of student athletes
- Grade point average of student athletes
- Academic awards

Staff Development
- Percentage of staff who are non-Caucasian

Financial Development
- Donor contributions
- Advertising revenue

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). It is the goal of the University to foster a positive and working relationship with HUBs whenever possible.

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

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

- Report good faith efforts in the field of construction to the HUB Coordinator;
- Serve as liaison between the Physical Plant and the HUB Coordinator; and identify areas in construction requiring special attention in the HUB program and recommend action.
- Administer record-keeping systems (monthly updates to the President and division heads) that will measure the effectiveness of this program and report the progress on Good Faith Efforts 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;
- Provide access to 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 to potential buyers.
- Actively working with the Small Business Development Center (SBDC) to encourage potential HUBs to go through the HUB Certification Program under the SBDC Certification Program.
- Invite other agencies to HUB Vendor Forums which are given to our purchasers.
- Participate in programs that consolidate information (example: The Walker County Alliance - website) 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.

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.

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

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

1. Continuously maintain, and compile monthly, information relating to its use and the use of HUBs by each operating division of the component, including information regarding subcontractors and suppliers.
2. Report to the Commission through the HUB Coordinator the total number and dollar amount of the purchases of goods and services awarded and actually paid from non-treasury funds by the component. This report will be in a form prescribed by the Commission and will be due no later than March 15 for the previous six-month period and September 15 for the previous fiscal year.
3. Report to the Commission through the HUB Coordinator the total number and dollar amount of certified HUB subcontracting in all of the component's contracts for the purchase of goods and services. This report may include subcontracting participation paid from treasury and non-treasury funds. The report will be due not later than March 15 for the previous six-month period and September 15 for the previous fiscal year.
4. All HUB Subcontracting Plans and Contracts for Construction (over $100,000.00) will be reviewed and approved by the System HUB Coordinator.

A.7   **Strategy** – System Office shall file a report related to bond issuance and items financed by bonds, as required by Section 55.03 Texas Education Code. The report shall contain the following information:
1. Total number of contracts and dollar amount of each contract relating to the issuance of bonds by the Board under Chapter 55 and to the items to be financed by those bonds; and
2. Total number of businesses submitting bids or proposals relating to the issuance of bonds and to the items to be financed by those bonds.

A.8   **Strategy** - Historically Underutilized Businesses (HUB) Advocacy Program; Sam Houston State University is a residential state supported institution, providing both undergraduate and graduate education through four doctoral programs. The University is organized into five colleges: the College of Arts and Sciences, the College of Business Administration, the College of Education, the College of Criminal Justice, and the College of Humanities and Social Sciences. The University offers eighty-three bachelor's degrees, forty-nine master's degrees, and four doctoral 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 2161.003 – Agency Rules (TAC 111.15)

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