

# **SAM HOUSTON STATE UNIVERSITY**

*A Member of The Texas State University System*



## **2005-2006 STRATEGIC PLANNING COMMITTEE FINAL REPORT**

**MARCH 2006**

# SAM HOUSTON STATE UNIVERSITY


HUNTSVILLE, TEXAS 77341

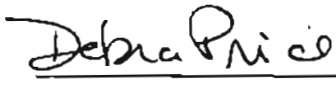
## 2005-2006 STRATEGIC PLANNING COMMITTEE

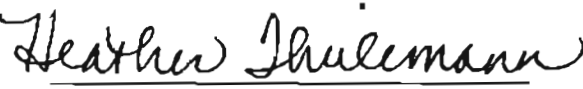
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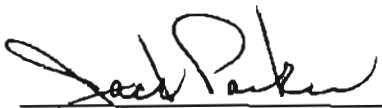
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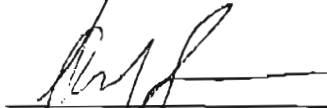
  
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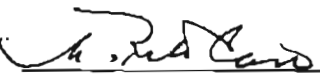
  
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Flowchart for Strategic Planning Process\*

*\*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, 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

UPD: October 17, 1997  
 APB: January 25, 2001  
 UPD: April 18, 2002  
 UPD: February 24, 2004  
 UPD: April 26, 2004  
 APB: January 27, 2005  
 APB: April 21, 2005

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
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), and Sport and Fitness Administration/Management (31.0504.00) only
- J. Sport and Fitness Administration/Management (31.0504.00) only
- K. Forensic Clinical Psychology (42.0201.20) only
- L. Public Administration (44.0401.00) only
- M. Health Studies (51.0000.01), and Music Therapy/Therapist (51.2305.00) only
- N. History, General (54.0101.00) 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 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 influence 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 integrated into the budget planning process.

## **ENVIRONMENTAL SCAN 2006-2007**

### **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 and new delivery sites.
- c. The SHSU student body will become more diversified during the next decade.

- 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.
- 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 all 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, mental health, and alcohol issues will increase.
- h. The expansion of online courses and programs will increase the number of out-of-state and international students.
- i. The current gender ratio in colleges and universities will remain relatively stable.
- j. The need for continuing professional education will increase.
- k. Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow.
- l. There will be growing populations of students who are best served by web-based programs.
- m. Demand for health care providers and the demand for allied health programs will increase.
- n. Alcohol and illegal drug consumption among students will continue to be an issue of concern for the university and local community.
- o. The need for trained correctional personnel will increase.
- p. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health and counseling centers.
- q. Terrorism or natural disasters will open new instructional and research opportunities and demand more institutional caution.
- r. A higher number of minority students will be first-generation students as enrollment increases.

- s. Religious traditions will come into conflict with one another and with the delivery of information in courses.
- t. More students will need the aid of academic support programs in order to achieve academic goals.
- u. The shortage of qualified faculty will continue to increase in specific disciplines.

## **2. Economic Trends**

- 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, shopping, and entertainment between Huntsville and North Houston will increase in number.
- g. TDCJ will continue as a major employer for this area.
- h. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- i. The current economy will continue to result in more students seeking financial assistance for college expenses.
- j. Lack of funding and budget cuts will affect staffing patterns and student programs.
- k. Increasing fuel costs will impact university budgets and students' college choice based on distance from home.
- l. The need for money management training will increase for all students.
- m. A statewide educational database for K-12 and higher education will provide for student outreach and contact opportunities to include the recording and reporting of data.
- n. Designated student fees will continue to increase.

- o. Off-site instructional delivery will increase.
- p. Increases in fuel costs will increase travel expenses.

### 3. **Technological Trends**

- a. New technologies will require expanding development programs for staff, faculty, and administration.
- b. Technological support will demand a substantial increase in information resources.
- c. University activities in distance learning will lead to cooperative programs with secondary schools, community colleges, and major corporations.
- d. Nontraditional educational organizations will expand their delivery of higher education via distance learning.
- e. Computer applications will become more user-friendly.
- f. The demands for the teaching of technological skills will increase.
- g. More support services will become available over the Internet.
- h. Challenges presented by viruses, worms, spyware, etc. will grow.
- i. Technological needs will increase as well as the need for increasing the computer services staff to accommodate the expanded technology.
- j. Technological changes will continue to present challenges for control of academic dishonesty and intellectual property.
- k. Access to state-of-the-art technology for all students, faculty, and staff will become more essential.
- l. The growing number of students engaged in the institution through the Internet will need services.
- m. A growing number of students are using cell phones at SHSU, which, in turn, causes long distance charges for the university to increase.
- n. Identity theft will continue to be a security concern.
- o. The growing social use of technology will lead to decreased participation in traditional campus organizations and activities.

#### **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. New innovations in instructional technology will create alternative methods and locations for instructors and will force alternative services.
- c. The information explosion will lead to increasing difficulty in keeping the baccalaureate degree within a traditional four-year program.
- d. College curricula will be internationalized and exchange programs will be expanded.
- e. The variety of community college programs seeking transferability will increase.
- f. There will be greater pressure on universities to understand and market their niche.
- g. Interdisciplinary programs will become more common.
- h. Community colleges and alternate routes to teacher certification programs will continue to grow.
- i. 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.
- j. There will be increasing pressure to integrate high school and university programs.
- k. The percentage of higher education students speaking English as a second language will increase.
- l. The demand for program-specific accreditation will increase.
- m. Pressure to improve student retention rates will increase.
- n. The traditional definition of faculty workload and productivity expectations will change.
- o. Enrollment at The University Center and other off-campus locations will increase.
- p. Student security will be an increasingly important issue.
- q. Internet competition for higher education programs will increase.

- r. Student retention measures will include more programs that enable students to identify a career path during the first year of enrollment.
- s. Enrollment caps at large universities will increase the potential pool of students at Sam Houston State University.
- t. Demand for internships will increase.
- u. Timeliness of financial assistance will become an increasing factor of retention.
- v. More quantitative and qualitative research data will be needed to substantiate ongoing student retention programs.
- w. Enrollment increases will impact all areas of the university.
- x. Students concurrently enrolling at universities and community colleges will increase.
- y. Legislative action will force restructuring and reduction in size of some programs.

## **5. Political/Legal Trends**

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Diversity and equity issues will become more prominent.
- c. There is potential for realignment of higher education entities in Texas.
- d. 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.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- f. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- g. The university community will increasingly be tested by compliance issues with state and federal laws.
- h. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- i. Universities will play a more active role in addressing student loan default rates.

- j Universities will face increasing pressure to increase enrollment and graduation of minority students.
- k Insurance rates for university employees will rise.
- l 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. Fees for nonstate funded facilities will need to be increased.
- f. Student enrollment increases will require enhanced university infrastructure.
- g. New construction will address the rising costs of utilities.
- h. There is a need to develop a long-range plan for parking as the university grows.

## **7. Trends in Philanthropy**

- a. Providing private funding for the university is increasingly important.
- b. The university 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 expand the University's donor base and lead to greatly enhanced development activities.

- e. The University's first capital campaign will significantly increase private support that will continue beyond the duration of the campaign.
- f. 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.
- g. Changes in tax laws, both income and estate, will impact fund raising.
- h. 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.
- i. A greater emphasis will be placed on donor relations and stewardship activities.
- j. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- k. National and global uncertainties (terrorism and natural disasters) may discourage major donors from making financial commitments to the university.
- l. Private donors will want increased input in the university and expect better returns from their contributions.

## **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.

**GOALS FOR 2006-2007  
ACADEMIC YEAR  
ALIGNED WITH  
INSTITUTIONAL STRATEGIC GOALS**

**DIVISION OF ACADEMIC AFFAIRS**  
**Goals for 2006-2007 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 toward promoting a more democratic society
- the creation of a culture whereby all students and faculty are challenged to enhance 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 qualified graduates who serve as ambassadors for SHSU
- Encourage and respect the free and open exchange of ideas
- 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
- 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
- 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
- Size and quality of student community service programs

### **Programmatic Development**

- Number of students enrolled in continuing education courses
- Number of students enrolled in service learning courses
- Number of distance programs offered
- Number of certificate programs

### **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 2006-2007 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 for 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 EM
- 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 of employee retention rates, professional development opportunities and promotions
- Train employees to insure accurate information to students and university community

### **Technology Advancement**

- Maintain a 48-72 hour processing/response time for admissions applications and transcripts
- Development and improve web page for all areas of Enrollment Management
- Implement and utilize DARS
- Implement fully document imaging
- 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 freshman at a rate of  $\geq 70\%$
- Maintain a six-year graduation rate  $\geq 40\%$
- 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 2006-2007 Academic Year Aligned With Institutional Strategic Goals**

### **Vision**

Develop innovative ways to make Sam Houston State University user friendly around campus, in dining service, business services, administrative services and computer services to faculty, staff, students, and visitors.

### **Mission**

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.

### **Strategic Goals**

- Assist in achieving classroom and class lab utilization rates that equal or exceed the Texas Higher Education Coordinating Board benchmark measurements
- Implement more interactive web pages for all departments within the Division of Finance and Operations
- Expand usage of credit card payment on the web across campus
- 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. Administrative Accounting will investigate the possibility of engaging a collection agency that specializes in collecting student debt.
5. Administrative Accounting will purchase computer software which will manage the income tax withholding on non-resident aliens.
6. 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 2006 is to provide \$97,500 to Academic Affairs and \$29,100 to University Advancement.
7. Computer Services will increase the percentage of faculty using Blackboard to 65.0%.
8. Computer Services will provide access from the campus to the Internet @ collaboration network.
9. Computer Services will provide access from the campus to the new National Lambda Rail research network.
10. Human Resources will process 100% of ERS insurance enrollments and reports by the stated deadlines.
11. Human Resources will process 100% of the Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline.
12. Human Resources will post 100% of job openings within two working days of the receipt of a completed and approved Personnel Requisition Form.
13. Human Resources will process 100% of the Texas Workers Compensation claims and reports within the stated deadlines.
14. Human Resources will check for compliance 100% of all Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected.
15. Human Resources will settle 80% of all employee grievances at the second step of the grievance procedure.
16. Human Resources will file 100% of all state and federal reports by the stated deadlines.
17. Physical Plant will partner with the faculty and staff to improve academic teaching and research environments in the new Science Building.
18. Physical Plant will support university departments with facility project development and cost estimates for any new proposed projects.
19. Physical Plant will identify and seek funding for FY 2007 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2007 MRC program submittal).

20. 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 equal or exceed the Texas Higher Education Coordinating Board benchmark measurements.
21. Physical Plant will support design processes for Academic Building V, the New Cafeteria and Renovations/Additions to Lowman Student Center in accordance with final scope decisions.
22. Physical Plant will provide construction management for the following projects: Farrington Building Renovation, Science Building, Visitors and Alumni Center, Student Apartment Phase III, West Plant Loop Conversion from Steam to Hot Water, CJC and Sorority Hill Roof Replacements, Belvin Hall HVAC/Electrical Improvements, University Camp Improvements, Bowers Elevator Addition and Code Updates.
23. Physical Plant will continue to execute the new Energy Conservation Plans filed with the Governor's Office and the Office of the Legislative Budget Board, and to further seek the support of administration, faculty and staff to achieve established goals.
24. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
25. Purchasing will have members of departments with delegated purchasing authority receive purchasing/HUB 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.
26. Purchasing will update the purchasing policies and procedures annually (if considered necessary) and update the policies and procedures website within two weeks from the approval date of the President.
27. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
28. All University Warehouse employees will attend a minimum of two safety related classes annually.
29. All University Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
30. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.
31. Public Safety will continue to ameliorate its department's ability to communicate information within our division and the university as new technology becomes available so we may better serve our students, staff and faculty.
32. Public Safety will update the improvements/expediency of our existing processing method of parking control records in conjunction with the Administrative Accounting Office and Computer Services.
33. Public Safety will continue their on-line web page of daily reported crime incidents that are accessible by the public, our student newspaper and campus television reporters.
34. Public Safety will improve our design of systematic record keeping of public safety and safety issues on campus. Provide valid crime and safety information statistics to the appropriate departments for recruitment and retention of students.

## **University Image and Exposure**

1. Administrative Accounting will engage a collection agency that specializes in collecting student debt.
2. The Payroll Office will print time sheets in the office resulting in cost savings.
3. The Payroll Office will initiate transmission of child support garnishment payments by ACH rather than paper check.
4. The Business Office will continue to work with Computer Services, Administrative Accounting and the Cashiers Office to expand usage of credit card payment on the web across campus to include Criminal Justice Center and Recreational Sports Facility.
5. The Business Office will work with Computer Services to produce the Annual Financial Report on the web, beginning with FY 2007 Annual Financial Report.
6. The Accounts Payable Office will continue to guard the University's image by establishing a standard of efficiency in processing 75% of vouchers within twenty days of receipt or delivery of invoice. The measure of this efficiency will be a sampling of vouchers chosen at random by an employee of the Business Office periodically during the fiscal year and tested to determine if paid within the twenty days and if not paid, the reason for the delay.
7. The Accounts Payable Office will continue to provide staff training in the area of customer service to its employees in direct contact with the vendors who provide goods and services to the University, as well as direct contact with other University personnel. The goal will be 75% attendance.
8. The Cashier's Office will work with Computer Services, Administrative Accounting and Business Office to expand usage of credit card payment on the web across campus to include Criminal Justice Center and Recreational Sports Facility.
9. Vending will provide monetary resources from vending profits for student recruitment office and PGA/PGM program. The goal is to provide \$97,500 to Academic Affairs.
10. Computer Services will develop the University's WWW presence to communicate and develop our image. Increase traffic visits to the home page from 13,470,000 in calendar year 2005 to 17,000,000 for calendar year. Note: The number of traffic visits for calendar year 2000 was 2,477,000.
11. Human Resources will courteously and promptly receive all visitors to the department. No more than one complaint per year is the goal.
12. 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.
13. Human Resources will keep website information updated as necessary.
14. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.
15. 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.
16. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni including football games.

17. Physical Plant will complete a Physical Plant Web page to provide information of interest to alumni, community, and other interest groups.
18. Physical Plant will train a minimum of twelve employees in customer service issues.
19. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 5% in FY 2007.
20. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUBs) forums annually and provide a minimum of three "spot purchases" to be awarded at each forum.
21. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses on "How to do business with state agencies."
22. University Warehouse employees will ensure 100% of Central Stores vehicles are clean and well maintained.
23. Property will dispose of 100% 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.
24. 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.
25. Public Safety will adequately aid our division to cultivate stakeholders interested in the success of the university through proper university procedures.
26. Sam Houston Press and Copy Center will host a seminar, in the spring, to educate the administration, deans, and departments in printing and mailing technology and procedures. Participants will also learn how to lower their printing costs while improving the quality of their printed pieces, to enhance the University's image with the expectation of 10-12 participants.

### **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.
2. Administrative Accounting will accomplish some more cross training and write formal procedures for some of the more critical processes.
3. Contracts & Grants will streamline and strengthen procedures to ensure good management of the department.
4. 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," "Relay for Life" or some other University and/or community event or function. The goal is 50% participation.
5. 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.

6. 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 60% of full-time employees will be the attendance in one development class.
7. 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% participation.
8. Computer Services will increase internet bandwidth for the campus from 40Mb/sec to 200 Mb/sec by end of the year.
9. Computer Services will replace or upgrade one-third of all faculty workstations by end of the year.
10. Computer Services will complete conversion of administrative data to a relational database (Mimer) by the end of the year.
11. The Post Office will construct and implement a plan to move the Mail Services operations from the current facilities to temporary space and finally to permanent space in a new Academic Building V.
12. Human Resources will send at least one HR professional staff member to important professional meetings.
13. Human Resources will apply all HR policies in a fair and equitable manner. No more than one complaint per quarter.
14. Physical Plant will make additional improvements to campus parking by improving the condition of existing lots.
15. 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.
16. 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.
17. Public Safety's staff will continue to attend developmental programs presented by the university to enhance staff understanding and knowledge of academic programs and services offered within the university.
18. Public Safety will assist the division in any helpful matter requested that may determine student's satisfaction through institutional effectiveness.
19. Public Safety will continue to work closely with our courts, local agencies, local governmental bodies to create a positive relationship.
20. Sam Houston Press and Copy Center will conduct a customer service survey with the help of Institutional Research in the spring to better understand the customer's needs and find ways to improve service.
21. Sam Houston Press and Copy Center will increase student awareness of its services by putting a promotional flyer in the boxes of incoming Freshmen and advertising in the KSAM/Student Activities Coupon Book.
22. Sam Houston Press and Copy Center will send monthly "welcome packets" to new faculty and staff that might have an interest in knowing about its services.

## **DIVISION OF STUDENT SERVICES**

### **Goals for 2006-2007 Academic Year Aligned With Institutional Strategic Goals**

#### **Vision**

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

#### **Philosophy**

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 division contributes to the learning experiences of our students, by helping them to become educated, enlightened, and empowered in ways that they can achieve and contribute as productive citizens in a global society.

#### **Mission**

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 emphasizes a holistic approach in co-curriculum involvement.

#### **Goals**

1. Increase innovative and collaborative programs.
2. Encourage, recognize, and promote staff and student achievements.
3. Assess and respond to student needs.
4. Develop marketing strategies that increase student participation and appreciation for university programs and services.
5. Continue to increase donor contributions.
6. Increase participation in division activities.
7. Promote intercultural diversity.

## **DIVISION OF STUDENT SERVICES PERFORMANCE INDICATORS**

### **Program Development**

- University Center Student Participation
- Collaborative Programs
- Student Diversity Programs
- Officially Recognized Student Organizations
- Honors and Awards Presentations

### **Student Development**

- Students Using Counseling Services
- Percentage of Students in Student Government that are Non-Caucasian
- Members in Registered Student Organizations
- Students Involved in Fraternities and Sororities
- Students Using Student Service Programs
- Students Recognized through Who's Who

### **Staff Development**

- Percentage of Staff that are Non-Caucasian
- Number of Staff Publications and Presentation
- Staff Longevity
- Percentage of Staff Holding Office
- Percentage of Staff Participation
- Percentage of Staff Serving as Advisors/Mentors
- Percentage of Staff on Committees

## **DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2006-2007 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 and quality resource.

### **Objectives:**

- Secure \$20-\$25 million in commitments and publicly launch a \$50 million capital campaign in the spring of 2006
- Continue to increase the university's donor base by an average of 10% to 15% annually over the next five years
- Maintain an accurate and growing alumni and development database, improving the background information for alumni and friends
- Enhance visibility and knowledge about the university through Alumni Association membership acquisition, activities, programs, and communication
- Publish and mail a high-quality university magazine to the entire database two to three times annually
- Increase the number of media placements and web site hits by at least 5% annually
- Effectively market the university in cooperation with its colleges and departments

## **UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS**

### **Alumni Relations**

- Number of annual and life members
- Membership renewal rate
- Number of addressable alumni and email addresses for members
- Number of meetings and events and attendance
- Number of publications and mailings to alumni

### **Development & Advancement Services**

- Amount of cash and in-kind gifts contributed
- Number of donors and donor participation percentage
- Undergraduate donors and donor participation
- Number of addressable prospects
- Number of major gift prospects (\$25,000 and more)
- New endowment accounts opened
- Planned giving expectancies
- Address record updates made
- Lists, labels, and report orders completed

### **Public Relations & Marketing**

- Number of major news releases and articles
- Number of minor news releases and articles
- Hometown releases
- Media Placements
- Marketing projects completed
- Consultations with campus components

# **DEPARTMENT OF ATHLETICS**

## **Goals for 2006-2007 Academic Year Aligned With Institutional Strategic Goals**

### **Mission**

Sam Houston State University is committed to the concept that intercollegiate athletics is an integral part of the university's educational enterprise. The department of athletics recognizes that the athletics program must be supportive of the university's mission, which is to inspire learning through excellence in teaching, to stimulate creativity, to conduct scholarly research, and to direct significant institutional resources to the community it serves.

In keeping with these directives, the department of athletics understands that its primary mission is to develop student-athletes as complete individuals and educated citizens who are fully prepared to contribute positively to society. The department of athletics recognizes that it receives direction from the President in the administration of the athletic program. The department of athletics will provide and support cultural diversity and provide for equitable opportunities for minorities and women. The department of athletics measures success in its ability to establish programs that support the mission of Sam Houston State University.

### **Strategic Goals**

- The Department of Athletics will provide the best possible entertainment and image for our students, faculty, staff, alumni and community by competing on the Division I level through winning athletic teams.
- The Department of Athletics will provide an environment for student-athletes necessary to enhance graduation through classroom learning experiences and that are conducive to a life skills learning experience on campus and in the community.
- The Department of Athletics will provide an environment for all staff necessary to attract, develop and retain quality personnel.
- The Department of Athletics will provide an environment for our alumni, community and friends of the university that encourages active participation in the department programs and development activities.

### **Objectives**

- Identify student-athletes who will assist teams to compete in the top four positions of the Southland Conference by hiring quality staff.

Provide competitive salaries and fully staffed coaching/administrative positions based upon the market of the Southland Conference, comparative national universities and NCAA guidelines.

- Sign student-athletes to scholarships who will assist teams to compete in the top four positions of the Southland Conference.

Provide for all sports the maximum NCAA athletics scholarship limits based upon actual University expenses.

- Retain student-athletes who will assist teams to compete in the top four positions of the Southland Conference.

Build new state of the art weight room and Athletic Learning Enhancement Center to accommodate 450 student-athletes.

- Improve student-athletes experience by improving fundraising and marketing strategies that will improve attendance at events and generate revenue to provide quality academic and athletic services for each student-athlete.

Develop common theme and strategy at athletic and fundraising events that increase visibility, improve our image and create an atmosphere that is fan friendly.

Continue to develop partnerships with marketing and licensing entities.

Acquire new scoreboards with video capabilities through negotiation of new beverage agreement and the selling of corporate inventory sales.

## **Department of Athletics Performance Indicators**

- Department
  - Commissioner's Cup Ranking
  - Men's All Sports Ranking
  - Women's All Sports Ranking
  - Graduation Rates of Student Athletes
  - Grade Point Average of Student Athletes
  - Number of Academic Conference/National Awards
  - Number of Secondary Violations
  - Number of Major Violations
  - Percentage of Non-Caucasian Staff
- Team
  - Overall Record of Individual Sports Teams
  - Overall Winning Percentage of Individual Sports Teams
  - Conference Ranking of Individual Sports Teams
  - NCAA Academic Performance Program (APR)
- Outside Sources Revenues
  - NCAA
  - Game Guarantees
  - Ticket Sales
  - Concessions
  - Royalties
  - Corporate Sales
  - Bearkat Partners
  - Facilities Operations
  - Camp Operations
  - Program/Advertising
  - Other Income (fund raisers, novelty sales, broadcast fees, entry fees, misc.)

**REPORT OF  
PERFORMANCE INDICATORS  
2004-2005**

# **DIVISION OF ACADEMIC AFFAIRS PERFORMANCE INDICATORS 2004-2005**

## **Executive Summary**

The Division of Academic Affairs utilized over forty distinct measures to evaluate its performance with respect to meeting the University's mission and goals. The University is experiencing growth in numbers and quality as measured by student qualifications and performance. The faculty are active intellectually and new faculty hires indicate a commitment to recruit both a diverse and well-qualified faculty.

## **Key Indicators**

### **Students**

- Average SAT score for entering freshmen has steadily increased over the past four years. The fall 2004 average was 1,013 while the fall 2001 average was 976. (Measure 1)
- The University has witnessed record enrollments, at both the undergraduate and doctoral levels each of the past three years. (Measures 3-5)
- The Honors Program experienced high levels of growth while maintaining high standards. (Measure 6)
- The one-year retention rate for full-time entering freshmen has increased each of the past three years from 62 % to 67 %. (Measure 19)
- The six-year graduation rate has increased from 33% to 39% over the past five years. (Measure 20)

### **Faculty**

- Faculty members successfully earning tenure under the new promotion and tenure guidelines are intellectually active. On the average a faculty member earning tenure at SHSU will have approximately 16.4 publications and presentations during his/her probationary period. (Measure 12)
- Just over four out of five new hires (80.7%) for the upcoming academic year graduated from (Carnegie classified) research extensive universities. (Measure 13)
- The majority of academic departments (57%) have at least one faculty member serving as an officer on a national or international professional association. (Measure 15)
- SHSU faculty members maintain high standards of performance in the classroom. A high percentage (81.6%) scored above the national mean within their discipline. (Measure 11)

### **Curriculum**

- In the past year, one revised baccalaureate program has been submitted for approval to the THECB. (Measure 29)

- In the past year, five new or revised master's programs have been submitted for approval to the THECB. (Measure 30)
- In the past year, two new doctoral programs have been submitted for approval to the THECB. (Measure 31) and we have received planning authority for a program in history
  - Math Education
  - Reading

### **Support**

- Over \$3.4 million in academic and student services scholarships were awarded. (Measure 35)
- Square footage for academic space (per FTE student) continues to increase. (Measure 38)
- The SAM Center was recognized as one of the top advising centers in the United States by the National Academic Advising Association (NACADA).

### **Diversity**

- SHSU continues to strive for a geographically diverse faculty. Over three out of five new hires (63.8%) graduated from universities outside of Texas. (Measure 40)
- Over the past decade, the number of minority faculty has increased from 31 to 106. (Measure 39)
- Minority enrollment is increasing while raising entrance qualifications and maintaining graduate rates greater than or equal to non-minority students. (Measures 41, 1, and 20, respectively)

### **Areas for Improvement**

- Simplify and reduce the number of performance indicators
- Standardize measurement procedures within and across the colleges
- Increase the rate of growth among minority faculty
- Improve efficiency and consistency of centralized data collection

**DIVISION OF ACADEMIC AFFAIRS  
PERFORMANCE INDICATORS  
2004-2005**

**Admissions**

**1. Average SAT or ACT of new freshmen**

Average ACT/SAT Scores for Beginning Freshmen Fall Semesters 2000 through 2004					
	2000	2001	2002	2003	2004
ACT Average	20.4	20.5	20.5	20.7	20.7
SAT Average	978	976	997	1010	1013

Average SAT Scores by Ethnicity			
	1999	2004	Increase
White	997.73	1044.70	46.97
Black	855.34	917.17	61.83
Hispanic	942.76	965.17	22.41

**2. Average standardized admission score and GPA of graduate students for admission**

Average GRE/GMAT Scores for Enrolled Graduate Students Fall Semesters 2000 through 2004					
	2000	2001	2002	2003	2004
GRE Average	974	966	967	969	968
GMAT Average	485	477	480	484	473

**3. Graduate enrollment in master's programs**

**4. Graduate enrollment in doctoral programs**

**5. Undergraduate and graduate enrollment**

Enrollment by Classification Fall Semesters 2000 through 2004					
	2000	2001	2002	2003	2004
Undergraduate	10,852	11,273	11,222	11,504	12,297
Master's	1,065	1,208	1,428	1,521	1,491
Doctoral	119	149	138	149	200
PostBac	319	366	303	286	383

**6. Size and quality of Honors Program (measured by GPA or entrance level requirements)**

Performance Averages for Honors Program Fall Semesters 2000 through 2004					
	2000	2001	2002	2003	2004
Total Students	126	141	147	162	238
GPA Average	3.53	3.56	3.50	3.46	3.52
SAT Average	1231	1222	1217	1225	1240
ACT Average	26.7	26.6	27.2	26.8	26.6

**Research**

**7. Number of external grants and contracts received: 48**

**8. Number of dollars received in external grants and contracts: \$7,856,645**

**9. Number of proposals for external grants submitted: 90**

**10. Number of faculty publications and presentations**

Number of Faculty Publications and Presentations						
	COAS	COBA	COCJ	COE	CHSS	TOTAL
Publications	131	50	64	145	129	519
Presentations	256	287	28	168	206	945

**11. Percent of teachers who are above the nationally standardized mean on faculty evaluations**

Percent of Teachers Who Are Above the Nationally Standardized Mean on Faculty Evaluations					
COAS	COBA	COCJ	COE	CHSS	TOTAL
152/190	50/56	15/17	46/53	79/103	342/419
80.0%	89.3%	88.2%	86.8%	76.7%	81.6%

**Faculty Quality**

**12. Average number of publications and presentations for faculty being granted tenure (only for those being promoted from assistant to associate professor): 16.4**

**13. Percent of new faculty hires for next year from research extensive (Carnegie) universities: 83.6%**

Percent of Faculty Hires for Next Year from Research Extensive (Carnegie) Universities					
COAS	COBA	COCJ	COE	CHSS	TOTAL
12/15	4/5	4/4	9/13	17/18	46/55
80.0%	80.0%	100.0%	69.2%	94.4%	83.6%

**14. Percent of departments with faculty members serving as officers for regional/state organizations**

Percent of Departments with Faculty Members Serving as Officers for Regional/State Organizations					
COAS	COBA	COCJ	COE	CHSS	TOTAL
8/10	3/4	1/1	5/5	6/8	23/28
80%	75%	100%	100%	75%	82%

**15. Percent of departments with faculty members serving as officers for national/international organizations**

Percent of Departments with Faculty Members Serving as Officers for National/International Organizations					
COAS	COBA	COCJ	COE	CHSS	TOTAL
6/10	1/4	1/1	4/5	4/8	16/28
60%	25%	100%	80%	50%	57%

**16. Number of visiting scholars brought to campus**

Number of Visiting Scholars Brought to Campus					
COAS	COBA	COCJ	COE	CHSS	TOTAL
46	0	4	7	9	66

**17. Number of special lecturers brought to campus**

Number of Special Lecturers Brought to Campus					
COAS	COBA	COCJ	COE	CHSS	TOTAL
73	2	3	14	45	137

**18. Number of students with professional presentations, publications, or external performances**

Number of Students with Professional Presentations, Publications, or External Performances					
COAS	COBA	COCJ	COE	CHSS	TOTAL
936	2	98	71	75	1,182

**Student Quality**

**19. One-year retention rates**

One-Year Retention Rates for All Degree-Seeking Beginning Freshmen					
	F '99-F '00	F '00-F '01	F '01-F '02	F '02-F '03	F '03-F '04
Percent	61%	67%	62%	63%	67%

**20. Undergraduate six-year graduation rates**

Six-Year Graduation Rates for All Beginning Freshmen					
	F '99-F '00	F '00-F '01	F '01-F '02	F '02-F '03	F '03-F '04
Percent	33.00%	35.95%	33.00%	32.00%	39.00%

Four-Year and Six-Year Graduation Rates for All Beginning Freshmen by Ethnicity		
	Four-Year Graduate Rate	Six-Year Graduation Rate
White	15.06	38.90
Black	14.60	43.17
Hispanic	18.32	38.93
Other Minorities	13.64	45.45

**21. TexES passage rate and state teacher certification rate—(COE)**

State teacher certification rate: 97%

State Board for Educator Certification – Sam Houston State University Test Pass Rates for Completion Year 2003						
Period	All	Female	Male	African-American	Hispanic	White
Final (9/1/02-12/31/04)	97% (446)	98% (366)	96% (78)	97% (19)	93% (41)	98% (377)
Initial (9/1/02-12/31/03)	96% (446)	97% (366)	92% (78)	91% (19)	87% (41)	97% (377)

**22. Graduate exit survey and follow-up surveys: Still being collected**

**23. Employer surveys: Still being collected**

**Programmatic Development**

**24. Number of students enrolled in continuing education courses**

Number of Students Enrolled in Continuing Education Courses			
FY 2002	FY 2003	FY 2004	FY 2005
2,099	2,151	2,187	2,260

**25. Revenue generated from continuing education courses**

Revenue Generated from Continuing Education Courses				
	FY 2002	FY 2003	FY 2004	FY 2005
Gross Income	\$210,540.45	\$233,553.60	\$278,788.15	\$283,801.08
Course Net	\$70,551.12*	\$109,005.28*	\$123,696.30*	\$141,320.21*

\*Net prior to removing rent, supplies, and other overhead

**26. List of programs with new delivery mechanisms:**

- Executive Master of Business Administration (online)
- Master of Education, Instructional Leadership (online)
- 25% Post-Baccalaureate Alternative Route to Certification (online)

**27. List of programs with new certificate programs: None**

**28. List of new programs under consideration: (see attached)**

**29. Number of new or revised baccalaureate programs: 1**

- Mass Communication revisions

**30. Number of new or revised master's-level programs: 5**

- Security Studies
- Digital Forensics
- CJ Leadership
- Curriculum and Instruction
- Special Education

**31. Number of new or revised doctoral programs: 2**

- Math Education
- Reading

**32. Listing of state and national rankings and recognitions for programs: Still being collected**

- Agriculture—tenth largest non-land grant university in U.S. in agricultural sciences.
- Theatre and Dance—Broadway Theatre Project rates SHSU in the top 10 Musical Theatre Programs in the nation.
- National Council for Accreditation of Teacher Education (NCATE)—for Education programs; one of eleven universities accredited in Texas.
- Educational Leadership Constituency Council (ELCC)—SHSU is recognized by NCATE's ELCC accrediting body; places the Educational Leadership program in the top 27% of universities nationally that offer an educational administration program.
- University Council for Educational Administration (UCEA)—SHSU is among the top 74 national research universities (15%) recognized by UCEA with Educational Leadership/Administration doctoral programs.

**Facilities and Support**

**33. Average amount of graduate assistantships: \$1,094 per month**

**34. Library use rates**

Library Use Rate					
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Users	435,826	386,779	449,227	467,038	433,306*

\*includes only eleven months

**35. Amount of scholarships awarded to undergraduate and graduate students**

Amount of Scholarships Awarded to Undergraduate and Graduate Students	
	Amount
Academic and Student Services Scholarships	\$3,413,787.36
Athletic-Related Scholarships	\$1,700,151.00

**36. Number of graduate assistants – report by state and local money: Still being collected**

**37. Nonsalaried expenditures for academic support: \$8,165,718 in state accounts**

**38. Square footage for academic space (per FTE student)**

Square Footage for Academic Space (per FTE student)		
	Fall 2002	Fall 2003
E&G classroom per FTE student	10.32	11.78
E&G lab per FTE student	7.58	7.39

### **Diversity**

**39. Number of minority faculty (includes Newton Gresham Library)**

Minority Faculty in Texas and at SHSU: 1994 - 2004					
	Minority Percentage		Counts		% Growth
	1994	2004	1994	2004	
SHSU	5.27	14.17	31	106	241.9
Texas	19.24	27.84	4,551	8,581	88.5

Distribution of Faculty Growth at SHSU: 1994-2004		
	Count	% of Growth
Minority Growth	75 (31 to 106)	46.87
Non-Minority Growth	85 (557 to 642)	53.13
Total	160 (588 to 748)	100.00

**40. Percent of new faculty hires for next year from outside the region (Texas): 63.79%**

**41. Diversity of student body as measured by demographic profiles**

Growth in Student Enrollment: 1999 - 2004				
	1999	2004	Growth	Percent of Total Growth
White	9,304	10,443	1,139	52.83%
Black	1,605	1,951	346	16.05%
Hispanic	1,021	1,522	501	23.24%
Other Minorities	285	455	170	7.88%
TOTAL	12,215	14,371	2,156	100.00%

#### **42. Number of female administrators from the chair level and above: 21**

- Deans (1 of 5)
  - Genevieve Brown—Dean, College of Education
- Associate Deans (5 of 9)
  - Janet Mullings\*—Associate Dean, College of Criminal Justice
  - Mary Plishker—Associate Dean, College of Arts and Sciences
  - Keri Rogers\*—Associate Dean, College of Arts and Sciences and Director—First-Year Experience)
  - Karen Smith\*—Associate Dean, College of Education
  - Kandi Tayebi\*—Associate Dean, College of Humanities and Social Sciences
- Chairs (10 of 27)
  - Mary Berry—Chair, Department of Library Science
  - Janet Bridges\*—Chair, Department of Mass Communication
  - Charlene Crocker\*—Chair, Department of Curriculum and Instruction
  - Donna Desforjes—Chair, Department of Psychology and Philosophy
  - Alice Fisher\*—Chair, Department of Health and Kinesiology
  - Penny Hasekoester\*—Chair, Department of Theatre and Dance
  - Beverly Irby—Chair, Department of Educational Leadership and Counseling
  - Sharon King—Chair, Department of Art
  - Mary Robbins—Chair, Department of Language, Literacy and Special Populations
  - Janis White—Chair, Department of Family and Consumer Sciences
- Directors
  - Rita Caso\*—Director, Institutional Research
  - Jo Ann Duffy—Director, Gibson D. Lewis Center for Business and Economic Development
  - Dina Flores-Mejorado—Director, Academic Services, The University Center
  - Ann Holder—Director of Library Services, Newton Gresham Library
  - Rita Watkins—Director, Bill Blackwood Law Enforcement Institute of Texas (LEMIT)

\*appointment made within the last two years

# DIVISION OF ENROLLMENT MANAGEMENT

## PERFORMANCE INDICATORS

### 2004-2005

#### A. Admissions for Fall 2005:

- Average ACT scores for accepted students: 21.16 as of Monday. Last year: 20.72
- Average SAT scores for accepted students: 1038.97. Last year: 1015
- 300 PREP students – in orientation and SAM 136 class – what to do if can't get in.

Fall 2005:

Applied	Yield	Accepted	Yield	Enrolled
7288	65%	4710	47%	2206

- 65% of students that applied were accepted. More apply than accepted based on admissions criteria.
- 47% of the students accepted were enrolled. This is an area to work on – software will help the contact of these students.

Fall 2004:

Applied	Yield	Accepted	Yield	Enrolled
6414	70%	4494	45%	2019

- 70% of the students that applied were accepted.
- 45% of the students accepted actually enrolled.

#### B. Saturdays @ SAM! – students and guests continue to increase

- Spring 2005 – 2,584 – increase of 15% from previous year; average of 13% increase over last 7 years.
- Fall 2004 – 2,511 – increase of 6% from previous year; average of 12% increase over last 6 years.

#### C. Financial Aid:

- FY 2006 vs. FY 2005 Differences in Institutional Student Individual Record

<b>Through 8/9/2005:</b>		
<b>Received</b>	26,762	11.98% increase
<b>Unduplicated</b>	17,090	28.9% increase
<b>FAM System</b>	16,114	32.29% increase
<b>Selected for Verification</b>	4,992	30.41% increase (1,518)
<b>Processed for Awarding</b>	6,472	13% increase (841)

- Number of students awarded the Texas Grant: do not have numbers on this yet. Because it must be used with other grant, the number awarded is not official.
- Awards by Web: (as of 8/9/05)
- 5,696 awards
- 229 have not accessed; 95.98% have accessed.

**D. Residence Life:** overall capacity 97.5% full as of August 16, 2005. Predicted at or above 98% by final numbers.

- Freshmen Beds: 100% capacity
- Upper classmen beds: 95% full – waiting list for males of 76; female beds available.
- Upperclassmen apartments: 97% full – 12 beds available at BKV; 4 at Colony – realize these are for families.
- Student housing bed capacity: 2,938 residence hall plus 536 apartments (upperclassmen) = total is 3,474
- Upperclassmen meal plans = 650-700. Last fall was 583.
- Saturday – August 20, 2005: 2,031 moved in; Sunday – August 21, 2005: 514 moved in = total 2524.

**E. Registrar's Office:**

Registration:

See registration report.

Graduation:

- Fall 2003 – 2004 – increase 10% (937 to 1041)
- Spring 2004 – 2005 – decrease of 2% - because of education having to graduate students by certain date (student teachers) (1134 to 1107)
- Summer 2004 – 2005 – decrease of 1% (690 to 677)
- Diversity numbers

**F. Retention:** Fall 2004- Fall 2005 beginning freshmen:

Fall 2004:

Applied	Yield	Accepted	Yield	Enrolled	Yield	Retained
6414	70%	4494	45%	2019	70%	1401

- 70% of the students that applied were accepted.
- 45% of the students accepted actually enrolled.
- 70% of students enrolled the first year, were actually retained from the freshman to sophomore year.

Fall 2004 New Freshman Returning in Fall 2005

High School Class Rank

Fall	Top 10%	10-25%	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	Total
New	256	611	776	336	40	2019
Returning	206	446	515	212	22	1401
Retention	80%	72%	66%	63%	55%	70%

**G. Orientation:**

- New student: Increase of 71 students over last year – as of now 66% of new freshman class participated (last year was 75%); overall increase in participation from last year = 4%.
- Increase overall in numbers, but percentage of participation is going down based on increase of enrollment numbers of freshman class this year. Mandatory next year.
- Transfer student: decrease each year for last three years: plans for new strategies

**DIVISION OF FINANCE AND OPERATIONS  
PERFORMANCE INDICATORS  
2004-2005**

**DIVISION OF FINANCE & OPERATIONS PERFORMANCE MEASURES & GOALS  
Preliminary 2005-06 Goals Comparison to Actual**

<b>DEPARTMENT/AREA</b>	<b>FY '03</b>	<b>FY '04</b>	<b>FY '05</b>	<b>FY '06</b>
<b>BUSINESS OFFICE</b>				
<b><u>Accounts Payable</u></b>				
Purchase Orders Processed	16,227	17,651	18,952	19,500
Mail Processed	47,558	52,466	55,329	58,700
Average # of Days from Date Encumbered to Processing Voucher	15	18	21	19
# of Company Statements Researched for Correctness	1,304	1,414	1,519	1,786
\$ Amount of Cash Credits Received and Processed by SHSU	\$ 4,539	\$ 15,220	\$ 11,772	\$ 13,405
<b><u>Business Office</u></b>				
# of Reports Completed for Other Agencies of the State of Texas	15	16	18	20
# of Scholarships Processed	1,143	2,323	2,382	2,500
\$ Amount of Scholarships Processed	\$ 973,538	\$ 2,223,692	\$ 2,116,236	\$ 2,120,000
# of Students Resigned for Non- Payment of Returned Checks	62	46	23	20
\$ Amount of Returned Checks Write-Off	\$ 10,405	\$ 13,792	\$ 9,219	\$ 6,000
% of Returned Check Dollars Collected in Two Years	96.4%	98.3%	98.3%	99.1%
Journal Voucher, Local Voucher and General Receipt Code Corrections Completed	148	183	201	225
# of Bank, Scholarship, Student Loan, Booked Receivable and State Reconciliations Completed	1,771	2,140	1,646	1,965
# of Local and State Vouchers Scanned	28,955	31,637	34,948	37,000
<b><u>Cashier's Office</u></b>				
Tuition & Fees Receipted	\$ 41,332,262	\$ 52,707,212	\$ 64,937,420	\$ 69,000,000
Cashier "Cash Over/(Short)"	(9)	(79)	10	0
Registration "Cash Over/(Short)"	5	23	20	0

**Vending Operations**

Total Sales	\$	545,888	\$	549,774	\$	581,949	\$	600,000
Gross Profit	\$	322,698	\$	316,685	\$	345,745	\$	380,000
Net Profit	\$	24,383	\$	35,421	\$	62,889	\$	64,000
Monetary Support Provided to Other SHSU Departments	\$	33,543	\$	39,839	\$	32,174	\$	117,531

**COMPUTER SERVICES****Computer Services**

Web Home Page Visits	5,342,530	7,272,621	9,978,115	13,250,000
% of Faculty using Blackboard	56.4	65.0		
Internet Bandwidth	9 Mb/sec	30 Mb/sec	40 Mb/sec	200 Mb/sec

**Mail Services**

Postage Volume	355,428	373,053	392,020	415,000
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**HUMAN RSEOURCES****Employee Relations**

Charges of Discrimination Rec'd	7	2	0	0
Charges of Discrimination Pending	5	2	0	0
Charges of Discrimination Dismissed	4	5	2	0
Discrimination Lawsuits Received	3	1	0	0
Discrimination Lawsuits Pending	4	4	0	0
Disciplinary Meetings w/Employees	0	2	5	6
Grievances Resolved	2	2	1	3
Discharge w/a Settlement Agreement	0	0	0	0
Staff Discharge	3	5	9	10

**Staffing**

Applications Processed	3,102	5,307	5,858	8,000
Applicants Referred to Departments	2,719	2,083	2,359	2,500
HR Department Interviews	616	1,161	907	1,000
Special Advertising Proceeded	110	23	119	150
Faculty Positions Filled	49	6	52	95
Staff Positions Filled	160	178	185	250
New Employees @ Orientation	203	204	298	310
Separations	76	94	175	180
Turnover Rate	5%	7%	13%	12%

**Other HR Services**

HR Reports	67	69	71	74
Job Classification Add/Changes	31	32	49	43
Leave Requests Processed	11	20	21	24
Unemployment Claims	20	30	31	34
Workers' Compensation Claims	24	27	21	21
Salary Surveys	15	16	23	24

**PHYSICAL PLANT****Physical Plant**

Energy Utilization Index	99	88	80	80
Increase Fleet MPG Rating	13.21	14.06	14.79	14.98
Campus Accidents Reported	19	20	24	20
Work Orders Completed	30,451	29,561	22,743	23,500
Completed MRC Projects (>\$2500)	\$ 15,665,705	\$ 38,479,974	\$ 5,872,810	\$ 31,500,000
Deferred Maintenance Backlog	\$ 4,557,000	\$ 4,051,000	\$ 4,440,500	\$ 3,500,000
Critical Deferred Maintenance Backlog	\$ 232,500	\$ 434,500	\$ 309,500	Zero
Classroom Utilization	32.5	26.3	32.2	33
Class Lab Utilization	26.8	22.3	25.4	26

**PURCHASING****Purchasing**

Total % spent w/Historically Underutilized Businesses	16.00%	16.5%	15.3%	16.5%
“Good Faith Effort” - # of Sponsored In-house HUB Forums, attendance @ other State HUB Forums, HUB Discussion Workshops, Etc...	20	21	22	24
Total Expenditures (As Reported in In the Annual HUB Report)	\$ 38,375,840	\$ 52,532,242	\$ 58,425,542	\$ 62,000,000
# of Contracts Awarded Competitive & Non-Competitive	15,775	16,676	17,896	18,000

**University Store**

Sales & Small Purchases (under \$5,000) for Physical Plant	\$ 1,759,636	\$ 2,225,853	\$ 2,226,210	\$ 2,400,000
Total \$ Amount of Express Purchase Orders Processed	\$ 529,272	\$ 490,971	\$ 513,454	\$ 550,000

**PUBLIC SAFETY SERVICES****Police Activity**

Patrol Vehicle Mileage	84,426	82,758	80,713	85,000
University Parking Citations	28,913	24,435	22,948	24,500
Moving Citations (JP & Municipal)	678	495	614	750
Parking Citations (JP & Municipal)	251	66	52	50
Motor Vehicle Accidents	19	12	14	25
Vehicle Impounds	48	85	126	150
Offense Reports	420	292	373	450
Administrative Reports	255	286	330	375
Service Cells	5,343	6,386	7,266	8,000
Outside Agency Assists	229	413	395	450
Arrests	411	211	197	225

**Campus Security Act (Offences)**

Murder/Non-Negligent Manslaughter	0	0	0	0
Negligent Manslaughter	0	0	0	0
Sexual Assault/Forcible	0	0	0	0
Sexual Assault/Non-Forcible	0	0	0	0
Robbery	0	0	0	0
Aggravated Assault	0	0	0	0
Burglary	6	4	10	3
Motor Vehicle Theft	2	1	1	0
Arson	0	0	1	0

**Campus Security Act (Arrests)**

Liquor Law Violations	53	33	172	51
Drug Abuse Violations	54	20	40	15
Weapons Violations	5	1	3	0

**SAM HOUSTON PRESS & COPY CENTER****Sam Houston Press & Copy Center**

Total Sales for Overall Operations	\$ 697,587	\$ 651,170	\$ 735,609	\$ 780,000
Total Printing Tickets	942	854	920	975
Total Sales for Overall Operations per FTE	\$ 79,124	\$ 74,419	\$ 81,734	\$ 86,666

**STUDENT ACCOUNTS****Student Accounts**

\$ Amount of Credit Card Payments	\$ 17,786,735	\$ 23,449,850	\$ 32,146,592	\$ 44,683,763
% Increase in \$ Amount of Payments				
From Previous Year	28.48%	31.89%	37.09%	39.00%
# of Credit Card Payments	46,323	65,947	103,510	143,879
\$ Amount of Internet Credit Card Payments	\$ 9,878,685	\$ 15,328,873	\$ 23,833,088	\$ 37,417,948
% Increase in Dollar Amount of				
Internet Credit Card Payments	45.26%	55.17%	55.48%	57.00%
# of Internet Credit Card Payments	18,439	33,058	73,337	115,139

**DIVISION OF STUDENT SERVICES  
PERFORMANCE INDICATORS  
2004-2005**

<b>Program Development</b>	<b>2002</b>	<b>2003</b> <i>(Fiscal Year)</i>	<b>2004</b>	<b>2005*</b>
University Center Student Participation	1,092	1,169	1,414	1,676
Collaborative Programs	n/a	10,082	12,198	10,432
Student Diversity Programs	25	27	120	152
Officially Recognized Student Organizations	164	143	227	200
Honors and Awards Presentations	75	80	93	30

<b>Student Development</b>	<b>2002</b>	<b>2003</b> <i>(Fiscal Year)</i>	<b>2004</b>	<b>2005*</b>
Students Using Counseling Services	3,577	3,136	4,604	4,424
Percentage of Students in Student Government that are Non-Caucasian	38%	50%	57%	60%
Members in Registered Student Organizations	4,000	3,927	7,091	7,800
Students Involved in Fraternities and Sororities	769	620	761	896
Students Using Student Service Programs	373,188	413,426	563,072	222,026
Students Recognized through Who's Who	52	47	104	128

<b>Staff Development</b>	<b>2002</b>	<b>2003</b> <i>(Fiscal Year)</i>	<b>2004</b>	<b>2005*</b>
Percentage of Staff that are Non-Caucasian	14%	17%	32%	27%
Number of Staff Publications and Presentations <sup>1</sup>	53	67	186	244
Staff Longevity	64	73	41	47
Percentage of Staff Holding Office <sup>2</sup>	9%	20%	22%	26%
Percentage of Staff Participation	78%	99%	100%	100%
Percentage of Staff Serving as Advisors/Mentors	45%	45%	32%	30%
Percentage of Staff on Committees <sup>3</sup>	54%	58%	66%	70%

**\* The reduction in annualized totals compared to previous years reflects the university-wide reorganization of Athletics, Career Services, Public Safety Services, and Freshman Orientation programs.**

Note 1: Refers to any publication or presentation either for University purposes (i.e. office brochure) or research (i.e. journal publication).

Note 2: Refers to staff holding an office in any university, local, state, regional, national, or international organization.

Note 3: Refers to staff on departmental, division, university, local, state, regional, national, or international committees.

**DIVISION OF UNIVERSITY ADVANCEMENT  
PERFORMANCE INDICATORS  
2004-2005**

**UNIVERSITY ADVANCEMENT PERFORMANCE MEASURES & GOALS  
Preliminary 2005-06 Goals Comparison to Actual**

<b>DEPARTMENT/AREA</b>	<b>FY'03</b>	<b>FY'04</b>	<b>FY'05</b>	<b>FY'06 Goal</b>
<b>ALUMNI RELATIONS</b>				
Annual Member Revenue	\$91,244	\$117,300	\$135,015	\$145,000
Life Member Revenue	\$26,600	\$41,050	\$44,815	\$50,000
Annual Members	2,208	2,457	3,257	3,500
Life/Endowed Life	435	442	508	600
Renewal Percentage	47%	75%	74%	75%
Member Participation	4.56%	4.89%	5.45%	6.00%
Gifts (non-dues income)	\$53,277	\$18,629	\$34,774	\$35,000
Alumni Solicited for Membership	57,860	59,263	68,994	70,000
Members w/email	1,490	1,847	2,696	2,850
Meetings & Events	29	61	69	75
Mtg. & Event Attendance	3,625	6,429	9,066	10,000
Member Communication Pieces	32	43	67	75
Alumni Web Site Visits	19,402	19,348	22,662*	25,000
<b>ADVANCEMENT SERVICES</b>				
Database with Valid Addresses		72,825	77,584	80,000
Alumni with Valid Addresses		68,275	72,995	75,000
Database with Valid Phone Numbers		50,759	56,513	58,000
Alumni with Valid Phone Numbers		49,037	55,084	56,500
Database with Valid Email		10,950	16,409	20,500
Alumni with Valid Email		10,666	16,105	19,500
Records Updated			169,603	175,000
Data Requests (reports, lists, labels)			88	175
<b>DEVELOPMENT</b>				
Amount Contributed	\$2,242,969	\$3,057,951	\$2,962,997	\$7,000,000
Number of Gifts	4,866	6,008	8,159	9,000
Number of Donors	3,509	3,968	5,197	5,700
Addressable Prospects Solicited	47,000	63,647	77,548	80,000
Overall Donor Participation	7.47%	6.23	6.70%	7.00%
Undergraduate Alumni Solicited	45,500	45,193	55,601	57,500
Undergraduate Donors	1,921	2,501	3,319	3,750
Undergrad Donor Participation	4.22%	5.53%	5.97%	6.50%
New Endowment Agreements	13	15	7	20
Endowment Amendments	14	11	7	10
New Scholarship Agreements	9	7	7	10
Scholarship Agreement Amendments	7	4	2	5
Heritage Donor Response	383	138	86	100
Heritage New Donor Response	116	38	30	35

<b>DEPARTMENT/AREA</b>	<b>FY'03</b>	<b>FY'04</b>	<b>FY'05</b>	<b>FY'06 Goal</b>
Heritage Gifts Received	\$26,585	\$14,169	\$15,392	\$17,000
Donor-Scholar Luncheon Attendees	312	241	270	275
Planned Giving Expectancies	1	2	6	15
Advancement Web Hits	9,350	10,615	9,861*	12,000
On-Line Gifts	10	41	76	100
On-Line Gift Amounts	\$730	\$3,805	\$6,861	\$7,500
<b>MARKETING</b>				
Projects Completed				192
University Marketing				70%
Academic Marketing				30%
Consulting Activities				36
<b>MUSEUM</b>				
Visitors On-Site	55,296	37,680	46,708	48,000
Off-Site Program Attendance	65,041	44,797	39,942	40,000
School Tours	72	76	78	78
School Tours Attendance	5,602	5,917	5,837	5,900
4 <sup>th</sup> Grade Attend. Fri. Folk Festv.	4,500	4,430	3,679	3,800
Walker Education Ctr. Events	97	100	98	100
Walker Educ. Ctr Event Attendance	8,612	7,373	7,765	7,800
Gift Shop Net Profit	\$4,945	\$3,844	\$5,871	\$6,000
Web Site Hits	57,232	37,381	38,669	40,000
<b>PUBLIC RELATIONS</b>				
News Releases & Articles (Major)	136	144	157	160
News Releases & Articles (Minor)	217	321	311	350
Hometown Releases	1,143	1,026	806	1,200
Media Placements	2,313	1,842	2,703	2,500
Media Professionals Contacted	2,956	2,486	3,166	3,200
Publications Produced	9	61	85	100

## Athletic Performance Indicators (updated 9/1/05)

## Department

[illegible]

### Team Overall Record/Overall Winning Percentage/Conference Ranking

[illegible]

## Team Academic Performance Program (APR)

[illegible]

## Outside Sources Revenues

[illegible]

## President

## Faculty Athletic Representative Athletic Advisory Council

### Director of Athletics

Strategic planning and budgets  
Capital improvements  
Construction Programming & Supervision

Development

Reports external and internal  
Supervision of Personnel  
Discipline Policy

### Director of Sports Areas

Baseball, Basketball (m), Basketball

Football, Golf (m&w), Soccer,

Tennis, Track (m&w), Volleyball,  
Training, Strength  
(Assistant Coaches/Staff)

### External Operations Coordinator

Bearkat Partners  
(w),  
Tickets/Special Seating  
Softball,  
Event Image Management  
Marketing/Promotions  
Customer Service  
Advertising  
Radio/TV Negotiation

### Assistant AD/ Media Services

Public Relations  
Media Relations  
Web Site Maintenance  
Publications  
Game Day Press Box  
Facilities

### Athletic Budget Manager

Planning/Reports  
Budget/Insurance Oversight  
Liaison w/ Finance & Operations  
Scholarship Processing  
Human Resources Liaison

### Assistant AD/Academic Compliance Services (SWA)

Senior Women's Administrator  
Title IX/Gender Equity Liaison  
Champs Life Skills  
Student-Athlete Welfare  
SAAC

### Compliance Coordinator

Records  
Education  
CA4 Software  
Squad Lists  
Recruiting PO's, Travel  
NLI/Scholarships  
Camps  
Interpretations

### Academic Advisor

Advisement  
LEC  
Eligibility

### Office Supervisor

Supervise Support Staff  
Distribute Work Load  
a) PO's/Accounts Payable  
b) Individual Travel  
c) Team Travel

d) Payroll  
University Policies  
Correspondence/Errands

### Support Staff

Secretary  
Secretary  
Secretary  
Secretary

### Internal Operations

Game Day Management  
Security  
Maintenance  
Scheduling  
Liaison w/ Athletic

Equipment/Inventory

### Custodian

Student Workers

(last update 9/1/2005)

## **President**

## **Faculty Athletic Representative Athletic Advisory Council**

### **Director of Athletics**

Strategic planning and budgets  
Capital improvements  
Construction Programming & Supervision  
Development  
Reports external and internal  
Supervision of Personnel

### **Assistant AD/Marketing Operations**

Internal Operations Supervisor  
a) Facilities/Game Management  
b) Development/Marketing/Media  
c) Academics/Compliance  
Discipline Committee (Chair)

### **Athletic Budget Manager**

Planning/Reports  
Budget/Insurance Oversight  
Liaison w/ Finance & Operations  
Scholarship Processing  
Human Resources Liaison

### **Directors of Sports Areas**

Baseball, Basketball (m), Basketball (w),  
Football, Golf (m&w), Soccer, Softball,  
Tennis, Track (m&w), Volleyball,  
Training, Strength  
(Assistant Coaches/Staff)

### **Assistant AD Academic/ Compliance Services (SWA)**

Advisement  
LEC  
Champs Life Skills  
SA Welfare  
SAAC  
Eligibility

### **Compliance Coordinator**

Records  
Education  
CA4 Software  
Squad Lists  
Recruiting PO's, Travel  
NLI/Scholarships  
Camps  
Interpretations Security

### **Assistant AD Media Services**

Public Relations  
Media Relations  
Web Site Maintenance  
Publications  
Game Day Press Box

### **Facilities (Custodian)**

Game Day Management  
  
Maintenance  
Scheduling  
Liaison w/ Athletic Facilities  
Student Workers  
Equipment

### **Development/ Marketing Coordinator**

Bearkat Partners  
Tickets/Special Seating  
Event Image Management  
Marketing/Promotions  
Customer Service  
Advertising  
Radio/TV Negotiation

### **Office Supervisor**

Supervise Support Staff  
Distribute Work Load  
a) PO's/Accounts Payable  
b) Individual Travel  
c) Team Travel  
d) Payroll  
University Policies  
Correspondence/Errands

### **Support Staff**

Secretary (List sports)  
Secretary (List sports)  
Secretary (List sports)  
Secretary (Special Projects)

Last Update (8/1/2004)

# **DIVISIONAL FIVE-YEAR PRIORITIES**

**DIVISION OF ACADEMIC AFFAIRS  
FIVE-YEAR PRIORITIES  
David Payne, Provost and Vice President for Academic Affairs**

<u>GOALS AND JUSTIFICATION</u>	<u>COST</u>
<i>2006-2007</i>	
Add 9 faculty positions for 12-to-9 load adjustment. This is the third year of a five-year commitment to place all qualified faculty who desire it on the research intensive track.	Already Allocated: \$500,000 (base)
Add 44 faculty positions for enrollment growth and new programs. This adds faculty positions for already existing growth.	Already Allocated: \$2,760,000 (base)
Increase travel and O&M funds for new faculty positions and new programs	\$ _____ (base)
Begin construction on ABV. This will be necessary to cover many office, classroom, and administrative needs.	Approximately \$43,000,000 (1 time)
Add 15 FTE staff positions in Academic Affairs. This begins the process of increasing staff in Academic Affairs by 25% over a five-year period and is based on a growth from 15,000 to 20,000 students during that period. \$42,000 per position (Based on this year average of \$41,600 and 298 existing staff positions in Academic Affairs.)	\$630,000 (base)
Add 53 faculty and 15 staff offices and 4 faculty science labs. This is necessary to accommodate the 53 increases in faculty (at least 4 of which are in the hard sciences) which has already been allocated for this year. ____ of these spaces will be in renovated Adams Hall which will cost \$ _____; the rest will be found by combining graduate student offices.	\$ _____ (1 time)
Relocate all Academic Affairs personnel from Frels and Wilson buildings to other structures on campus; 70-75 people to be relocated by combining offices and classroom conversion to office space.	\$ _____ (1 time)

Add operating budget item for doctoral program in reading.	\$10,000 (base)
Increase graduate assistantship number and size from its current 89 at approximately \$10,000 each to 125 at \$15,000 each per year. This would be an increase from \$890,000 to \$1,875,000 or an increase of almost \$1,000,000. We believe that approximately half of that cost can be absorbed by replacing pool and adjunct faculty with graduate students.	Increased cost to University would be \$500,000 (base)
Hire a grant writer. One of the limitations of our current research program is the lack of a person personally familiar with a wide variety of granting agencies and experienced in writing grants to those agencies. Such a person will help new faculty members get started in the grantsmanship activity by helping them put their good ideas in fundable form.	\$50,000 per year (base)

#### ***2007-2008***

Add 9 faculty positions for 12-to-9 load adjustment. This is the fourth year of a five-year program.	\$500,000 per year (base)
Add 41 faculty positions for enrollment growth and new programs at \$69,680 per position (4% increase from the 2006-2007 year). Part of five-year enrollment projected growth to 20,000.	\$2,857,000 per year (base)
Add 15 FTE staff positions in Academic Affairs at \$42,640 per position (4% increase over 2006-2007 year); part of a planned 25% growth in staff as we move to 20,000 students over five years.	\$640,000 (base)
Convert 2 classrooms to 4 faculty science labs.	\$90,000 (1 time)
Begin construction on Woodlands Center. This is a critical construction project to serve as anchor to our enrollment base in The Woodlands.	\$25,000,000 (1 time)

Begin planning for a performing arts complex to be funded out of tuition revenue bonds to provide more adequate facilities for Theatre, Music, and Dance; an office complex for a Dean of Fine and Performing Arts; and chair suites for Dance and for Mass Communication.	\$40,000,000 (1 time)
Add operating budget for Math Education doctorate	\$10,000 (base)
Increase graduate assistantships from 125 to 150 at \$15,000 per assistantship. This is necessary to increase the number and quality of graduate students, especially as doctoral programs develop.	\$375,000 (base)
Increase undergraduate scholarship fund. After two years of substantially increasing graduate assistantships, this year undergraduate scholarships should also be enhanced to support increased undergraduate enrollments.	\$500,000 (base)
Create a Department of Foreign Languages. The Department of English and Foreign Languages has 74 faculty members. Sixteen of these specialize in Foreign Languages. I believe that for the Foreign languages Program to mature as a disciplinary center at Sam Houston, it must have its own department. The new chair and secretary could be taken from positions already allocated. An adjunct position would be required to teach classes currently taught by new chair position.	\$10,000 (base)
Create a Department of Dance. As enrollments in Dance continue to grow, the department would benefit from separation from the Department of Theatre and Dance. The new chair and secretary could be taken from positions already allocated. An adjunct position would be required to teach classes currently taught by new chair position.	\$10,000 (base)

Consider creating two or three departments in College of Criminal Justice. As enrollments grow in Criminal Justice and as the discipline diversifies, a split into three departments would facilitate better focus for the instructional and research programs. A Department of Forensic Science would be created and the exact definition of the other departments is being considered. The split could be into criminal justice and corrections or to criminology and criminal justice or some other combination. The new chair and secretaries could be taken from positions already allocated. An adjunct position would be required to teach classes currently taught by new chair positions.

\$30,000  
(base)

### *2008-2009*

Add 5 faculty positions for 12-to-9 load adjustment completion. This completes the five-year plan to create a two-track system for faculty.

\$275,000  
(base)

Add 40 faculty positions for enrollment growth and new programs; 40 positions at \$72,467 per position (a 4% increase per position from last year).

\$2,898,000  
(base)

Add 15 FTE staff positions in Academic Affairs at \$44,345 per position (a 4% increase from last year). This is part of the ongoing five-year plan.

\$665,000  
(base)

Add 40 faculty and 15 staff offices (in fine and performing arts facility). This is necessary space for increase in faculty and staff resulting from enrollment growth of about 1,000 students each year.

N/A

Convert 2 classrooms to 4 faculty science labs.

\$90,000  
(1 time)

Begin construction on Agriculture Center. Agriculture has been poorly housed and equipped for many years and needs to be moved to Gibbs Ranch.

\$40,000,000  
(1 time)

Begin additions on Criminal Justice and Education buildings.

\$25,000,000  
(1 time)

Increase graduate assistantships from 150 to 175 at \$15,000 per assistantship. This is necessary to increase the number and quality of graduate students, especially as doctoral programs develop.	\$375,000 (base)
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Create a College of Fine and Performing Arts.	\$500,000 (base)
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Split the Department of Educational Leadership and Counseling into two departments. The new chair and secretary could be taken from positions already allocated. An adjunct position would be required to teach classes currently taught by new chair position. This would require a chair and secretarial suite.	\$80,000 (1 time) \$10,000 (base)
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Increase undergraduate scholarship fund to support more and higher quality students.	\$250,000 (base)
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Improve Mass Communication broadcast facility.	\$250,000 (1 time) \$150,000 (thereafter)
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### ***2009-2010***

Add 40 faculty positions for enrollment growth and new programs at \$75,365 per position (4% increase in cost per position from last year).	\$3,015,000 (base)
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Add 15 FTE staff positions in Academic Affairs at \$46,118 per position (4% increase in cost per position from last year).	\$692,000 (base)
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Convert 2 classrooms to 4 faculty science labs.	\$90,000 (1 time)
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Increase graduate assistantships from \$15,000 per assistantship to \$18,000 per assistantship for all 175 positions. This is necessary to increase the number and quality of graduate students, especially as doctoral programs develop.	\$525,000 (base)
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Create a Department of Special Education. As the Department of Language, Literacy and Special Populations (LLSP) grows and becomes even more diversified, its focus and identification becomes ever more complex. Removing Special Education from LLSP and creating a separate department would promote better focus on the research and teaching agendas of those departments. This would require a secretarial and chair suite.	\$80,000 (1 time) \$10,000 (base)
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Begin construction on conference center and hotel. A university of 20,000 should be able to host meetings on campus. A conference center and hotel would serve this desirable outcome. Also, since the university has taken over the golf course, there will be more opportunities to host events.	\$ _____
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Add operating budget item for doctoral programs in Special Education and in History	\$10,000 (base)
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***2010-2011***

Add 40 faculty positions for enrollment growth at \$78,379 for increased student enrollment and new program development.	\$3,135,000 (base)
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Add 15 FTE staff positions in Academic Affairs for enrollment growth and new program development at \$47,962 per position.	\$719,000 (base)
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Convert 2 classrooms to 4 faculty science labs.	\$90,000 (1 time)
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Increase undergraduate scholarship fund. As the student body grows, we need to be competitive in recruiting quality students.	\$750,000 (base)
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Increase the number of graduate assistantships from 175 to 200 at \$18,000 per position. As the number of full-time graduate students is increased, there is a need to have the ability to recruit for quality students.	\$450,000 (base)
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**DIVISION OF ENROLLMENT MANAGEMENT  
FIVE-YEAR PRIORITIES  
Heather Thielemann, Vice President for Enrollment Management**

**Academic Year: 2005-2006**

**Goal: Visitor Center permanent budget for new department** - *To cover operational expenses, additional give-away items, and “Saturdays @ SAM!” expenses (amount not to include salaries).*

Approximate Cost: \$97,300

**Goal: DARS maintenance fee** – *Recurring annual fee that is not currently budgeted.*

Approximate Cost: \$9,000

**Goal: Commencement Program fee** – *Increase in cost of printing more aesthetically appealing commencement programs.*

Approximate Cost: \$20,000

**Goal: Financial Aid Document Imaging Person** - *Need full-time staff member to keep up with volume of documents.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Transfer Admission Counselor/Visitor Center** – *Due to the rapid growth in enrollment and the need to continue to build and maintain excellent relationships with our Community College partners, it is necessary to designate a fulltime community college counselor. This person will also help in the Visitor Center*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Regional Recruiter** - *The Regional recruiter in the Dallas/Fort Worth area has proven to be successful, resulting in enrollment increases from North Texas. This recruiter will be in Houston.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Scheduling Software** – *This will enable adequate assessment of facility usage and meet the data reporting requirements of the Coordinating Board.*

Approximate Cost: \$95,000 + maintenance fee each year

**Goal: DARS Upgrade** – *This will cover expected software updates common with any package.*

Approximate Cost: \$10,000 (each year)

**Academic Year: 2006-2007**

**Goal: Financial aid software (moving from SCT to Banner)** – *Financial Aid maintenance software upgrade is critical in order to meet the demands of the Financial Aid Office to provide quality customer service and to have software in place to assist in the recruitment and retention efforts of the University.*

Approximate Cost: \$91,000 (\$9,600 Oracle Training, and \$81,000 purchase of Oracle). If we wait until another academic year to purchase the software, the price for the current financial aid software maintenance fee is listed below.

AND

**Goal: Financial Aid software maintenance fee** – *Financial Aid maintenance software upgrade is critical in order to meet the demands of the Financial Aid Office to provide quality customer service and to have software in place to assist in the recruitment and retention efforts of the University.*

Approximate Cost: \$65,000 (increases 4% each year)

**Goal: Enrollment Management division programmer** – *Based on the number of new projects/software requests and maintenance concerns within each department, additional programmers are needed to manage current needs as well as plan and carry out future enhancements for the division.*

Approximate Cost: \$51,000 (includes salary + 30% for benefits)

**Goal: User Analyst – Financial Aid** – *Increasing demands for information and automation coupled with regulation changes and software updates require specialized abilities that enable the Financial Aid Office to evaluate and communicate business area needs to outside vendors and University programming staff.*

Approximate Cost: \$51,000 (includes salary + 30% for benefits)

**Goal: Secretary for Orientation** – *New student orientation will be mandatory beginning in Summer 2006 for all freshmen and transfer orientations will expand to on and off campus sites. This position will help organize and manage the office.*

Approximate Cost: \$28,600 (includes salary + 30% for benefits)

**Goal: Asst. Director – Career Services** – *This position would be responsible for job and internship development. These requests will increase significantly with the expected increase in enrollment.*

Approximate Cost: \$51,000 (includes salary + 30% for benefits)

**Goal: Update Registrar's Office (lobby/offices/supplies/processing area)** – *The Customer Service area is set up to service each individual as they approach the window so to effectively service 20,000 students, a wider service counter will be needed to avoid long lines.*

Approximate Cost: \$50,000

**Goal: Graduation staff** – *Graduation rates will increase with enrollment. It is a struggle to keep up with the 1300 or so applications that are currently processed for each graduation. A minimum of two graduations are currently worked on at a time.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Maintenance Plumber – Residence Life** - *Plumbing is our main maintenance issue in the residence halls, and because our current plumber must often pull another employee away from their work to aid him, an additional plumber will make a significant difference in efficiency and workload.*

Approximate Cost: \$44,200 (includes salary + 30% for benefits)

**Goal: Vehicles for Recruiters in Admissions** - *Two of the vehicles used for recruiting currently have over 110,000 miles. We are beginning to spend more and more on maintenance and fuel costs.*

Approximate Cost: \$20,000 each X 2

**Goal: Clerk – Residence Life** - *This position will occupy an office in the Visitor Center full-time to aid in tours and assist in processing application materials and information.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Diploma printing software** – *This should ease the burden of printing diplomas as well as the ability to archive signatures that appear on the diploma. By archiving signatures, when a backdated diploma is requested, it will reflect the signatures that were used during that time period, reflecting an accurate diploma.*

Approximate Cost: \$4,000 (\$1,500 maintenance each year)

**Goal: Residence Life Maintenance Truck** - *With the addition of a plumber, we will need another vehicle.*

Approximate Cost: \$15,000

**Goal: Golf cart for Residence Life** - *This is needed to transport perspective students and their parents across campus for residence hall tours.*

Approximate Cost: \$7,000

**Goal: Increase for fall acceptance parties/alumni training for recruiting** - *The regional acceptance party in the Dallas/Fort Worth area was a success, proving to the parents of our incoming freshman the commitment SHSU makes to personal attention and customer service. This would allow us to expand the parties to other regions.*

Approximate Cost: \$4,000

### **Academic Year: 2007-2008**

**Goal: Financial Aid software maintenance fee** – *Recurring mandatory maintenance fee that is not currently budgeted.*

Approximate Cost: \$67,600 (increases 4% each year)

**Goal: Assistant Director for Technology** - *The Admission office is relying more on web based and electronic applications than ever before. With the increase in online applications, electronic transcripts (EDI), documents imaging, the additions of electronic high school transcripts, and support of recruiting software, it is necessary to have an in-house IT staff member. Currently SHSU Computer Services is not able to keep up with our needs.*

Approximate cost: \$52,000 (includes salary + 30% for benefits)

**Goal: Asst. Director for Orientation** – *With continued increases in enrollment to include the freshmen class and transfer students, this position will help with planning, organizing, and implementing orientation duties.*

Approximate Cost: \$39,000 (includes salary + 30% for benefits)

**Goal: Enrollment Management division programmer** - *Based on the number of new projects/software requests and maintenance concerns within each department, additional programmers are needed to manage current needs as well as plan and carry out future enhancements for the division.*

Approximate Cost: \$51,000 (includes salary + 30% for benefits)

**Goal: Financial Aid Counselor** – *Needed to meet commitment to pro-active customer service for increased pool of applicants and to better assist with recruitment and retention goals.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Summer Bridge Program** – *Closing the Gaps effort to prepare freshmen students with reading difficulties in the summer for Fall classes, forming a cohort for the academic year as they continue to share two common classes.*

Approximate Cost: \$5,000 (each year)

**Goal: Purchase names for ACT/SAT** - *The purchase of names from ACT/SAT allows us to recruit students that meet or exceed our admission requirements, are interested in fields we offer and are looking for a school like SHSU, increasing their likelihood of enrollment.*

Approximate Cost: \$25,000

**Goal: Regional Recruiter** - *Adding a Regional recruiter in the Austin/Central Texas area would help tremendously. Austin is one of the fastest growing Regions in Texas with Hispanics accounting for more than 50% of the population under the age of 18 by 2010.*

Approximate Cost: \$32,500 (includes salary + 30% for benefits)

**Goal: Receptionist – Registrar's Office** - *A Receptionist would be needed to handle the increase in the number of phone calls that will be received when we reach 20,000 students.*

Approximate Cost: \$26,000 (includes salary + 30% for benefits)

**Goal: Maintenance Carpenter/Locksmith – Residence Life** - *We believe it will be more cost effective and efficient to have our own carpenter/locksmith rather than rely on Physical Plant for this time-consuming job; we believe this is necessary for our potential growth.*

Approximate Cost: \$44,200 (includes salary + 30% for benefits)

**Goal: Maintenance truck for Residence Life** – *With the addition of the Locksmith position, another maintenance truck will be needed.*

Approximate Cost: \$15,000

**Goal: Residence Life Maintenance Building (on old Malone site)** - *Current shop space is already far too small, and we need additional space in order to have room for two more positions as well as to store furniture and equipment.*

Approximate Cost: \$600,000

**Goal: Career Counselor** – *This position would provide career testing, counseling and be responsible for developing and promoting career workshops and career educational programs on campus. He/she would also supervise counseling interns and our graduate assistants.*

Approximate Cost: \$42,000 (includes salary + 30% for benefits)

**Goal: Financial Aid Telephone Person** – *Needed to meet commitment to pro-active customer service for increased pool of applicants.*

Approximate Cost: \$28,000 (includes salary + 30% for benefits)

**Goal: Renovation of Residence Life Lobby** – *Currently our lobby can seat 5 customers with about 5 more standing in line before the line heads out the door; we frequently have lines out the door during peak times (beginning of each semester, during Orientation, etc.)*

Approximate Cost: \$60,000

**Goal: Vehicles for Recruiters – Admissions** - *Replacement of vehicles with more than 100,000 miles.*

Approximate Cost: \$20,000 each X 2

**Goal: Associate VP for EM** – *As the division continues to grow in departments and employees, this person will be needed to direct certain initiatives and projects.*

Approximate Cost: \$84,500

### **Academic Year: 2008-2009**

**Goal: New Residence Hall (500+ beds)** - *Need the additional bed space for growth of enrollment*

Approximate Cost: \$18 million

**Goal: Financial Aid software maintenance fee** – *Recurring mandatory maintenance fee.*  
Approximate Cost: \$70,304 (increases 4% each year)

**Goal: Residence Life software** - *This software will help manage the application and assignments process as well as add a roommate matching feature that we are currently unable to offer.*  
Approximate Cost: \$50,000

**Goal: Graduation person** - *More staff will be needed to serve the increased number of graduation applications.*  
Approximate Cost: \$28,600

**Goal: Registration person** - *With all of the technological advances, registration has become easier. However, student drops/adds/resignations etc. are increasing and man power is needed to process these types of requests. With an increase in student population, we expect to need another person in the Registration area of our office. Currently, there are only two people staffing that area.*  
Approximate Cost: \$28,600

**Goal: Residence Hall Director** - *Most University housing organizations use full-time Hall Directors (who are usually graduate students or hold a Bachelor's degree) to live in and run larger complexes or areas (usually those with over 400 residents); these staff report to the Area Coordinator.*  
Approximate Cost: \$27,300

**Goal: Visitor Center Clerk** -. *The Visitor Center needs someone other than a student to act as receptionist for our visitors, help the department secretary supervise the student workers and volunteers and assist with correspondence.*  
Approximate Cost: \$26,000 (includes salary + 30% for benefits)

**Goal: Renovation of Financial Aid lobby** - *To provide a more comfortable, safe and welcomed environment for the increasing number of applicants seeking assistance in the Office of Student Financial Aid.*  
Approximate Cost: \$50,000

**Goal: Scheduling software** – *This request is made to upgrade from Astra Blue to Astra Platinum at a future date. There is more statistical data available from Platinum that would be beneficial to the University and integrates with our degree audit system (DARS) to plan course offering to what our students need to graduate.*  
Approximate Cost: \$150,000 + maintenance fee each year

**Academic Year: 2009-2010**

**Goal: Residence Hall Director** - *Most University housing organizations use full-time Hall Directors (who are usually graduate students or hold a Bachelor's degree) to live in and run larger complexes or areas (usually those with over 400 residents); these staff report to the Area Coordinator.*

Approximate Cost: \$27,300 (includes salary + 30% for benefits)

**Goal: Vehicles for Recruiters** – Admissions – *Replacement of vehicles with more than 100,000 miles on them.*

Approximate Cost: \$20,000 each X 2

**DIVISION OF FINANCE AND OPERATIONS  
FIVE-YEAR PRIORITIES  
Jack Parker, Vice President for Finance and Operations**

<b><u>GOALS AND JUSTIFICATIONS 2006-2007</u></b>	<b><u>COST</u></b>
<b><u>Business Office</u></b>	
<i>(1) Accountant III</i> Current trends are dictating a Reporting Area within the Business Office to accommodate the numerous reports required throughout the year. Additional personnel will enable the Business Office to meet these critical deadlines, while benefiting the Division and University with recognition for excellence in outside reporting.	<b>\$45,000</b>
<i>(1) Accounting Clerk II</i> Purchases are increasing yearly and the addition of an employee in the Accounts Payable area of the Business Office will enable the University to meet critical payment dates, often resulting in savings over the purchase price.	<b>\$32,000</b>
<i>(1) Route Person</i> The Vending area of the Business Office will require an additional employee to meet the demands by the University Community for vending items. The monies collected by Vending Operations are shared with other departments on campus, including the golf course.	<b>\$26,000</b>
<b><u>Administrative Accounting</u></b>	
<i>(1) Accounting Clerk II &amp; O&amp;M</i>	<b>\$21,336</b>
<i>(1) O&amp;M</i> Administrative Accounting would greatly benefit from a reception area person to direct incoming people to the right person, to direct people with questions to the right person or department, to answer phone calls from zero button programming and take messages during high call volume times and to help implement the scanning of all documents related to administrative accounting. The travel accountant is currently overloaded with processing travel applications and travel vouchers. An assistant would provide much needed relief with filing, sorting, copying, scanning and mailing and many other tasks. Administrative Accounting has not had a new position since 1991. With the increase in students and staff, additional staff will be needed.	<b>\$5,000</b>
<b><u>Contracts &amp; Grants</u></b>	
<i>(1) Director of Contracts &amp; Grants (upgrade for position)</i>	<b>\$18,000</b>
<i>(1) Accountant III</i>	<b>\$32,784</b>
<i>(2) Hourly Wages</i>	<b>\$20,000</b>
<i>(1) O&amp;M</i>	<b>\$20,000</b>

Activity in Contracts & Grants has increased to the point that more personnel and support budget is required to adequately account for all activity in a timely manner. The position of the manager needs to be upgraded to Director and we need an additional position to handle reporting and reconciliations.

### **Payroll**

<i>(1) Payroll Assistant</i>	<b>\$23,208</b>
<i>(2) Hourly Wages</i>	<b>\$25,000</b>
<i>(3) O&amp;M</i>	<b>\$15,000</b>

The Payroll Office has seen an increase in employees and anticipates that with increased enrollment at SHSU that increases in personnel and operations costs will be required to maintain the level of excellence that we have now.

### **Physical Plant**

<i>(1) Clerk II</i>	<b>\$25,000</b>
<i>(1) O&amp;M</i>	<b>\$25,000</b>

To improve administrative workload conditions resulting from response to Fire Marshal, Re-Keying the Campus and Tracking Key Issues, Files Management with the ON-Going High Number of Large Capital Improvement Projects, Growing Reports to Governmental Agencies and Energy Conservation effort responding to EO RP49.

### **Purchasing, Stores & Property**

<i>(1) HUB Coordinator</i>	<b>\$47,000</b>
<i>(1) Hourly Wages</i>	<b>13,000</b>

In keeping with the University's "Good Faith Effort" to do business with Historically Underutilized Businesses (HUB) a full time HUB Coordinator is needed with our HUB Annual Report expenditures approaching sixty million dollars. The non-budgeted salaries are to maintain the level of efficiency with our growing student population.

### **Sam Houston Press & Copy Center**

<i>(1) Press Operator</i>	<b>\$24,240</b>
<i>(1) Hourly Wages</i>	<b>\$20,225</b>
<i>(1) O&amp;M</i>	<b>\$18,295</b>

Increase total revenue for printing and copying to \$824,580. This projection is based on 4% growth in student enrollment and the university increasing its efforts to recruit more students. Additional staffing will be needed to maintain quality services to customers. A low-cost solution for this is to reclassify an existing (.75 FTE) Clerk I position to a full-time Press Operator 1 position. The new press operator would be trained to back up the two existing press operators and help out where needed. Also, the additional business activity will

make it necessary to incrementally increase Hourly Wages and O&M funding.

**Human Resources**

<i>(1) HR Representative</i>	<b>\$37,000</b>
<i>(1) HR Clerk</i>	<b>\$24,000</b>
<i>(1) HR Assistant</i>	<b>\$30,000</b>
<i>(1) Hourly Wages</i>	<b>\$2,500</b>
<i>(1) O&amp;M</i>	<b>\$11,000</b>

To keep the growth and development of the Human Resources Department relative to the overall growth of SHSU. This will benefit the University by enabling the HR staff to deliver exceptional service to the University community in the functional areas of Benefits, Employee Relations, Staffing, Records, Staff Wage and Salary Administration, Equal Employment Opportunity/Affirmative Action, Employee Development and Risk Management.

**Computer Services**

<i>(1) Programmer III</i>	<b>\$56,000</b>
<i>(1) Programmer I</i>	<b>\$43,900</b>
<i>(1) Technician</i>	<b>\$34,100</b>
<i>(1) Hourly Wages</i>	<b>\$50,000</b>
<i>(1) O&amp;M</i>	<b>\$165,600</b>

Maintain existing level of technology service to the University as enrollment grows.

**Public Safety Services**

<i>(1) Police Investigator</i>	<b>\$36,000</b>
<i>(1) O&amp;M</i>	<b>\$30,080</b>
<i>(1) Hourly Wages</i>	<b>\$30,000</b>
<i>(1) Housing Security Services</i>	<b>\$10,000</b>

University will benefit from the position of a Police Investigator since all criminal investigations should be conducted by a single person, rather than numerous police officers. Additional O&M, Hourly Wages and Housing Security is needed due to increased enrollment, additional events and overtime. Additional funding is needed for Hall Safety Program with the increase in students residing in residence halls.

## **GOALS AND JUSTIFICATIONS 2007-2008**

## **COST**

### **Business Office**

#### ***(1) Accountant II***

**\$37,000**

Current trends are dictating a Reporting Area within the Business Office to accommodate the numerous reports required throughout the year. Additional personnel will enable the Business Office to meet these critical deadlines, while benefiting the Division and University with recognition for excellence in outside reporting.

#### ***(1) Cashier***

**\$32,000**

The Cashiers' Office Area of the Business Office receipts all income for the University. In order to meet current trends of increasing enrollment, it will be necessary to add another Cashier. The Cashiers' Office has traditionally been a "window" into the University and keeping the staff at proper level will enable them to provide excellent service to the University Community.

### **Administrative Accounting**

#### ***(1) Accountant II***

**\$29,472**

#### ***(1) O&M***

**5,000**

With the increase in enrollment that is expected, Administrative Accounting will need an additional student accounts staff.

### **Contracts & Grants**

#### ***(1) O&M***

**\$2,000**

Activity in Contracts & Grants has increased to the point that more personnel and support budget is required to adequately account for all activity in a timely manner. The position of the manager needs to be upgraded to Director and we need an additional position to handle reporting and reconciliations.

### **Payroll**

#### ***(1) Payroll Clerk***

**\$21,336**

#### ***(1) O&M***

**\$4,000**

The Payroll office has seen an increase in employees and anticipates that with increased enrollment at SHSU that increases in personnel and operations costs will be required to maintain the level of excellence that we now have.

### **Physical Plant**

#### ***(1) Electronic System Specialist***

**\$36,000**

#### ***(1) Electrician***

**\$36,000**

#### ***(1) AC & Refrigeration Mechanic***

**\$36,000**

#### ***(1) Clerk II***

**\$25,000**

To continue to improve administrative workload conditions resulting from response to Fire Marshal, Re-Keying the Campus and Tracking

Key Issues, Files Management with the On-Going High Number of Large Capital Improvement Projects, Growing Reports to Governmental Agencies, Energy Conservation program and Preparing for Facilities Inspections directed by THECB. An additional clerical position Clerk II is needed.

To meet the needs of additional maintenance posed by the increased building program, three maintenance workers are desired: an Electronic System Specialist for the additional fire alarm systems acquired, an Electrician to provide interior and exterior lighting programs support as well as energy conservation improvements and an AC and Refrigeration Mechanic to handle growth in the mechanical equipment inventory in new buildings and energy conservation initiatives.

### **Purchasing, Stores & Property**

*(1) Special Events Coordinator* **\$32,000**

*(1) Labor II* **\$23,000**

Due to the many activities on campus that require University Stores to set up and take down tables and chairs for the various functions for the President, graduations, special speakers, fund raisers etc., a Special Events Coordinator is needed. Due to the increase in deliveries and pick-ups made by Central Receiving and Property a full time labor position is required.

### **Sam Houston Press**

*(1) Hourly Wages* **\$21,438**

*(1) O&M* **\$18,630**

Increase total revenue for printing and copying to \$874,160. This sales projection is based on 4% annual growth in student enrollment and the university increasing its efforts to recruit more students. The additional business activity will make it necessary to incrementally increase Hourly Wages and O&M.

### **Human Resources**

*(1) Human Resources Clerk* **\$25,000**

*(1) Hourly Wages* **\$1,000**

*(1) O&M* **\$1,000**

To keep the growth and development of the Human Resources Department relative to the overall growth of SHSU. This will benefit the University by enabling the HR staff to deliver exceptional service to the University community in the functional areas of Benefits, Employee Relations, Staffing, Records, Staff Wage and Salary Administration, Equal Employment Opportunity/Affirmative Action, Employee Development and Risk Management.

### **Computer Services**

<i>(1) Programmer III</i>	<b>\$56,400</b>
<i>(1) Programmer I</i>	<b>\$43,900</b>
<i>(1) Technician</i>	<b>\$34,100</b>
<i>(1) Hourly Wages</i>	<b>\$50,000</b>
<i>(1) O&amp;M</i>	<b>\$185,000</b>

Maintain existing level of technology services to the University as enrollment grows.

#### **Public Safety Services**

<i>(1) Parking Management Director</i>	<b>\$50,000</b>
<i>(1) Police Officer</i>	<b>\$32,000</b>
<i>(1) Hourly Wages</i>	<b>\$30,000</b>
<i>(1) O&amp;M</i>	<b>\$42,960</b>

University will benefit from a Parking Management Director because all parking related matters will be managed by a separate department. If student enrollment exceeds 17,000 as projected, an additional Police Officer will be essential in order for the department to maintain sufficient police presence. Additional funding for student wages and overtime costs associated with auxiliary events to provide police services. Additional O&M is needed for fringe benefits and expenses due to increased enrollment.

## **GOALS AND JUSTIFICATIONS 2008-2009**

## **COST**

### **Business Office**

The Business Office has no requests for Academic Year 2009.

### **Administrative Accounting**

#### ***(1) O&M***

***\$10,000***

With increased enrollment expectations additional operating funds will be needed.

### **Contracts & Grants**

#### ***(1) Hourly Wages***

***\$10,000***

#### ***(1) O&M***

***\$3,000***

Additional increases in grant activity will require another student to assist with scanning, filing and other routine tasks.

### **Payroll**

#### ***(1) O&M***

***\$5,000***

Increase in employees and anticipation that enrollment at SHSU will increase in personnel and operations costs will be required to maintain the level of excellence that we have now.

### **Physical Plant**

*None*

### **Purchasing, Stores & Property**

#### ***(1) Purchaser II***

***\$35,000***

#### ***(1) Hourly Wages***

***\$10,000***

#### ***(1) Assistant Property Coordinator***

***\$37,000***

Since FY '03 the expenditures of purchases and services has increased from thirty-eight million dollars to just under sixty million dollars. As a result of the continuing increase in expenditures the Purchasing Department will need additional personnel. Once again as expenditures increase so does the duties and the responsibilities of the Property Office.

### **Sam Houston Press & Copy Center**

#### ***(1) Hourly Wages***

***\$22,725***

#### ***(1) O&M***

***\$19,747***

Increase total revenue for printing and copying to \$926,610. This sales project is based on 4% annual growth in student enrollment and the university continuing its efforts to recruit more students. The additional business activity will make it necessary incrementally increase Hourly Wage and O&M funding.

**Human Resources**

<i>(1) Human Resource Training Specialist</i>	<b>\$40,000</b>
<i>(1) Hourly Wages</i>	<b>\$1,000</b>
<i>(1) O&amp;M</i>	<b>12,500</b>

To keep the growth and development of the Human Resources Department relative to the overall growth of SHSU. This will benefit the University by enabling the HR staff to deliver exceptional service to the University community in the functional areas of Benefits, Employee Relations, Staffing, Records, Staff Wage and Salary Administration, Equal Employment Opportunity/Affirmative Action, Employee Development and Risk Management.

**Computer Services**

<i>(1) Programmer III</i>	<b>\$56,400</b>
<i>(1) Programmer II</i>	<b>\$43,900</b>
<i>(1) Technician</i>	<b>\$34,100</b>
<i>(1) Hourly Wages</i>	<b>\$50,000</b>
<i>(1) O&amp;M</i>	<b>\$595,600</b>

Maintain existing level of technology service to the University as enrollment grows.

**Public Safety Services**

<i>(1) Police Officer</i>	<b>\$32,000</b>
<i>(1) Hourly Wages</i>	<b>\$30,000</b>
<i>(1) O&amp;M</i>	<b>\$28,960</b>

If student enrollment exceeds 18,000 students as projected, additional Police Officer is needed to maintain sufficient police presence. Increased enrollment will require additional Hourly Wages and O&M funds to maintain its present level of services, overtime costs and Hall Safety Program for students residing on campus in residence halls.

## **GOALS AND JUSTIFICATIONS 2009-2010**

## **COST**

### **Business Office**

#### ***(1) Accounting Clerk II***

***\$34,000***

Current trends are dictating a Reporting Area within the Business Office to accommodate the numerous reports required throughout the year. Additional personnel will enable the Business Office to meet these critical deadlines, while benefiting the Division and University with recognition for excellence in outside reporting.

#### ***(1) Accounting Clerk II***

***\$34,000***

Purchases are increasing yearly and the addition of an employee in the Accounts Payable area of the Business Office will enable the University to meet critical payment dates, often resulting in savings over the purchase price.

### **Administrative Accounting**

#### ***(1) O&M***

***\$10,000***

With the increase in enrollment that is expected, Administrative Accounting will need an additional student accounts staff.

### **Contracts & Grants**

#### ***(1) O&M***

***\$5,000***

Increases in paper costs, etc., require additional O&M funds.

### **Payroll**

#### ***(1) O&M***

***\$6,000***

The Payroll office has seen an increase in employees and anticipates that with increased enrollment at SHSU that increases in personnel and operations costs will be required to maintain the level of excellence that we now have.

### **Physical Plant**

*None*

### **Purchasing, Stores & Property**

#### ***(1) O&M***

***\$6,000***

To provide staff with training in purchasing and HUB related mandates by the State, the purchasing department requests an increase in O&M funds.

**Sam Houston Press & Copy Center**

<i>(1) Bindery Worker</i>	<b>\$22,000</b>
<i>(1) Hourly Wages</i>	<b>\$22,088</b>
<i>(1) O&amp;M</i>	<b>\$20,933</b>

Increase total revenue for printing and copying to \$982,207. This sales projection is based on 4% annual growth in student enrollment and the university continuing its efforts to recruit more students. An additional fulltime bindery worker will be needed by this time to handle the extra workload and the additional business activity will make it necessary to incrementally increase Hourly Wages and O&M funds.

**Human Resources**

<i>(1) Human Resources Assistant</i>	<b>\$36,000</b>
<i>(1) Hourly Wages</i>	<b>\$1,000</b>
<i>(1) O&amp;M</i>	<b>\$11,350</b>

To keep the growth and development of the Human Resources Department relative to the overall growth of SHSU. This will benefit the University by enabling the HR staff to deliver exceptional service to the University community in the functional areas of Benefits, Employee Relations, Staffing, Records, Staff Wage and Salary Administration, Equal Employment Opportunity/Affirmative Action, Employee Development and Risk Management.

**Computer Services**

<i>(1) Programmer III</i>	<b>\$56,400</b>
<i>(1) Programmer I</i>	<b>\$43,900</b>
<i>(1) Technician</i>	<b>\$34,100</b>
<i>(1) Hourly Wages</i>	<b>\$50,000</b>
<i>(1) O&amp;M</i>	<b>\$635,600</b>

Maintain existing level of technology service to the University as enrollment grows.

**Public Safety Services**

<i>(1) Police Officer</i>	<b>\$35,000</b>
<i>(1) Hourly Wages</i>	<b>\$30,000</b>
<i>(1) O&amp;M</i>	<b>\$39,800</b>

## **GOALS AND JUSTIFICATIONS 2010-2011**

## **COST**

### **Business Office**

*None.*

### **Administrative Accounting**

*(1) Accounting Clerk II*

***\$25,934***

*(1) O&M*

***\$15,000***

(By the time we reach 20,000 plus students and with the increase in employees that will accompany the increased enrollment. Administrative Accounting will need an additional position to handle the increases in payment transactions, travel, etc.

### **Contracts & Grants**

*(1) O&M*

***\$5,000***

Increases in paper costs, etc., require additional O&M funds.

### **Payroll**

*(1) O&M*

***\$5,000***

The Payroll office has seen an increase in employees and anticipates that with increased enrollment at SHSU that increases in personnel and operations costs will be required to maintain the level of excellence that we now have.

### **Physical Plant**

*None*

### **Purchasing, Stores & Property**

*(1) Purchaser II*

***\$37,000***

With expenditures increasing steadily each fiscal year an additional purchaser position is budgeted.

### **Sam Houston Press & Copy Center**

*(1) Hourly Wages*

***\$25,533***

*(1) O&M*

***\$22,188***

Increase total revenue for printing and copying to \$1,041,139. This sales project is based on 4% annual growth in student enrollment and the university continuing its efforts to recruit more students. The additional business activity will make it necessary incrementally increase Hourly Wages and O&M funding.

**Human Resources*****(1) Hourly Wages******\$3,000******(1) O&M******\$1,000***

To keep the growth and development of the Human Resources Department relative to the overall growth of SHSU. This will benefit the University by enabling the HR staff to deliver exceptional service to the University community in the functional areas of Benefits, Employee Relations, Staffing, Records, Staff Wage and Salary Administration, Equal Employment Opportunity/Affirmative Action, Employee Development and Risk Management.

**Computer Services*****(1) Programmer III******\$56,400******(1) Programmer I******\$43,900******(1) Hourly Wages******\$50,000******(1) O&M******\$475,600***

Maintain existing level of technology service to the University as enrollment grows.

**Public Safety Services*****(1) Police Officer******\$35,000******(1) Hourly Wages******\$30,000******(1) O&M******\$39,800***

Additional funding for operations and maintenance is needed. University will benefit because with the increase in enrollment our department will be able to maintain its present level of services.

**DIVISION OF FINANCE & OPERATIONS**  
**Summary of Requested Budget Increases**  
**“Planning for 20,000 Students”**  
**Academic Years '07 thru '11**

**FY 2006-2007 SUMMARY**

<i>(1) Upgrade Position</i>	\$18,000
<i>(16) New Positions</i>	537,568
<i>(1) Increase Hourly Wages</i>	170,725
<i>(1) Increase O&amp;M to accommodate New Positions &amp; Operations</i>	<u>289,975</u>
<i>Total FY 2006-2007</i>	<u><u>\$1,016,268</u></u>

**FY 2007-2008 SUMMARY**

<i>(16) New Positions</i>	\$549,208
<i>(1) Increase Hourly Wages</i>	102,438
<i>(1) Increase O&amp;M to accommodate New Positions &amp; Operations</i>	<u>258,590</u>
<i>Total FY 2007-2008</i>	<u><u>\$ 910,236</u></u>

**FY 2008-2009 SUMMARY**

<i>(7) New Positions</i>	\$278,400
<i>(1) Increase Hourly Wages</i>	123,725
<i>(1) Increase O&amp;M to accommodate New Positions &amp; Operations</i>	<u>674,807</u>
<i>Total FY 2008-2009</i>	<u><u>\$1,076,932</u></u>

**FY 2009-2010 SUMMARY**

<i>(8) New Positions</i>	\$295,400
<i>(1) Increase Hourly Wages</i>	103,088
<i>(1) Increase O&amp;M to accommodate New Positions &amp; Operations</i>	<u>734,683</u>
<i>Total FY 2008-2009</i>	<u><u>\$1,133,171</u></u>

**FY 2010-2011 SUMMARY**

<i>(5) New Positions</i>	\$198,234
<i>(1) Increase Hourly Wages</i>	108,533
<i>(1) Increase O&amp;M to accommodate New Positions &amp; Operations</i>	<u>563,588</u>
<i>Total FY 2008-2009</i>	<u><u>\$ 870,355</u></u>

**Note: Brief statements regarding the benefit to each department, the Finance & Operations Division and SHSU are contained in the attached materials.**

**DIVISION OF FINANCE AND OPERATIONS**  
**Priority Ranking of Departmental Requests**  
**For "Planning for 20,000 Students"**  
**Fiscal Years '07 - '11**

<b>I. <u>Fiscal Year '07</u></b>		<b><u>Cost</u></b>
A.	Add (17) Positions and Upgrade (1) Position	
1.	Accountant III \$45,000 + Benefits	\$ 57,000
2.	Accounting Clerk II	\$ 28,000
3.	Director of Contracts & Grants (Upgrade)	\$ 18,000
4.	Clerk II	\$ 33,000
5.	HUB Coordinator	\$ 52,000
6.	Payroll Assistant	\$ 25,000
7.	Technician	\$ 36,000
8.	Accountant II	\$ 37,000
9.	Cashier	\$ 32,000
10.	Human Resources Clerk	\$ 25,000
11.	HR Assistant	\$ 32,000
12.	Accountant III	\$ 32,784
13.	Route Person	\$ 26,000
14.	Press Operator	\$ 24,240
15.	Human Resources Representative	\$ 37,000
16.	Police Investigator	\$ 36,000
17.	Programmer III	\$ 56,000
18.	Programmer I	\$ 43,900
	Total Salaries, Wages and Benefits	<u>\$ 630,924</u>
<b>Goal:</b>	<b><i>To increase Staff position to continue level of services to growing populations of students, staff and faculty.</i></b>	
B.	Increase Hourly Wages for Departments	<u>\$ 170,725</u>
<b>Goal:</b>	<b><i>To meet increased workload of departments.</i></b>	
C.	Increase Operations and Maintenance of departments	<u>\$ 214,619</u>
<b>Goal:</b>	<b><i>To provide additional operating funds to growing departments due to the growth of students, faculty and staff.</i></b>	
<b>Total for FY '07</b>		<u><u>\$ 1,016,268</u></u>

**II. Fiscal Year '08****Cost**

A.	Add (16) Positions to Staff	
1.	Accountant II	\$ 37,000
2.	Cashier	\$ 32,000
3.	Accountant II	\$ 29,472
4.	Payroll Clerk	\$ 21,336
5.	Electronic System Specialist	\$ 36,000
6.	Electrician	\$ 36,000
7.	A/C & Refrigeration Mechanic	\$ 36,000
8.	Clerk II	\$ 25,000
9.	Laborer II	\$ 23,000
10.	Clerk I	\$ 25,000
11.	Special Events Coordinator	\$ 32,000
12.	Programmer III	\$ 56,400
13.	Programmer I	\$ 43,900
14.	Technician	\$ 34,100
15.	Parking Management Director	\$ 50,000
16.	Police Officer	\$ 32,000
	Total Salaries, Wages and Benefits	<u>\$ 549,208</u>
<b>Goal:</b>	<b><i>To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.</i></b>	
B.	Increase Hourly Wages for Departments	<u>\$ 102,438</u>
<b>Goal:</b>	<b><i>To meet increased workload of departments.</i></b>	
C.	Increase Operations and Maintenance of departments	<u>\$ 258,590</u>
<b>Goal:</b>	<b><i>To provide additional operating funds to growing departments due to the growth of students, faculty and staff.</i></b>	
<b>Total for FY '08</b>		<u><u>\$ 910,236</u></u>

### III. Fiscal Year '09

### Cost

A.	Add (7) Positions to Staff	
1.	Purchaser II	\$ 35,000
2.	Programmer III	\$ 56,400
3.	Programmer III	\$ 43,900
4.	Assistant Property Coordinator	\$ 37,000
5.	Technician	\$ 34,100
6.	Human Resources Training Specialist	\$ 40,000
7.	Police Officer	\$ 32,000
	Total Salaries, Wages and Benefits	<u>\$ 278,400</u>
<b>Goal:</b>	<b><i>To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.</i></b>	
B.	Increase Hourly Wages for Departments	<u>\$ 123,725</u>
<b>Goal:</b>	<b><i>To meet increased workload of departments.</i></b>	
C.	Increase Operations and Maintenance of departments	<u>\$ 674,807</u>
<b>Goal:</b>	<b><i>To provide additional operating funds to growing departments due to the growth of students, faculty and staff.</i></b>	
<b>Total for FY '09</b>		<u><u>\$ 1,076,932</u></u>

**IV. Fiscal Year '10****Cost**

A.	Add (8) Positions to Staff	
1.	Accounting Clerk II	\$ 34,000
2.	Programmer III	\$ 56,400
3.	Accounting Clerk II	\$ 34,000
4.	Programmer I	\$ 43,900
5.	Bindery Worker	\$ 22,000
6.	Human Resources Assistant	\$ 36,000
7.	Technician	\$ 34,100
8.	Police Officer	\$ 35,000
	Total Salaries, Wages and Benefits	<u>\$ 295,400</u>
<b>Goal:</b>	<b><i>To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.</i></b>	
B.	Increase Hourly Wages for Departments	<u>\$ 103,088</u>
<b>Goal:</b>	<b><i>To meet increased workload of departments.</i></b>	
C.	Increase Operations and Maintenance of departments	<u>\$ 734,683</u>
<b>Goal:</b>	<b><i>To provide additional operating funds to growing departments due to the growth of students, faculty and staff.</i></b>	
<b>Total for FY '10</b>		<u><u><b>\$ 1,133,171</b></u></u>

**V. Fiscal Year '11****Cost**

A.	Add (5) Positions to Staff	
1.	Purchaser II	\$ 25,934
2.	Accounting Clerk	\$ 37,000
3.	Police Officer	\$ 35,000
4.	Programmer III	\$ 56,400
5.	Programmer I	\$ 43,900
	Total Salaries, Wages and Benefits	<u>\$ 198,234</u>
<b>Goal:</b>	<b><i>To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.</i></b>	
B.	Increase Hourly Wages for Departments	<u>\$ 108,533</u>
<b>Goal:</b>	<b><i>To meet increased workload of departments.</i></b>	
C.	Increase Operations and Maintenance of departments	<u>\$ 563,588</u>
<b>Goal:</b>	<b><i>To provide additional operating funds to growing departments due to the growth of students, faculty and staff.</i></b>	
<b>Total for FY '11</b>		<u><u><b>\$ 870,355</b></u></u>



**DIVISION OF STUDENT SERVICES  
FIVE-YEAR PRIORITIES  
Frank Parker, Interim Vice President for Student Services**

**ACADEMIC YEAR 2007**

1. *After completion of a referendum to increase the Lowman Student Center (LSC) fee, the LSC will add facility square footage to accommodate a new grand ballroom, the Career Services department, expansion of the Student Activities department, ground level eateries, five, new state-of-the-art meeting rooms each accommodating 50 or more people, a new bookstore, Students' Legal and Mediation Services department, the University post office, and expand the game-room area by providing a bowling alley. SHSU should initiate legislation to allow a 10% annual fee increase without requiring the referendum process.* The existing facilities are overbooked with no end in sight. This expansion will meet the student population's needs during this period of rapid population growth thus benefiting the University.  
**Approximate Cost:** \$10,000,000
2. *Health Services will increase the Medical Service Fee by 10% to provide funding necessary to keep pace with enrollment increases.*  
**Approximate Cost:** \$3.00/long semester & \$1.50/summer session (student cost)
3. *Health Services will hire a third medical practitioner in order to increase patient volume capacity.*  
**Approximate Cost:** \$113,000
4. *Recreational Sports will complete the development of the University Camp.* Due to increasing demand, the existing recreational facilities are overbooked, and this circumstance is not expected to change. Final development of the property will benefit the University by addressing the rapidly growing student population's recreational needs.  
**Approximate Cost:** \$1,000,000
5. *Counseling Services will add a post-doctoral or pre-licensure Licensed Professional Counselor (LPC) position to the Counseling Services staff.* This proposed goal is based on the estimate that the projected enrollment at SHSU for 2006-07 will be at 16,065. This position would essentially be at .9 FTE for a 12-month period. The existing staff in the Counseling Center results in a student-to-staff ratio of 3,060:1, a far cry from the IACS recommended 1500:1. The expanding enrollment will necessitate an increase in staff. Creating a post-doctoral or pre-licensure LPC is a more affordable and flexible manner to address staffing goals. It also provides an additional training opportunity for staff. The resulting student to Counseling Services staff ratio would be 2,729:1.  
**Approximate Cost:** \$55,000

6. ***The Dean of Students' Office will purchase a national questionnaire as a means of benchmarking and collaborating with other universities, institutions and constituencies.*** Routine assessment of students will address several of the University's goals by collaborating within and outside the University, by assisting in providing an inclusive educational environment that will encourage systematic inquiry and research, and by promoting students' intellectual, social, and leadership growth with quality programming.

**Approximate Cost:** \$10,000 \*annual requirement

7. ***The Dean of Students' Office will add one full-time support staff position.*** This position will assist in realizing the University's goals of supporting quality research and providing an educational environment that encourages systematic inquiry and research by providing clerical and secretarial support to the Associate Dean in reporting assessment and research efforts. Increasing enrollment will require more divisional assessment and retention efforts by all Student Services departments.

**Approximate Cost:** \$39,405

8. ***Recreational Sports will construct a softball complex for recreational use.*** As the student population grows, softball will continue to evolve as one of the highest participatory activities beyond the classroom. There is a strong possibility that a partnership between Texas Department of Criminal Justice, the City of Huntsville, and the University could occur with the development of a softball complex. This facility will assist in meeting student needs thus benefiting the University.

**Approximate Cost:** \$1,000,000

9. ***The LSC will add a full-time Audio/Video Coordinator and an additional Secretary.*** Considering the projected student population increases, greater demands and expectations of the student center personnel and services are expected. Staffing to meet the growing needs is critical.

**Approximate Cost:** \$100,000

10. ***Recreational Sports proposes to purchase a permanent cover for the outdoor swimming pool using alternative funding sources.*** As the student population grows, the demand on the swimming pool will increase. Enclosing the swimming pool with a permanent cover will allow for academic use throughout the year.

**Approximate Cost:** \$500,000

***The following items exist at the same priority level:***

***Bearkat OneCard Services will implement a nominal card fee, increase full-time and student staff, add an additional computer for student use, and purchase hand held scanner units.*** This will provide outstanding customer service to the students, parents, faculty/staff and various departments of Sam Houston State University. Additionally, the department will attempt to enhance student learning by sponsoring programs that educate the student body in financial management.

**Approximate Cost:** \$62,200

***Recreational Sports will add an additional administrative support position in the role of a business manager.*** With substantial student population increases, greater expectations and demands on programs and services are anticipated. Staffing to meet the growing needs is critical.

**Approximate Cost:** \$60,000

***Student Activities will request additional staff positions such as an Assistant Director, Weekend Program Coordinator, Greek Life Program Coordinator, and an additional Secretary position.*** The department will be able to provide bus trips to off-campus athletic events, establish regular weekend programming, and develop large-scale events that are not currently feasible due to staffing limitations.

**Approximate Cost:** \$150,000

### **ACADEMIC YEAR 2008**

1. ***Recreational Sports will add a full-time University Camp Director, a full-time Secretary, and a full-time Assistant Manager for the University Coliseum.*** As the student enrollment and the University community populations grow, the need to create positions that can handle the growth will also develop. More programs and facilities necessitate more staff.

**Approximate Cost:** \$160,000

2. ***Counseling Services will add a permanent staff person in a counseling position, which would bring total staffing to six full-time and one post-doctoral/pre-licensed LPC. The department will promote one of the permanent staff members to an Assistant Director position to assist with administrative duties.*** These proposed goals are based on the estimate that the projected enrollment at SHSU for 2007-08 will be at 16,868. Further expansion of student enrollment will require additional staffing, and it is inappropriate to fulfill staffing needs resulting from program growth solely through additional trainees. The increased student enrollment and staff will place additional clinical, supervisory, and administrative responsibilities on the Director, suggesting the need for an Assistant Director at that point. The resulting student to Counseling Services staff ratio would be 2,444:1.

**Approximate Cost:** \$55,000

3. ***Student Activities proposes that the Office of Multicultural & International Student Services (MISS) separate from Student Activities and become its own department, allowing for more accessibility to students.*** At this point, the MISS budget should be increased to levels sufficient to meet the needs of the students and increase the quality of the programming. MISS promotes the academic growth, personal development, and leadership skills of underrepresented students, a student population with steady growth.

**Approximate Cost:** \$93,000

## **ACADEMIC YEAR 2009**

1. ***The LSC proposes to create a covered walkway from the parking garage to the student center.*** The student center serves as the hub for all major functions on campus, and the proximity of the University's only parking garage is a great benefit to the facility; however, there is no way to access the student center and be protected from inclement weather. The project will address the growing needs of the student population, visitors, and dignitaries thus benefiting the University.  
**Approximate Cost:** \$500,000
2. ***Counseling Services will add a second post-doctoral or pre-licensure LPC position to the Counseling Services staff.*** This proposed goal is based on the estimate that the projected enrollment at SHSU for 2008-09 will be at 17,711. This position would essentially be at .9 FTE for a 12-month period. The expanding enrollment will necessitate an increase in staff. Creating an additional post-doctoral or pre-licensure LPC offers a more affordable and flexible manner to address staffing and provides an additional training opportunity for staff. The resulting student to Counseling Services staff ratio would be 2,270:1.  
**Approximate Cost:** \$41,000
3. ***The Dean of Students' Office will add an Assistant Dean, a full-time professional staff position.*** With the University's projected enrollment increase, an additional position will enable the Office of the Dean of Students to provide more services pertaining to judicial matters and leadership endeavors in keeping with the University's goal of promoting students' intellectual, social, ethical, and leadership growth. This position will provide an additional resource by providing guidance to students in integrating academic achievements into learning experiences resulting in students becoming intentional learners.  
**Approximate Cost:** \$54,312
4. ***Recreational Sports will add a full-time Groundskeeper, a full-time Secretary, and a full-time evening/weekend Building Supervisor for the recreation complex.*** As the institution continues to grow, the programs and facilities will be stretched to the maximum. These positions will address the needs at that time given the program and facility growth and the expectations of high quality.  
**Approximate Cost:** \$150,000
5. ***Recreational Sports will purchase and install artificial turf on the Intramural Fields.*** The Intramural Fields are located in the center of campus and are used for a wide variety of institutional programs. Artificial turf will allow for maximum use of the area during the rainy seasons. These improvements will assist in meeting student needs thus benefiting the University.  
**Approximate Cost:** \$750,000

### **ACADEMIC YEAR 2010**

1. ***Counseling Services will add a Disabilities Specialist position and a Clerk II position.***  
If the existing office is able to house both the Counseling Services and Services for Students with Disabilities personnel in 2010, Counseling Services could likely be able to function effectively with the addition of only one Clerk II position. (If the department is relocated, there may be a need for an additional support position.) These proposed goals are based on the estimate that the projected enrollment at SHSU for 2009-10 will be at 18,597. The expanding enrollment and the likelihood that the population of students with disabilities will increase as well will necessitate an increase in Services for Students with Disabilities staff. This will result in a student to Disabilities Services staff ratio of 9,298:1. The student to Counseling Services staff ratio will change to 2,384:1.  
**Approximate Cost:** \$60,000
2. ***Health Services will hire a fourth medical practitioner in order to increase patient volume capacity.***  
**Approximate Cost:** \$121,888
3. ***Health Services will hire an additional nurse to support increased patient volume.***  
**Approximate Cost:** \$69,180
4. ***The LSC and Recreational Sports departments propose to create a keyless entry environment abandoning the use of hard keys.*** The hard key process is difficult to administer. The keyless concept will allow for greater security and easier administration.  
**Approximate Cost:** \$350,000

### **ACADEMIC YEAR 2011**

1. ***The LSC proposes to replace and upgrade all facility interior furnishings.*** In order to keep the student center modern, current and appealing to students, revisiting the interior furnishings is critical to student appeal.  
**Approximate Cost:** \$250,000
2. ***Health Services will increase the Medical Service Fee by 10% to provide funding necessary to keep pace with enrollment increases and to expand the facility to accommodate additional patient volume.***  
**Approximate Cost:** \$250,000

3. ***Counseling Services will add a permanent staff person in a counseling position, which would bring total staffing to seven full-time, permanent counselors (two of whom are administrators) and two post-doctoral/pre-licensure LPC positions.*** This proposed goal is based on the estimate that the projected enrollment at SHSU for 2010-11 will be at 19,527. Further expansion of the student enrollment will require additional staffing, and it is inappropriate to have too much of the expansion satisfied through additional trainees. The resulting student to Counseling Services staff ratio would be 2,219:1.  
**Approximate Cost:** \$55,000
4. ***Recreational Sports proposes to renovate the Coliseum to better address the growing student population and the growing University needs.*** The Coliseum will be over 25 years old and will need major renovation to include but not be limited to an elevator, additional wheel chair seating, fixed seating on the south-side floor, and additional storage. This facility will assist in meeting student needs thus benefiting the University.  
**Approximate Cost:** \$6,000,000

**DIVISION OF STUDENT SERVICES  
FIVE-YEAR STRATEGIC PLAN  
BUDGET**

<b>Fiscal Year</b>	<b>Staff FTEs</b>	<b>Staffing Needs</b>	<b>Construction Needs</b>	<b>Equipment Needs</b>	<b>Programming Needs</b>
<b>FY 2007</b>	11	\$557,405	\$12,500,000	\$10,000	\$22,200
<b>FY 2008</b>	4	\$215,000			\$103,000
<b>FY 2009</b>	5	\$245,312	\$1,250,000		\$10,000
<b>FY 2010</b>	4	\$251,068		\$350,000	\$10,000
<b>FY 2011</b>	1	\$55,000	\$6,250,000	\$250,000	\$10,000
<b>TOTALS</b>	<b>25</b>	<b>\$1,323,785</b>	<b>\$20,000,000</b>	<b>\$610,000</b>	<b>\$155,200</b>

**DIVISION OF UNIVERSITY ADVANCEMENT  
FIVE-YEAR PRIORITIES  
Frank Holmes, Vice President for University Advancement**

**2006-07 Academic Year**

1. Goal: Add one (1) advancement services position to conduct research on donors and prospective donors to provide information for major gift fund raising.

Approximate Cost: \$36,000

2. Goal: Add one (1) advancement services position to for record updates, gift processing and reporting to maintain pace with growth of database, membership, and giving.

Approximate Cost: \$33,000

3. Goal: Add one (1) development position for corporate and foundation relations to raise an additional \$1 million each year.

Approximate Cost: \$75,000

4. Goal: Increase operating budget for development for events and publications to build relationships and increase communication with alumni and friends (Heritage).

Approximate Cost: \$50,000

TOTAL APPROX COST: \$194,000

**2007-08 Academic Year**

1. Goal: Add one (1) alumni relations position for communications to prepare notices, membership newsletter and membership material for alumni office.

Approximate Cost: \$36,000

2. Goal: Add one (1) webmaster to public relations and marketing to maintain attractive, up-to-date web site.

Approximate Cost: \$36,000

3. Goal: Add one computer graphic designer to public relations and marketing to produce attractive material for UA and campus and to meet growing volume. (This will allow one designer to become half-time photographer.)

4. Goal: Increase operating budget for public relations and marketing to provide better promotion and support of admissions and development.

Approximate Cost: \$50,000

TOTAL APPROX. COST: \$122,000

### **2008-09 Academic Year**

1. Goal: Add three (3) development officers to work with colleges and other units on fund-raising activities and programs to increase the donor base and fund raising by \$3 million a year and to begin preparations for capital campaign.

Approximate Cost: \$220,000

2. Goal: Conduct coordinated media campaign (outside Huntsville) to enhance image of the university for admissions and fund raising.

Approximate Cost: \$250,000

3. Goal: Add one (1) account manager for public relations and marketing to work with campus units and oversee production of material.

Approximate Cost: \$50,000

4. Goal: Add one (1) advancement services position to for record updates, gift processing and reporting to maintain pace with growth of database, membership, and giving.

Approximate Cost: \$35,000

TOTAL APPROX. COST: \$555,000

### **2009-10 Academic Year**

1. Goal: Add one (1) program coordinator position in alumni relations for student, young alumni, parents, and reunion programs.

Approximate Cost: \$38,000

2. Goal: Add one (1) advancement services position to conduct research on donors and prospective donors to provide information for major gift fund raising.

Approximate Cost: \$38,000

3. Goal: Add one (1) writer in public relations and marketing for increase news releases and publications produced.

Approximate Cost: \$36,000

4. Goal: Upgrade or change alumni and development database software to provide for broader and more efficient use by campus. (Cost is annual fee only).

Approximate Cost: \$25,000

TOTAL APPROX. COST: \$137,000

### **2010-11 Academic Year**

1. Goal: Add one (1) program coordinator position in alumni relations for constituent relations programs (area clubs, college- and special interest-based alumni programming).

Approximate Cost: \$38,000

2. Goal: Add one (1) writer in public relations and marketing for increase news releases and publications produced.

Approximate Cost: \$36,000

3. Goal: Add one (1) account manager for public relations and marketing to work with campus units and oversee production of material.

Approximate Cost: \$50,000

4. Goal: Increase operating budget for public relations and marketing to produce high-quality material for use in promoting and supporting the university, primarily in admissions and development.

Approximate Cost: \$75,000

TOTAL APPROX. COST: \$199,000

**TOTAL 5 YEARS COSTS: \$1,207,000**

# **APPENDIX**

## APPENDIX

### HUB

- 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 and the Director of Physical Plant will appoint a HUB Coordinator for construction, 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 purchaser.
- 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.

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

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

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

**A.10 Strategy – HUB Strategic Plan Progress Report.**

Goal = Strategic Plan HUB Goal Actual = % Spent with HUBs from HUB Report	Actual for FY '04	Actual for FY '05	Goal for FY '06
Heavy Construction other than building contracts	0.0%	91.8%	11.9%
Building construction, including general contractors and operative builders contracts	14.8%	12.8%	26.0%
Special trade construction contracts	50.7%	43.1%	57.0%
Professional services contract	47.5%	30.2%	20.0%
Other services contract	4.2%	3.8%	33.0%
Commodities contract	19.1%	20.5%	13.0%

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