SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System

**2006-2007 STRATEGIC PLANNING COMMITTEE
FINAL REPORT**

MAY 2007

SAM HOUSTON STATE UNIVERSITY
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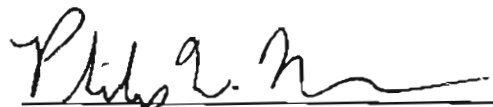
HUNTSVILLE, TEXAS   77341

2006-2007 STRATEGIC PLANNING COMMITTEE

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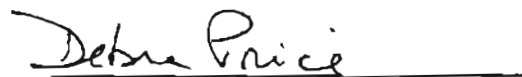
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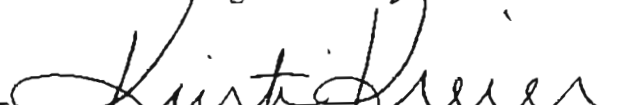_____
David Payne, Chair

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Philip Morris

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Heather Crowson

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Debra Price
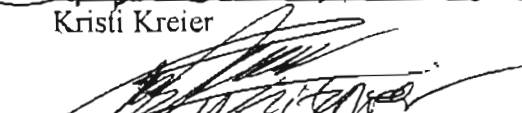
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SAM HOUSTON STATE UNIVERSITY
INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

Sam Houston State University is a multicultural institution whose mission is to provide excellence by continually improving quality education, scholarship, and service to its students and to appropriate regional, state, national, and international constituencies.

UNIVERSITY GOALS

- Promote students' intellectual, social, ethical, and leadership growth.
- Recruit and retain qualified, dedicated faculty and support staff.
- Recruit and retain qualified, motivated students.
- Provide the necessary library and other facilities to support quality instruction, research, and public service.
- Provide an educational environment that encourages systematic inquiry and research.
- Promote and support diversity and provide for equitable opportunities for minorities.
- Offer a wide range of academic studies in preprofessional, baccalaureate, master's, and doctoral programs.
- Collaborate with other universities, institutions, and constituencies.
- Provide instructional research and public service through distance learning and technology.

HISTORY

Sam Houston State University, located in Huntsville, Texas, serves one of the most diverse populations of any educational institution in the state. The university is committed to the development of its creative resources so that it can adapt to the changing educational needs of its constituency while maintaining the highest quality in the traditional curricula. The institution was created by the Texas legislature in 1879 as Sam Houston Normal Institute to train teachers for the public schools of Texas. During the following four decades, instruction was offered in the natural sciences, agriculture, home economics, manual training, geography, sociology, and foreign languages. The baccalaureate degree was first awarded in 1919.

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphasis on preparation in a variety of fields.

Following World War II, an increase in students and faculty as well as a wide range of faculty-research activities provided impetus for the emergence of a multi-purpose institution. By 1960, about 25 percent of the graduating seniors were receiving degrees in fields other than teaching. Degrees were offered in the social and communication sciences; the biological, physical, and soil sciences; business administration; the fine arts; the humanities; and education. A growing emphasis on research allowed faculty to make significant contributions in their fields beyond the classroom, and these activities were accompanied by an increasing diversity in the student body as more out-of-state and foreign students began seeking degrees at Sam Houston. In recognition of these developments, the institution's name was changed by the Texas legislature to Sam Houston State College in 1965, and in that year the Texas legislature established as an integral part of the institution The Institute of Contemporary Corrections and the Behavioral Sciences.

During the following years, there was a rapid increase in the enrollment of students with diversified backgrounds, interests, and aspirations, which necessitated continuous examination of programs, faculty, and facilities. The number of graduate degrees conferred increased significantly in the late 1960s, and the Texas legislature, recognizing the changes that had taken place during the course of the institution's history, changed the name of the institution to Sam Houston State University in 1969.

In the decade 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

CIP Code Name	CIP Code	Assoc	Bacc	Mast	Doct	Prof
Agriculture, Agriculture Operations, and Related Sciences	(01)		X	X		
Environmental Science	03.0104.00		X			
Interior Architecture	04.0501.00		X			
Communication, Journalism and Related Programs	(09)		X			
Communications Technologies/Technicians and Support Services	(10)		X			
Computer and Information Sciences and Support Services	(11)		X	X		
Education	(13)			X		
Educational Leadership and Administration, General	13.0401.00				X	
Special Education and Teaching, General	13.1001.00				P	
Counselor Education/School Counseling and Guidance Services	13.1101.00				X	
Mathematics Teacher Education	13.1311.00				P	
Reading Teacher Education	13.1315.00				X	
Electrical, Electronic and Communications Engineering Technology/Technician	15.0303.00		X			
Industrial Technology/Technician	15.0612.00		X	X		
Manufacturing Technology/Technician	15.0613.00		X			
Construction Engineering Technology/Technician	15.1001.00		X			
Drafting and Design Technology/Technician, General	15.1301.00		X			
Foreign Languages, Literatures, and Linguistics	(16)		X			
Family And Consumer Sciences/Human Sciences	(19)		X	X		
English Language and Literature/Letters	(23)		X	X		
Liberal Arts and Sciences, General Studies and Humanities	(24)		P c			
Library Science	(25)		P	X		
Biological and Biomedical Sciences	(26)		X	X		
Mathematics and Statistics	(27)		X	X		
Multi/Interdisciplinary Studies	(30)			P c		
Biological and Physical Sciences	30.0101.00		X c			
Interdisciplinary Studies, General	30.9999.01		X c			
Applied Arts & Sciences	30.9999.40		X c			
Fitness and Sports	31.0501.10		X			
Sport and Fitness Administration/Management	31.0504.00		P	P		
Philosophy and Religious Studies	(38)		X			
Physical Sciences	(40)		X	X		
Science Technologies/Technicians	(41)		P	P		
Psychology	(42)		X	X		
Forensic Clinical Psychology	42.0201.20				X	
Security and Protective Services	(43)		X	X	X	
Public Administration	44.0401.00			X		
Social Sciences	(45)		X	X		
Visual and Performing Arts	(50)		X	X		
Health Studies	51.0000.01		X			
Clinical Laboratory Science/Medical Technology/Technologist	51.1005.00		X			
Music Therapy/Therapist	51.2305.00		X			
Dietetics/ Dietitian (Rd)	51.3101.00			X		
Business, Management, Marketing, and Related Support Services	(52)		X	X		
History	(54)		X	X		
History, General	54.0101.00				P	

X - Degree programs offered.
P - Preliminary authority only. No degree programs offered.
C - Any combinations of currently approved programs in program inventory.

Note: Two digit CIP Codes in ALL CAPS indicates broad authority. All others are limited.
CIP Code Names Used in the Table of Programs can be found at www.thecb.state.tx.us/aar/top/.

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
2007-2008

1. **Social/Demographic Trends**

    a. Population will continue to grow in The Woodlands and Conroe increasing student demand for offerings in that area.

    b. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.

    c. A higher percentage of high school students will seek dual enrollment opportunities.

    d. The potential student body will increasingly become more Hispanic.

e. 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.

f. 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.

g. The University will face more competition for students from an increasing number and diversity of providers of educational services.

h. Public concerns related to safety, crime, mental health, and alcohol issues will increase.

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

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

k. The need for continuing professional education will increase.

l. Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow.

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

n. Demand for health care providers and the demand for allied health programs will increase.

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

p. The need for trained correctional personnel will increase.

q. 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.

r. Terrorism or natural disasters will open new instructional and research opportunities and demand more institutional caution.

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

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

u. More students will use the aid of academic support programs in order to achieve academic goals.

v. The shortage of qualified faculty will continue to increase in specific disciplines.

w. Students are becoming more technologically sophisticated.

2. **Economic Trends**

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

b. Demands for support of non-educational 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. Prospective students will increasingly seek student loans and financial aid to finance their education, and their enrollment decisions will be affected by the level of support and advice offered by universities.

f. The Texas economy will experience modest economic growth.

g. The Houston economy is experiencing rapid growth.

h. Small entrepreneurial businesses, shopping, and entertainment between Huntsville and North Houston will increase in number.

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

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

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

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

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

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

o.   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.

p.   Off-site instructional delivery will increase, especially in The Woodlands, to meet growing student demands.

q   Insurance rates for University employees will rise.

r.   The City of Huntsville economic development activities will increase.

3. **Technological Trends**

a.   Technological options will increase in complexity and diversity.

b.   A substantial increase in information resources will demand more technological support.

c.   Nontraditional educational organizations will expand their delivery of higher education via distance learning.

d.   Computer applications will become more user-friendly.

e.   The demands for the teaching of technological skills will increase.

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

g.   Challenges presented by viruses, worms, spyware, etc. will grow.

h.   Technological needs will increase as well as the need for increasing the computer services staff to accommodate the expanded technology.

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

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

k.   The growing number of students engaged in the institution through the Internet will need services.

l. A growing number of students are using cell phones at SHSU, which, in turn, causes long distance charges for the University to increase.

m. Identity theft will continue to be a security concern.

n. The growing social use of technology will lead to decreased participation in traditional campus organizations and activities.

4. <u>Trends in Higher Education</u>

a. Universities will face increasing pressure for assessment.

b. New innovations in instructional technology will create alternative methods and locations for instructors and will force alternative services.

c. College curricula will be internationalized and exchange programs will be expanded.

d. The variety of community college programs seeking transferability will continue to increase.

e. There will be greater pressure on universities to understand and to develop their market niche(s).

f. Interdisciplinary programs will become more common.

g. Community colleges and alternate routes to teacher certification programs will continue to grow.

h. Community colleges will continue to seek approval to offer baccalaureate degrees.

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. Demand for internships will increase.

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

t. Enrollment increases will impact all areas of the University.

u. Students concurrently enrolling at universities and community colleges will increase.

v. Legislative action will force restructuring and reduction in size of some programs.

w. There will be growing competition for students.

x. There will be more cooperative programs with secondary schools, community colleges, and major corporations.

y. The need for financial literacy education will increase.

z. Public school calendars will change.

5. **Political/Legal Trends**

a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance and quality.

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 demand to purchase University goods and services from historically underutilized businesses (HUBs) will increase.

h.   Universities will play a more active role in addressing student loan default rates.

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

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

k.   The Texas State University System is becoming increasingly centralized.

l.   State appropriates will decrease.

m. Institutional charges to students will increase.

n.   Legislators will begin to utilize student-learning outcomes assessment as a method of ensuring that colleges and universities are performing at expected levels with respect to the education of students both inside and outside the classroom.

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.   Research infrastructure needs till increase.

h   New construction will address the rising costs of utilities.

i.   There is a need to develop a long-range plan for parking and off-campus and on-campus transportation systems.

7. <u>Trends in Philanthropy</u>

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.

m.   Gifts for endowment from individuals will increase, while such gifts will be reduced by foundations.

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.

DIVISIONAL GOALS FOR 2007-2008 ACADEMIC YEAR ALIGNED WITH INSTITUTIONAL STRATEGIC GOALS

DIVISION OF ACADEMIC AFFAIRS
Goals for 2007-2008 Academic Year Aligned With
Institutional Strategic Goals

1. Increase academic standards and programs

    a. Increase the variety of academic programs
        (1) Propose a doctoral program
            (a) Submit a Special Education proposal to the Board of Regents
        (2) Propose two master's programs
            (a) Proposal for a master's degree in Applied Geography submitted to the Board of Regents
            (b) Proposal for a master's degree in Music Therapy submitted to the Board of Regents
        (3) Propose new minors in Equine Science
            (a) Proposal approved by Academic Affairs Council for minor in Equine Science
            (b) Proposal approved by Academic Affairs Council for interdisciplinary minor in Middle Eastern Studies
        (4) Implement previously-approved new degree programs
            (a) MS in Victim Services Management students enrolled
            (b) MA in Speech Communication students enrolled
            (c) MED in Instructional Technology students enrolled
        (5) Plan for the development of the Texas Forensic Science Center
            (a) Preliminary proposal submitted to the President
        (6) Add two new international partnerships, one with a European university and one with a South or Central American university
            (a) Two signed new articulation agreements
        (7) Obtain final approval and initiate the PHD programs
            (a) THECB approval for the PHD in History
            (b) THECB approval for the PHD in Math Education
        (8) Launch BS in History for pre-medical students
            (a) Prepare online catalog listing of program for pre-medical students in History
        (9) Complete proposal and receive approval for an online Master of Science in Public Administration with an emphasis on homeland security
            (a) Produce a completed proposal for the program
            (b) Receive University approval of the proposed program
            (c) Receive SACS substantive change approval for a new online program
        (10) Implement a proposal for offering the Master of Arts in Speech Communication at The University Center
            (a) Produce a proposal for consortium approval to offer the program at The University Center
            (b) Receive consortium approval

b. Increase the quality of academic programs
    (1) Increase average SAT of incoming freshmen
        (a) Average freshman score at 1040
    (2) Increase average GRE of incoming graduate students
        (a) Average score of incoming students at 985 or at least 95 percent of national norm, by discipline
    (3) Increase first-year retention rate
        (a) Increase by 1 percent
    (4) Increase six-year graduation rate
        (a) Increase by 1 percent
    (5) Develop cycle for self-study timelines
        (a) Self-study plans submitted for all programs
    (6) Complete online assessment-tracking database
        (a) 100 percent entry for University programs
    (7) Analyze contents of core courses to assure the general education needs of the academic community are being met
        (a) Draft report from ad hoc core curriculum committee submitted to Provost
    (8) Develop more effective methods of assessing student learning within current programs
        (a) Assessment process functioning in all departments
    (9) Secure accreditation for the graduate program in forensic science
        (a) Accreditation visit scheduled
    (10) Obtain APA accreditation for the PHD program in Clinical Psychology
        (a) Receive final American Psychological Association accreditation of the PHD program in Clinical Psychology
    (11) Continue to develop toward initial accreditation for the Mass Communication program
        (a) Hire three new faculty members with academic research credentials
        (b) Continue transition to the new MCM curriculum by graduating students enrolled in the old curriculum
    (12) Review and make appropriate modifications to criminal justice undergraduate programs
        (a) Revised curriculum approved by Academic Affairs Council
    (13) Expand the research apprenticeship training of Criminal Justice doctoral students
        (a) Fund a minimum of 50 percent newly-admitted doctoral students with externally-supported research grants
    (14) Increase the number of faculty and students participating in international programs
        (a) Have at least one different tenure/tenure track faculty member participate in a faculty exchange each academic year
        (b) Have a least one undergraduate student participate in an exchange each semester
        (c) Have a least one graduate student participate in an exchange each semester
    (15) Participate in the development of and support for the Professional and Academic Center for Excellence (PACE)

(a) Complete architectural design of the center in the new Humanities and Social Sciences building
(b) Seek faculty participation on a committee to form PACE
(c) Conduct annual seminars for faculty and chairs on the use of the IDEA system in faculty development
(d) Plan and implement teaching seminars for fall 2008 semester
(e) Formalize administrative structure for PACE
(f) Allocate a permanent budget for PACE
(16) Modify MFA in Dance from a 48- to a 60-hour program to make it a true terminal degree
(a) Submit proposal to the Board of Regents
(17) Modify Food Service Management program to become a Hospitality Administration program
(a) Produce a curriculum change request with a proposed curriculum and name change by Department of Family and Consumer Sciences
(b) University Curriculum Committee approval of proposed Hospitality Administration program
(18) Form study committees to determine the feasibility of offering new programs
(a) Produce a committee report with analysis and conclusions regarding feasibility of offering a Master of Fine Arts degree in Creative Writing in the Department of English and Foreign Languages
(b) Produce a committee report with analysis and conclusions regarding feasibility of offering a PHD in English with an emphasis in community college pedagogy in the Department of English and Foreign Languages
(c) Produce a report with analysis and conclusions regarding feasibility of offering an MA degree in Spanish in the Department of English and Foreign Languages
(19) Prepare a pre-proposal for Engineering Physics program
(a) Submit proposal to the college curriculum committee
(20) Fully implement and stabilize the graduate program in forensic science
(a) Locate program in appropriate facilities
(b) Acquire necessary equipment
(c) Employ three faculty members in the area

c. Improve the structure of Academic Affairs
(1) Restructure Department of Agricultural and Industrial Sciences to emphasize the synthesis of the formerly autonomous programs in Industrial Technology and Agriculture
(a) Submit plan to the Provost
(2) Develop a formal policy for administrative course releases and set criteria for departments requesting assistant chairs and/or coordinators
(a) Submit policy to the Academic Policy Council for approval
(3) Preliminary consideration of splitting Theatre and Dance into separate departments
(a) Submit a white paper to the Provost setting forth the costs and benefits

(4) Explore the organization of the College of Criminal Justice academic programs into three or four major departments
    (a) Submit a white paper to the Provost setting forth the costs and benefits
(5) Review the roles/job assignments of associate deans and make appropriate adjustments
    (a) Council of Academic Deans approved
(6) Appoint in each college a liaison of international programs responsible for international program development and management
    (a) Appointments made to begin at the latest by fall 2008

d. Increase research activity
  (1) Increase number of faculty publications
    (a) Increase by 2 percent
  (2) Increase number of faculty publishing
    (a) Increase by 1 percent
  (3) Increase quality of publications
    (a) Each college will establish criteria
  (4) Increase number of faculty presentations
    (a) Increase by 2 percent
  (5) Increase external grant/contract funding
    (a) Increase by 2 percent
  (6) Develop clearer criterion for scholarly work in the arts
    (a) Criteria approved by Provost
  (7) Implement the Institute for Legal Studies in Criminal Justice
    (a) Housing and staffing approved by Provost
  (8) Plan and seek approval for a Center/Institute of Criminal Justice Policy Research
    (a) Housing and staffing approved by Provost
  (9) Develop interdisciplinary interest areas
    (a) Identify a faculty interest group in Ethics and Society
    (b) Initiate meetings to discuss the potential development of an interdisciplinary interest area in Ethics and Society
    (c) Identify a faculty interest group in Social Consequences of Medical and Bio-Medical Advancements
    (d) Initiate meetings to discuss the potential development an interdisciplinary interest area in Social Consequences of Medical and Bio-Medical Advancements
  (10) Create an assessment module to encourage undergraduate involvement in research, scholarship, and creative activities
    (a) Develop baseline for number of students enrolled in research practica
    (b) Develop baseline for number of students attending professional conferences
    (c) Develop baseline for number of students presenting or co-authoring on conference presentation
    (d) Develop baseline for number of students authoring or co-authoring publications

e. Complete preparation for SACS visit
    (1) Self-study
        (a) Draft self-study completed
    (2) Quality Enhancement Plan
        (a) Project selected
        (b) Baseline established
    (3) Improve syllabi to align content with SACS requirements
        (a) Review of all fall 2008 course syllabi completed

2. Enhance the University's image and increase its public exposure

    a. Increase public relations activities aimed at increasing enrollment
        (1) Initiate the use of kiosks on campus
            (a) One kiosk operating as a pre-test
        (2) Improve advertising of Art, Music, Dance, and Theatre performances
            (a) List on college and university web sites
            (b) Submit recommendation on how to advertise in Huntsville and The Woodlands
        (3) Increase the national ranking of the Criminal Justice doctoral program
            (a) Improve by two ranks over 2006 ranking
        (4) Recruit nationally-recognized faculty lines
            (a) Hire candidates
        (5) Redesign and update college and departmental web pages
            (a) New updated web sites
        (6) Develop improved and updated program description materials for the departments
            (a) New updated brochures and descriptive materials

    b. Increase articulation activities
        (1) Establish articulation programs in Mathematics, Mathematics Education, and Theatre
            (a) Articulation agreements signed
        (2) Bring computer systems to practical operation
            (a) Bring to compatibility computer systems

    c. Increase public and professional service activities
        (1) Provide orchestra concerts in out-of-town locations
            (a) Perform ~~two~~ four concerts in The Woodlands
            (b) Complete international tour
        (2) Develop science help facilities similar to the mathematics tutoring lab
            (a) Staffed laboratory in operation
        (3) Increase involvement of faculty as journal editors
            (a) Add editorships of two journals

  (4) Support and expand faculty participation in the activities and governance of organizations
    (a) Expand participation in the Academy of Criminal Justice Sciences by 5 percent
    (b) Expand participation in the American Society of Criminology by 5 percent
  (5) Develop a writers' speaker series for the public that will bring nationally recognized writers to campus
    (a) Establish a baseline for number of writers' speakers presenting on campus

 d. Increase enrollments
  (1) Increase undergraduate enrollment
    (a) At least 2 percent increase over fall 2006
  (2) Increase graduate enrollment
    (a) At least 2 percent increase over fall 2006
  (3) Expand summer offerings and enrollments
    (a) Number of credit hours offered in summer 2008 semester
  (4) Use Honors Program students to recruit top high school students
    (a) Use twenty students
  (5) Increase number of students in Honors Program to 2.1 percent of total student enrollment

3. Enhance campus atmosphere and culture

 a. Increase student civic engagement
  (1) Encourage and highlight student organization activities relating to civic engagement
    (a) Criterion not yet developed
  (2) Plan a College of Arts and Sciences activity involving all student organizations within the college to promote civic engagement
    (a) Activity held

 b. Initiate a first-year common reader program
  (1) Initiate University common reader program for incoming freshmen
    (a) Have book approved
    (b) Have plan for supporting extracurricular activities approved
    (c) Have plan for integrating into the curriculum approved

 c. Increase University diversity
  (1) Increase minority enrollment
    (a) Increase by at least 3 percent
  (2) Create programs and course offerings that will improve the diversity of students and faculty
    (a) Develop two minority-focused courses
  (3) Increase number of minority faculty
    (a) Hire five additional minority faculty

(4) Develop a College of Humanities and Social Sciences women's caucus to explore and make recommendations regarding diversity issues in the college
    (a) Hold meeting of CHSS women faculty members
    (b) Submit recommendations to the dean
(5) Implement a mentoring program for new minority faculty
    (a) A faculty member agreeing to be a mentor for each new minority faculty
    (b) Increase number of minority faculty by five

d. Integrate University housing activities into academic activities
    (1) Expand learning communities
        (a) Number of at-risk students involved in learning communities

e. Improve facilities
    (1) Construction of AB5
        (a) Complete planning
    (2) Performing arts complex
        (a) Architect's Drawings approved by the Board of Regents
    (3) Create more large lecture auditoriums
        (a) Increase number of lecture halls capable of seating 60 or more students by four
    (4) Provide more social science lab space
        (a) Meet one-third of faculty demand
    (5) Expand and renovate the Psychology Clinic
        (a) Place Psychology Clinic expansion on CIP list
        (b) Obtain detailed estimate of costs for Psychology Clinic expansion
    (6) Develop faculty office space master plan
        (a) Plan reviewed by Council of Academic Deans
    (7) Continue to plan and urge the construction and development of The University Center at The Woodlands
        (a) Provide data to the President related to needs
    (8) Develop academic plan for research space
        (a) Plan reviewed by Council of Academic Deans

DIVISION OF ENROLLMENT MANAGEMENT
Goals for 2007-2008 Academic Year Aligned With
Institutional Strategic Goals

1. Demonstrate continuous improvement in program development/enhancement

   a. Provide a friendly and safe environment for employees who encourage communication, advancement, and continuing education.
      (1) Improved employee morale
         (a) Employee retention rates, professional development opportunities, and promotions

   b. Continue to provide a 48-72 hour processing/response time for application and transcripts received by Undergraduate Admissions.
      (1) Decrease processing time
         (a) Monitor processing/response rate with enrollment numbers

   c. Train employees to provide accurate information to students and the University community
      (1) Decrease student run-around; transferring of calls
         (a) Monitor training opportunities/attendance initiative results

   d. Decrease the number of student class drops and resignations each semester
      (1) Improve retention rates
         (a) Acquisition of data from student resignation surveys to determine cause of drops, resignations, and retention

   e. Collaborate between Career Services and the academic colleges to increase employer participation in recruitment activities
      (1) Schedule committee meetings
         (a) Increase number of employers at Career Fair
         (b) Improve student perception
         (c) Approval and hiring of Assistant Director – Career Services

   f. Improve communication to prospective and current students
      (1) Update/revision of letters, e-mails sent to prospective students from Enrollment Management division
         (a) Raise yield rate between accepted to enrolled numbers
      (2) Continue use of student portal for prospective and current students
         (a) Raise yield rate between accepted to enrolled numbers
         (b) Review reports from communication efforts
         (c) Use data for recruitment decisions

g. Improve customer service image in financial aid
   (1) Continue earlier notification of awards to current and new applicants
       (a) Reduction of telephone calls/e-mails
   (2) Continue reduction of student responsibilities that can be handled through Student Financial Aid
       (a) Reduction of telephone calls/e-mails
   (3) Continue implementation of additional automated procedures for data entry input and changes in office procedures to ensure office continuity
       (a) Earlier packaging/awarding to students

h. Increase surveillance systems in the residence halls
   (1) Purchase of surveillance system to renovation specifications
       (a) Approval from Computer Services
   (2) Continue working with Computer Services to bring more installed systems on-line
       (a) Approval from Computer Services
       (b) Reduction of vandalism rates

2. Recruit and retain quality students to include "Closing the Gaps" participation and success goals
   a. Increase the retention rate
      (1) Retention rate for freshman ≥70%
          (a) Increase retention rate by 1 percentage point

   b. Increase enrollment
      (1) Maintain enrollment growth per year
          (a) Improved freshman and transfer enrollment numbers
      (2) Attain the ranking of tenth highest university in Texas
          (a) Purchase names of prospective students
          (b) Expand uses of e-communication software

   c. Purchase and use E-Predict software
      (1) Integrate predictive modeling tool with e-communication software
          (a) Review formula for consistency
          (b) Include formula score in E-communication attributes

   d. Improve access opportunities to SHSU
      (1) Develop tracking system in Visitor Center of prospective students
          (a) Increase Visitor Center traffic because of on-campus events
      (2) Develop plan for use of Mobile GO Center
          (a) Increase recruitment coverage areas
          (b) Increase inquiry pool

   e. Increase the diversity of the student body
      (1) Identify potential recruitment opportunities
          (a) Review demographic data on cohort groups of students

f. Provide support from Career Services to enable students to identify a major/career path their first academic year
    (1) Collaborate with First-Year Experience, New Student Orientation, and the SAM Center to initiate programs to encourage career path choice
        (a) Monitor usage of Academic Coach at Orientation and SAM 136
        (b) Review alumni participation

g. Residence Life will create initiatives to increase student recruitment and retention
    (1) Develop a five-year plan with Physical Plant for continued repairs and cosmetic renovations
        (a) Improvement of aesthetics of residence halls
    (2) Enhance areas of Residence Life
        (a) Furnish rooms with micro-fridge
        (b) Improving special housing options such as living/learning communities
        (c) Discuss future of all-freshman halls, international student house, faculty-in-residence program

3. Exceed state and national norms for admissions standards

    a. Exceed state average SAT/ACT scores
        (1) Raise average scores
            (a) Raise SAT average to 1040
            (b) Raise ACT average to 23

    b. Increase the enrollment of high school and community college contacts and enrollment
        (1) Yield rates of students between inquiry, applicants, acceptance, and enrollment
            (a) Increase yield rate of accepted to enrolled students by 1 percentage point

4. Develop summer orientation program consistent with retention efforts

    a. New Student Orientation is mandatory for beginning freshmen
        (1) Improve orientation attendance and first year retention rates
            (a) Raise orientation attendance and first-year retention rates by 1 percentage point
            (b) Monitor Academic Coach data
    b. Pilot program with small number of students at 980 property Bearkat Camp
        (1) Monitor setting for future use with larger groups

5. Continue to enhance technological changes in Enrollment Management

    a. Create new web pages for Enrollment Management division
        (1) Maintain current web pages
            (a) Update web pages as needed
            (b) Analyze uses of chat, blogs, and VIP page

b. Complete implementation and utilization of DARS
    (1) Faculty/staff/students accessing DARS
        (a) Broaden DARS capabilities with CAS and graduation planner

c. Full implementation of document imaging in Enrollment Management departments
    (1) Expand document imaging to other departments
        (a) Increase use of scanning to workflow

d. Residence Life will utilize web pages to allow students to electronically request assistance.
    (1) Request room and hall changes
        (a) Decrease in room and hall changes
    (2) Report maintenance
        (a) Improved timeliness of maintenance repairs

e. Residence Life will increase the use of Bearkat OneCard.
    (1) Bearkat OneCard system will allow residents to access snack vending machines and laundry facilities
        (a) Increase in Bearkat points per student

f. Student Financial Aid will develop a more interactive and user-friendly website
    (1) Continue adding on-line forms for students
        (a) Migrate from Awards By Web to in-house version
        (b) Recreate Emergency Tuition and Fee loan request and approval on-line
        (c) Use of e-signature for additional forms in Financial Aid and division.
    (2) Enhance Jobs4Kats for work-study students
        (a) Post jobs on web
        (b) Communicate to students

g. Student Financial Aid will begin software conversion process from SCT Plus to Banner.
    (1) Prepare for conversion
        (a) Name project manager
        (b) Set implementation timeline for project training and duties

h. High schools will begin sending transcripts electronically.
    (1) Download high school transcript information directly into SIS system
        (a) Improve timeliness of accepting students
        (b) Develop plan for using other data fields in decision making

i. Provide online library of Career Services.
    (1)Install online Career Services library
        (a) Use by students

6. Improve communication with prospective/current students, on-campus departments and divisions, as well as outside entities

a. Increase the quality of communication
   (1) Update communication plan for different groups of students and faculty/staff.
       (a) On-line correspondence based on persister/leaver data; enrollment data; retention data; web page updates; intra-campus memos/e-mails to appropriate areas for policy/procedure changes

b. Offices of the Registrar and Undergraduate Admissions will serve as a liaison between transfer students and other agencies
   (1) Continue improved communication with community colleges
       (a) Improve transferability of classes to and from SHSU
       (b) Increase transfer student enrollment numbers

c. Improve telephone and e-mail response time to inquiries concerning student financial aid
   (1) Assess quantity of calls/emails
       (a) Decrease in telephone calls and emails from students
       (b) Increase cross-training of Enrollment Management departments

d. Maintain a student portal for prospective and current students
   (1) Include a display of admissions, financial aid, and residence life information
       (a) Track number of inquiries with predictive modeling

e. Career Services will increase their on-campus awareness
   (1) Publication of monthly newsletter; satellite office set-up during peak times and at prime locations of student traffic; reinstatement of fall "Career Expo Kick-Off."
       (a) Increase of Career Services events
       (b) Increase in number of students visiting Career Services
       (c) Increase the number of companies visiting campus for student interviews

DIVISION OF FINANCE AND OPERATIONS
Goals for 2007-2008 Academic Year Aligned With
Institutional Strategic Goals

1. Academic Standards and Programs

   a. Vending will provide monetary resources from vending profits to the Office of University Advancement and to Raven Nest Golf Course
      (1) University Advancement to receive $25,000
         (a) To be entered in FY '08 budget
      (2) Raven Nest to receive $90,000 for FY '08, a continuation of the FY '07 budget item
         (a) To be entered in FY '08 budget

   b. Human Resources will process all ERS insurance enrollments and reports by the stated deadlines
      (1) To keep ERS insurance enrollments and reports up-to-date
         (a) The edit report from ERS indicates one or more errors have occurred
            (i) Human Resources representatives and staff will follow processing procedures and deadlines established by the Employees Retirement System (ERS)

   c. Human Resources will process all Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline
      (1) Assure that Payroll changes are kept up-to-date
         (a) Failure to submit Payroll Action Forms to Payroll in a timely manner
            (i) Human Resources representatives and staff will follow processing procedures as established in HR Policy E-1, Staffing and according to Payroll guidelines

   d. Human Resources will post job openings within two working days of the receipt of a completed and approved Personnel Requisition Form
      (1) To make public all job openings as quickly as possible
         (a) Failure to post job openings within two working days
            (i) Human Resources representatives and staff will follow processing procedures as established in HR Policy E-1, Staffing
      (2) To respond to all qualified applicants for open staff positions within five working days after the required posting period ends

   e. Human Resources will process Workers' Compensation claims and reports within the stated deadlines
      (1) To keep Workers' Compensation claims and reports up-to-date
         (a) Failure to process a Workers' Compensation claim or report by the due date
            (i) Human Resources will adhere to processing procedures established by the State Office of Risk Management (SORM)

f. Human Resources will check for compliance of Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected
   (1) To keep all Supplemental Retirement Program Tax-Sheltered salary reduction agreements up-to-date
      (a) Failure to process all Supplemental Retirement Program Tax-Sheltered salary reduction agreements within the required guidelines and stated deadlines
         (i) Human Resources will adhere to policy, state, and federal guidelines and requirements for 403-b salary reductions

g. Human Resources will settle 80 percent of all employee grievances at the second step of the grievance procedure
   (1) To improve and maintain good employee relations
      (a) Failure to settle employee grievances at the second step
         (i) Human Resources will adhere to processing procedures established in HR Policy ER-1, Dispute Resolution and Formal Grievance Procedure

h. Information Resources will promote the use of Internet-based research and collaboration networks
   (1) Computer Services will provide informational sessions on the possible uses of the National Lambda Rail (NLR) research computing network
      (a) Faculty will have established at least one collaborative program

i. Information Resources will provide students and faculty with a learning management system to meet their pedagogical needs for web-enhanced or online course
   (1) Computer Services will increase the percentage of faculty utilizing the web-based learning management system
      (a) Increase participation to 80 percent

j. Information Resources will provide students and faculty with resources and education on new technologies
   (1) Computer Services will increase the number of participants in one-on-one, group, or town hall training
      (a) Increase participants by 5 percent

k. Information Resources will provide a comfortable, convenient, professional atmosphere for student lab work
   (1) Computer Services will conduct an annual survey of teaching faculty regarding satisfaction level with student computer labs
      (a) Target satisfaction level of 93 percent

l. Physical Plant will support University departments with facility project development and cost estimates for any new proposed project
   (1) Project estimates will be developed upon request by each department
      (a) Achieve 90 percent or higher completion of estimate work requests received annually

m. Physical Plant will identify and seek funding for FY '08 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY '08 MRC program submittal)
    (1) Physical Plant will collect and document all project information received from the University into a format for submission
        (a) Submit Capital Improvement Plan (CIP) to Board of Regents

n. Physical Plant will work with the University Registrar to ensure classroom scheduling and the facility inventory achieve Classroom and Class Lab Utilization rates that equal or exceed the Texas Higher Education Coordinating Board (THECB) benchmark measurements
    (1) Physical Plant will review and make necessary changes to the building inventory to reflect an accurate list of classrooms and class labs
        (a) Certify the building inventory to the THECB in November each year

o. Physical Plant will support design processes for Academic Building V, the new Dining Facility, Performing Arts Center, and Renovations/Additions to Lowman Student Center in accordance with final scope decisions
    (1) Physical Plant will orchestrate design of each facility with users, architects, engineers, and others
        (a) Submit project to Board of Regents for final approval to construct each facility

p. Physical Plant will provide construction management for the following projects: Academic Building V, University Camp Improvements, Bowers Elevator Addition and Code Updates, and Performing Arts Center
    (1) Physical Plant will oversee construction management and monthly meetings throughout construction
        (a) Final acceptance of building by the University and the Board of Regents
    (2) Focus on the reduction of unnecessary project change orders to minimize construction costs
        (a) Categorize source of change orders for each project over $100,000
        (b) Change orders shall not exceed 5 percent of the contract amount on projects over $100,000

q. 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 and staff to achieve established goals
    (1) Physical Plant will submit strategy for energy conservations
        (a) Implement strategies
    (2) Reduce campus energy consumption per gross square foot of inventory
        (a) Reduce energy consumption per square foot by 1 percent annually from the baseline year of 2005
    (3) Improve vehicle fleet miles per gallon usage
        (a) Increase vehicle fleet miles per gallon (MPG) by 1 percent annually from the baseline year of 2005

(4) Seek out plant products, technology offerings, and maintenance improvements which will save water
  (a) Overall annual reduction of 1 percent in irrigation water usage

r. Sam Houston Press and Copy Center will host a Printing & Mailing Seminar during the spring '07 semester
  (1) Inform customers about current printing technology and procedures
    (a) Plan on 10-15 attendees
    (b) Determine frequency and content for subsequent seminars

s. Sam Houston Press and Copy Center will conduct customer service survey during spring semester '07
  (1) Send out survey forms with completed copy/print jobs
    (a) Measure customer satisfaction
    (b) Measure performance
    (c) Obtain input on how the department can better serve the University

t. Administrative Accounting will increase student payments and reduce student debts to SHSU while improving the flow of transactions and the processing of the multitude of different types of payment and vendor situations that come through on a daily basis
  (1) Expand usage of credit card payment on the web and by telephone by increasing ease of use and increasing publicity
    (a) Increase electronic payment by 10 percent
  (2) Increase collections of overdue accounts by utilizing a collection agency that specializes in college collections
    (a) Administrative Accounting will provide follow-up training to more employees on working with the collection agency
    (b) Continue to submit delinquent accounts to the collection agency and continually work the accounts that are already there
  (3) Continue to update and improve the Texas Comptroller's warrant hold program and its programming to encourage a greater number of former students to clear their accounts as well as fully implementing the warrant hold program to include holding warrants for other state agencies
    (a) Submit weekly FTP reporting and update files to the comptroller's database
    (b) Download weekly data from the comptroller's database that contains information on other state agencies' warrant holds so that we can implement the practice of holding warrants issued by SHSU
  (4) Utilize the Glacier software to its full potential for processing tax filing documentation for non-resident alien students and vendors by providing more staff training and getting more information out to departments
    (a) Process 100 percent of non-resident alien students and vendors using the Glacier system

u. Contracts and Grants will increase research and scholarly activity
  (1) Provide training session(s) at least once a semester with SHSU faculty and staff
    (a) Provide key updates, accounting resources

(2) Enhance professional development program for Contracts and Grants staff
    (a) Section staff will obtain twenty hours of sponsored research training
    (b) Network with peer institutions
(3) Coordinate training opportunities with the Office of Research and Special Programs
    (a) Key funding opportunities (ex: ARP/ATP, NSF Presidential Scholars)
(4) Communicate the services provided by Contracts and Grants to SHSU researchers
    (a) Enhance web page that details Contract and Grant functions
(5) Implement a process that identifies the types of project deliverables
    (a) Create a field on Nell that identifies the type of deliverable due
        (1) "T" for technical reports
        (2) "F" for financial reports
(6) Develop online report criteria to facilitate reporting of research activities
    (a) Nell code to identify research by college and department
    (b) Nell code to identify type of research
        (i) externally funded
        (ii) institutionally funded
(7) Develop an online invoice summary
    (a) Identify accounts receivable

v. Purchasing will provide training in the areas of purchasing, HUB participation, and safety.
(1) Each purchaser will attend one procurement training class per year
    (a) We will measure the percentage of Purchasers attending training
(2) A staff employee from within each academic and administrative department will receive purchasing training at least once every two years
    (a) We will measure the number of departments on campus to the number of certifications issued to each department in a fiscal year
(3) University Warehouse personnel will attend a minimum of two safety-related classes annually and will be certified on forklift safety
    (a) We will measure the percentage of Warehouse personnel attending training

w. Purchasing will maintain current policies and procedures consistent with System policies
(1) Purchasing will update their policies and procedures annually (if needed)
    (a) If there are policy changes due to statute, University, or System policies, the changes will be updated as quickly as possible with all needed approvals, including that of the University President
(2) Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on their capital equipment
    (a) Measure the percentage of spot inventory checks completed in each fiscal year

2. Enhance the University's image and increase its public exposure

    a. Accounts Payable will continue to provide staff training
       (1) Employees in direct contact with vendors who provide goods and services will receive customer service training
           (a) Attendance should be 75 percent

    b. Cashier's Office will produce and maintain accurate tuition and fee schedules for each semester
       (1) Produced on the Cashier's website
           (a) Note and correct any inaccuracies discovered

    c. Cashier's Office will work with Computer Services, Administrative Accounting, and the Business Office
       (1) Expand the usage of credit card payments on the web across campus
           (a) Increase usage by other departments as needed

    d. Vending will provide monetary resources from profits for student recruitment office and the PGA/PGM program
       (l) University Advancement to receive $25,000
           (a) To be included in budget
       (2) Raven Nest Golf Course to receive $90,000
           (a) To be included in budget

    e. Human Resources will courteously and promptly receive all visitors to the department with no more than one complaint per year
       (1) To maintain good public relations with visitors
           (a) Failure to be prompt and courteous to visitors and receiving more than one complaint per year
               (i) Human Resources staff will courteously and immediately receive all visitors coming to the department

    f. 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
       (1) To maintain good relations with people contacting the Human Resources Department
           (a) Failure to answer telephone calls within three rings, failure to answer voice mail messages within one working day, and more than one complaint per quarter
               (i) Human Resources staff will immediately answer all telephone calls using good telephone manners and only using backup when not available, answer voice mail messages promptly, and keep complaints from callers to a minimum

g. Human Resources will keep website information updated as necessary
    (1) To keep HR website information current
        (a) Failure to maintain the Human Resources website with pertinent and accurate information
            (i) Each academic semester and new fiscal year, Human Resources will make needed changes and updates to our website information based on applicable policy law and rule changes

h. Human Resources will give out accurate information in a courteous manner with no more than one complaint per quarter
    (1) To maintain good working relations with customers
        (a) Failure to give out accurate information in a courteous and professional manner and more than one complaint per quarter
            (i) Human Resources will update all information that is given out so it will be accurate

i. Information Resources will encourage SHSU Computer Services staff to network and collaborate with other technological staff at conferences and other universities
    (1) Computer Services will continue to attend state, regional, and national conferences
        (a) Increase attendance to fourteen conferences
    (2) Computer Services will set a target for presentations made by Computer Services staff at state, regional, or national conferences
        (a) Target of four presentations

j. Information Resources will assist University departments with web page design to help increase the Internet search ranking of SHSU
    (1) Computer Services will increase the number of visits to the SHSU web site
        (a) Increase number of visits to web site *from 13,250,000 (2006)* to 22,000,000

k. 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 all construction projects
    (1) Each project will be designed to meet the Texas Accessibility Standards (TAS)
        (a) Final inspection of each project will include an inspection for accessibility compliance

l. Physical Plant will improve the Physical Plant Web page to provide information of interest to alumni, community, and other interest groups
    (1) Physical Plant will work with Computer Services to improve web page content and information
        (a) Documented changes to content

m. Physical Plant will continue to introduce and seek funding support for projects which improve the indoor air quality (IAQ) of our facilities

(1) Maintenance and renovation projects will be completed which address IAQ
    (a) Completed projects

n. Physical Plant will improve the productivity of maintenance shops
    (1) Measure shop logged hours versus available hours on a monthly basis
        (a) Achieve 60 percent or higher productivity

o. Physical Plant will improve the timeliness of unscheduled repair work orders

p. Physical Plant will train a minimum of twelve employees in maintenance services issues
    (1) Over course of the year, select twelve employees for attendance at various seminars and schools
        (a) Submit applications for approval and complete attendance

q. Physical Plant will maintain a safe campus environment
    (1) Minimize the number of campus reportable accidents by maintaining a strong safety program
        (a) Number of reportable campus accidents will be equal to or less than the average for the past five years
    (2) Minimize the number of Physical Plant reportable accidents by maintaining a strong employee involvement in safety
        (a) Achieve zero reportable department accidents

r. Public Safety Services will protect and serve
    (1) The University Police has as its primary objective to protect all persons within its jurisdiction, as much as is humanly possible, to be free from criminal attack, to be secure in their properties, and to live within a peaceful community
        (a) Take a community policing approach
        (b) Update service-related statistics daily

s. Public Safety Service will perform its law enforcement functions in an utmost professional manner
    (1) Reduce citizen complaints
        (a) Submit annual Racial Profiling report
    (2) Achieve technical skills and professional training so we may integrate our effort toward the University and divisional goals

t. Public Safety Services will continue to ameliorate its department's ability to communicate information within its division and the University as new technology becomes available so that faculty, staff, and students will be better served
    (1) Update and improve the existing processing method of parking control records in conjunction with the Administrative Accounting Office and Computer Services
    (2) Continue the daily updating of crime incidents so they are readily available to the public and the local and University media

(3) Continue to improve the design of systematic record keeping of crime and safety issues on campus

(4) Provide valid crime and safety information to the appropriate departments for recruitment and retention of students

u. Sam Houston Press and Copy Center will update web site during FY '07
    (1) Review all content and update where needed
        (a) Provide helpful information to new customers
    (2) Add online pricing to web site
        (a) Improve speed and convenience of ordering basic items such as class manuals, business cards, letterhead, and envelopes
        (b) Increase overall efficiency with need for fewer pricing inquiries
    (3) Add online order forms to web site
        (a) Assist customers in providing specifications for print orders and price quotations
        (b) Improve efficiency and quality of information

v. Sam Houston Press and Copy Center will assist the Director of Marketing in developing a new Style Guide for the University by end of FY '07
    (1) Add printing tutorial
        (a) Improve customer's understanding of the printing process
    (2) Add print standards and policies
        (a) Improve the University's print image and the effectiveness of its marketing materials
        (b) Inform customers of the University policy on printing and copying

w. Administrative Accounting will increase exposure of Student Accounts office
    (1) Administrative Accounting will make sure that the Student Accounts webpage is current, functioning. and attractive to students
        (a) Increase Student Account webpage "hits" by 5 percent

x. Payroll will maintain a strong relationship with the Internal Revenue Service, Social Security Administration, Texas Workforce Commission, Texas Attorney General Office, Texas Human Resources Information System, and the Texas Comptroller's Office
    (1) The Payroll Office will produce an accurate payroll that complies with all state and federal regulations
        (a) Have 100 percent compliance with reporting deadlines as provided by state and federal law

y. Payroll will reduce number of vendor checks produced for employee annuity and optional retirement contributions
    (1) Compile information required to move printed checks to electronic format
        (a) Printed checks for vendors reduced to less than thirty per month

z. Payroll will maintain a "full-circle" approach to customer service
   (1) Staff will familiarize themselves with services/departments across campus building a network of contacts to assist with inquiries
       (a) Inquiries to the Payroll Office, regardless of subject matter, will be followed through to the satisfaction of the inquirer

aa. Purchasing will do a Good Faith Effort with Texas Certified Historically Underutilized Businesses
   (1) HUB Training will be provided in conjunction with Purchasing training biannually or upon request to all academic/administrative departments
       (a) Purchasing will measure the number of people trained across campus within the various academic and administrative department areas
   (2) A Purchasing representative will attend a minimum of four Historically Underutilized Businesses (HUBs) Spot Bid Fairs annually and provide a minimum of three spot purchases to be solicited at each Spot Bid Fair
       (a) The Purchasing department will keep written records of all HUB Spot Bid Fairs attended in each fiscal year
   (3) A Purchasing representative will meet with the Small Business Development Center, at least once a year, to assist with a "How to do Business with State Agencies" seminar, open to the public
       (a) The Director of Purchasing or other Purchasing representative will meet with the Small Business Development Center in the spring of each year regarding the Annual HUB Vendor Show and how to assist vendors in doing business with SHSU.

3. Enhance campus community atmosphere and culture

   a. Business Office will cross-train staff
      (1) Ensure that students, faculty, and staff receive prompt and accurate service
          (a) Research any complaints/opportunities

   b. Human Resources will send at least one Human Resources professional staff member to important professional meetings and conferences
      (1) To maintain a high level of professional expertise
          (a) Failure to send at least one Human Resources professional staff member to important meetings and conferences
              (i) At least one Human Resources professional staff will attend important meetings and conferences so exceptional service in relaying accurate and current information to employees is provided

   c. Human Resources will apply all Human Resources policies in a fair and equitable manner with no more than one complaint per quarter
      (1) To maintain good employee relations and employee morale
          (a) Failure to apply all Human Resources policies fairly and equitability with no more than one complaint per quarter

(i) Human Resources staff will follow guidelines and procedures to apply all Human Resources policies in a fair and equitable manner

d. Information Resources will provide increased publicity of University events and calendar
(1) Computer Services will track number of event and calendar highlights provided on University web site: http://www.shsu.edu

e. Information Resources will provide technology resources at campus locations convenient to students and faculty.
(1) Computer Services will increase the number of wireless Internet access locations on campus
(a) Increase the number of wireless access points by 20 percent

f. Physical Plant will make additional improvements to campus parking by improving the condition of existing lots
(1) Submit parking projects for FY '08 accomplishment
(a) Upon funding approval, execute and complete projects

g. Physical Plant staff will provide leadership for campus contributions to the Annual Walker County Fair purchase at the livestock auction
(1) Collect contributions
(a) Purchase livestock at auction

h. Physical Plant staff will support the Annual Fund Drive through contributions to the Physical Plant Scholarship fund for designated relatives of plant employees
(1) Conduct campaign for contributions
(a) Secure $2,500 annual contributions

i. Physical Plant will assess and improve where necessary the cleaning of campus facilities
(1) Develop and implement measurement process for the effectiveness of the custodial cleaning process for each building
(a) Implement revisions to existing process or develop new process

j. Physical Plant will maximize use of Historically Underutilized Businesses (HUBs)
(1) Utilize all proper purchasing procedures to maximize the use of HUBs
(a) Meet or exceed campus goals for HUBs

k. Public Safety Services will assist the division to increase constituents' support and participation
(1) Adequately aid our division to cultivate stakeholders interested in the success of the University through proper University procedures
(2) Provide informational brochures

l. Public Safety Services will assist the division to create a positive University and community culture
    (1) Continue to attend developmental programs presented by the University to enhance staff understanding and knowledge of academic programs and services offered within the University
        (a) Determine faculty, staff, and student satisfaction through institutional effectiveness
    (2) Support our courts, local agencies, and local governmental bodies to create a positive relationship

m. Sam Houston Press and Copy Center will distribute printed promotional materials to faculty, staff, and students
    (1) Hand out wall calendars and note pads with SHSU and Bearkat insignia
        (a) Promote school spirit
        (b) Increase awareness of on-campus printing and copying services
    (2) Provide annual Christmas party for all University employees
        (a) Help promote community among University employees
        (b) Strengthen bonds and improve employee morale within the department

n. Administrative Accounting will enhance relationships with departments across campus by continuing to provide training in various topics and to provide updated workbook/guides upon request
    (1) Administrative Accounting will host general workshops for any faculty or staff who would like to attend; covers general programs used, regularly used forms, how to read reports, etc.
        (a) Plan at least two workshops
    (2) Administrative Accounting will accomplish more cross training and continue to maintain standard operating procedures; will also continue to make information available to the University community
        (a) Offer at least two individualized workshops
        (b) Endeavor to organize a joint workshop with Contracts and Grants

o. Payroll will offer secure online check stubs via Sam Web to faculty, staff, and students
    (1) Provide immediate access to check stub information for faculty, staff, and student employees regardless of their location
        (a) Reduce/remove cost of providing paper stub to employee; reduce/remove requests for duplicate check stubs by faculty, staff, and students
        (b) Continue to reduce the number of employees receiving a paper payroll check
            (i) Regularly remind those that have elected a paper check of the benefits of direct deposit
        (c) Refine methods to notify employees of differences in their net wages
            (1) Provide detail in letter format of any net changes
                (a) Reduce the volume of phone calls and e-mail currently received by Payroll staff

(d) Increase accuracy of documents received in the Payroll Office
   (1) The Payroll Office will maintain one-on-one training for new support personnel to assist in the assigned duties as related to Payroll processing for the department
      (a) Reduction of delays in processing paperwork as a result of incorrect information
(e) Utilize programming available to assist international students in regard to tax status for payroll purposes
   (1) Maintain Arctic International's Glacier software which provides immediate updates to Internal Revenue rules and regulations
      (a) Facilitate all non-resident alien employees through this program

p. Purchasing will ensure accurate inventory records and receiving maximum return on surplus items
   (1) Property will dispose of 100 percent of all equipment belonging to the University that is no longer needed on campus through a minimum of two public auctions or possible online auctions or public bids per year
      (a) Property will hold a minimum of two public auctions per year, and possibly online auctions or public bids, normally one in the spring and one in the fall. Advertisement will be done on the SHSU webpage, newspaper advertisements and flyers to registered potential buyers, and all SHSU faculty/staff.
   (2) Property will increase the number of potential buyers in attendance at the public auctions/online auctions by 10 percent of the average attendance of 125 buyers
      (a) Buyers are registered at each auction to increase the database for future auction dates. Newcomers register prior to the auction and are automatically included in the database of mailings for the next auction. If online auctions are employed, the number of hits to the web-site will be recorded.

DIVISION OF STUDENT SERVICES
Goals for 2007-2008 Academic Year Aligned With
Institutional Strategic Goals

1. Foster the development of an inclusive community

   a. Create opportunities for departments within the division to develop collaborative programs with internal and external constituents
      (1) Recommend staff for committee service
         (a) 50 percent of staff will serve on committees
      (2) Develop collaborative programs
         (a) Submit two proposals to the Vice President for approval
      (3) Market and promote department programs and services through the use of weekly e-mails, newsletters, and brochures
         (a) Create ten weekly e-mails per long semester
         (b) Create one newsletter per long semester with one news clip submitted from each department
         (c) Create division brochure annually
         (d) Submit one department brochure to the Vice President annually

2. Provide innovative programs and services

   a. Increase the availability of division resources to the departments for development of new and innovative programs and services for students
      (1) Identify two new programs and services in need of resources
         (a) Research funding for the Bearkat OneCard Financial Center
         (b) Research the feasibility of electronic medical files in the Health Center

   b. Develop programs and activities that enhance the student experience in the areas of University spirit, traditions, and residential campus culture
      (1) Utilize the University camp facility for the development of a summer spirit camp program for incoming freshmen
         (a) Provide the first series of spirit day camps by summer 2008
         (b) Ten percent of the 2008 freshman class will participate in a series of spirit day camps
      (2) Incorporate University traditions into freshman student experience
         (a) Provide at least seven mini sessions highlighting University traditions during the Freshman Orientation Program
         (b) Collaborate with all SAM 136 instructors to develop a traditions component in the curriculum by fall 2008
      (3) Increase funding for Program Council and student organizations to sponsor weekend programs for the campus community
         (a) Create a Saturday Night Alternative Program (SNAP) funding source, through Student Service Fees, for student organizations to program on the weekend

(b) Increase the Program Council budget by 10 percent, which will be designated to develop five weekend programs per semester

3. Foster professional and personal development of staff

    a. Provide opportunities for intellectual, physical, and spiritual development for employees
        (1) Evaluate staff using the Human Resources Annual Merit Review
            (a) Complete 100 percent annual staff evaluations by June 30
        (2) Meet with the directors on a monthly basis during long semesters
            (a) Present department activity reports to the Vice President
            (b) Provide university updates to directors
        (3) Develop two annual staff development programs for division employees
            (a) 75 percent of staff will attend
            (b) Provide one educational session per long semester
            (c) Provide one team building session per long semester

4. Develop student participation and satisfaction for programs and services

    a. Provide assessment tools for departments to evaluate programs that will determine students' perceptions and opinions
        (1) Fund the purchase of student assessment software
            (a) Purchase StudentVoice software
    b. Each department will review and evaluate current programs to encourage student participation
        (1) Evaluate 25 percent of department programs
            (a) Meet the department performance indicator goal

5. Engage students in programs that promote critical thinking and lifelong learning skills

    a. Provide opportunities for students to explore traditional and alternative learning
        (1) Survey students to determine their response to the Collegiate Readership Program
            (a) Number of newspapers distributed
            (b) Assessment of civic engagement and global awareness on campus
        (2) Survey of students attending information exchange luncheons sponsored by the Vice President for Student Services
            (a) 75 percent of students surveyed indicate increased knowledge of university operations
            (b) 75 percent of students surveyed indicate luncheons were a valuable experience
            (c) 75 percent of students surveyed indicate that meeting University administrators were of benefit to them
        (3) Provide budgetary and administrative support to the Alcohol Awareness Initiative
            (a) Increase budget by 20 percent
            (b) Hire a full-time health/wellness educator

DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2007-2008 Academic Year Aligned With
Institutional Strategic Goals

1. Enhance the support and involvement of alumni and friends

   a. Increase support
      (1) Size of membership base
         (a) Increase in total alumni membership base to 7,000
         (b) Increase in alumni life membership to 850
      (2) Participation in annual giving
         (a) Increase the donor base to 7,000
         (b) Increase the alumni undergraduate donor base to 4,750

   b. Increased number and quality of events and activities
      (1) Number of meetings and attendance
         (a) Increase the number of meetings and events to 90
         (b) Increase attendance at events to 10,000
      (2) Hold regional alumni events and organize alumni clubs
         (a) Hold alumni events annually in 8-10 areas with concentrations of alumni
         (b) Establish 2 clubs annually from areas with concentrations of alumni

2. Enhance quality of communication with alumni and friends

   a. Improve content and appearance of publications
      (1) Frequency and quality of issues
      (a) Send two issues of *Heritage* magazine annually to alumni and friends
      (b) Send three to four issues of *Kat Konnection* annually to alumni members
      (c) Feature outstanding aspects of colleges, programs, faculty, students, and alumni in publications
      (d) Quality assessed via reader feedback and professional peer evaluation

   b. Improve other printed material
      (1) Frequency and quality of pieces mailed
         (a) Send 3 direct mail pieces for development mailed to alumni and friends
         (b) Send 2 or 3 direct mail pieces to alumni for alumni membership
         (c) Send 8 or more announcements to targeted audiences regarding programs
         (d) Quality assessed by recipient responses through gifts and memberships, attendance at programs, and professional peer evaluation

3. Expand media coverage of university
   a. Increase news releases
      (1) Number of news releases distributed
         (a) Prepare 550 major and minor releases annually
         (b) Prepare 1,200 hometown releases (student news) annually

    b. Secure more media placements
        (1) Media contacts and number of placements made
            (a) Make 3,250 media contacts
            (b) Secure 3,000 placements

    c. Identify strengths and accomplishments throughout the University
        (1) Visit each college at least once each semester
        (2) Contact each college monthly

4. Enhance the image of the university

    a. Establish programs to establish stronger graphic standards and branding
        (1) Create effective printing standards and branding policies
            (a) University-wide acceptance and use
            (b) Improved performance from use of printed material as measured by
                  feedback, results, and professional peer evaluation

    b. Improve overall university marketing
        (1) Attractive and effective printed and video promotional material
            (a) 60 or more consultations with university departments and programs
            (b) Uniform material that indicates it is from SHSU
            (c) Feedback from recipients, measurement of results, and professional peer
                  evaluations

5. Improve the accuracy and effectiveness of the alumni and development database

    a. Increase the size of the database with good addresses and telephone numbers
        (1) Number of alumni and friends with valid contact information
            (a) Increase combined database to 87,000
            (b) Increase alumni portion of the database to 81,000
            (c) Increase combined valid phone numbers to 60,000
            (d) Increase combined valid email addresses to 25,000

    b. Increase the number of major gift prospects ($25,000 or more)
        (1) Number of major gift prospects
            (a) Through research software identify 100 new major gift prospects
            (b) Through relationship building activities with volunteers and major donors
                  identify 100 new major gift prospects

6. Achieve significant progress toward capital campaign goal of $50 million

    a. Secure $10 million or more annually in commitments
        (1) Pledges, gifts, matching expectancies, and deferred gifts
            (a) Attain combined commitments totaling $10 million and more annually
            (b) Increase valid major gift prospects by 100 annually

b. Cultivate and solicit new prospects
  (1) Cultivation conducted
    (a) Begin active cultivation of 50 to 100 new major gift prospects annually
  (2) Solicit new prospects
    (a) Solicit at least 30 to 35 qualified new major gift prospects annually
    (b) Solicit approximately 2,500 new non-major donors annually primarily through direct mail and telephone

APPENDIX

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.
-   Maintain membership with the Texas Universities HUB Coordinators Alliance (TUHCA) and attend quarterly 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 seventy-nine bachelors, forty-eight masters, and five 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 '05	Actual for FY '06	Goal for FY '07
Heavy Construction other than building contracts	91.8%	0.0%	11.9%
Building construction, including general contractors and operative builders contracts	12.8%	27.5%	26.1%
Special trade construction contracts	43.1%	48.3%	57.2%
Professional services contract	30.2%	34.2%	20.0%
Other services contract	3.8%	4.5%	33.0%
Commodities contract	20.5%	23.4%	12.6%

* The University had no expenditures in FY '06 for Heavy Construction other than building contracts.

University's Action Plan

- Advertise bids, on the Walker County HUB Alliance web page.
  The University has established a web page to assist HUB's in obtaining bid proposals through a simple web site format.
- Encourage local agencies and school districts to solicit bids from local certified HUB vendors and advertise their bids on the new Walker County Alliance Association web page.
  The web page also allows other local entities in Walker County to advertise their bid opportunities by way of the internet.
- Assist the Small Business Development Center in reaching non-certified HUB's in the community and encourage them to become HUB certified.
  The Small Business Development Center (SBDC) has been a very effective tool in walking potential certified HUBs through the process of becoming HUB certified. On several occasions the SBDC has held evening classes to discuss many of the advantages of potential HUB's becoming HUB certified.
- *Provide training bi-annually (minimum) to departments concerning the University's HUB requirements and goals (internal workshop), as well as the purchasing policies and procedures.*
  This training program has proven to be very successful. The training covers a check list of topics and each trainee is required to sign a written acknowledgement upon completion that he understands his duties and responsibilities in ensuring a "Good Faith Effort" is made with HUBs.
- Offer one Historically Underutilized Business Vendor Fair per year.
  Our Vendors Fairs have been effective from its inception. There have been several years our booths (over eighty) have been sold out one month prior to the vendor fair date.
- During SHSU's Annual HUB Vendor Fair, act as a liaison between the University and HUB businesses including helping businesses to understand the University's procurement processes, explanation of the CMBL and benefits of HUB certification and registration, and distributing "How to Do Business with SHSU" document.

- Purchasers (within the Purchasing Department) are encouraged to increase the number of Hub vendors solicited for bids from the required minimum of two HUB vendors to a minimum of four HUB vendors per bid.
  This has also proven to be very effective in increasing our Hub expenditures and in many cases they solicit more than four.
- Attend HUB forums within our region and provide an opportunity for spot purchases to the vendors attending the HUB forums.
  Several awards have been issued through Spot Bid Fairs.
- Develop competition between the six executive divisions within the University on their monthly HUB percentages and "Good Faith Effort" with HUB's.
  This is an ongoing initiative that has been very instrumental in keeping all divisions updated on their progress and where they stand with their peers.
- Schedule six HUB vendor forums annually with the purchasing department and departments that may have an interest in their products or services.
  Several of these forums are scheduled throughout the year. This has been a good educational tool for both the purchasers and the departments.
- Advertise major construction projects in a HUB/Minority publication.
  This is standard procedure for all construction projects over $100,000.00.
- Foster the on-going Mentor-Protégé program with WW Grainger Inc. and Burgoon Company.
  The mentor-protégé program has gone well and we have seen a steady growth in the Burgoon Company.
- Maintain membership with the Texas Universities HUB Coordinators Alliance (TUHCA) and attend quarterly meetings.
- Continue HUB advertising campaign in the Houston Minority Business Council Network (full page), Hispanic Journal (1/2 page) and Minority Business News USA (Woman's Enterprise Texas Magazine) (1/2 page) with other universities in the TUHCA.
- Include coverage of CMBL and accessing HUB vendor lists on the "Checklist for Training Sessions with Departments" that training attendees sign. This will help train the end users to use the State's CMBL list as a tool to identify HUB vendors who can supply needed products or services.