

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



2008-2009 STRATEGIC PLANNING COMMITTEE FINAL REPORT

FEBRUARY 2009

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HUNTSVILLE, TEXAS 77341

2008-2009 STRATEGIC PLANNING COMMITTEE

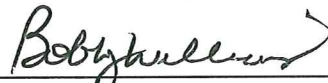
FINAL REPORT

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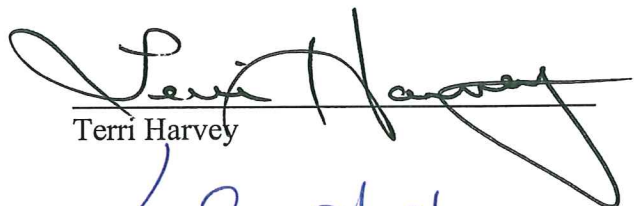
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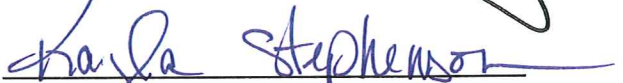
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SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

Sam Houston State University is an inclusive institution whose mission is to provide high quality education, scholarship, and service to students and to regional, state, national, and international constituencies.

UNIVERSITY GOALS

- Promote students' intellectual, social, ethical, and leadership growth.
- Pursue continuous improvement.
- Recruit and retain qualified, dedicated faculty and staff.
- Recruit, motivate, and retain qualified-students.
- Provide the necessary library, technology, and other facilities to support quality instruction, research, and public service.
- Promote scholarly and research activities that contribute to knowledge and understanding.
- Promote and support diversity and provide equitable opportunities for underrepresented groups.
- Offer a wide range of preprofessional, baccalaureate, master's, and doctoral programs.
- Promote cooperation with educational institutions, government and non-profit agencies, and the private sector.

HISTORY

Sam Houston State University, located in Huntsville, Texas, is a member of The Texas State University System. The school was created by the Texas Legislature in 1879 as Sam Houston Normal Institute to educate teachers for the public schools of Texas. The baccalaureate degree was first awarded in 1919.

In 1923, the institution's name was changed to Sam Houston State Teachers College. 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. A graduate degree was authorized in 1936, and the curriculum was expanded to emphasize 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 continued emergence of a multi-purpose institution. In recognition of these developments, the institution's name was changed by the Texas Legislature to Sam Houston State College in 1965. The number of graduate degrees conferred increased significantly in the late 1960s; and the Texas Legislature, recognizing the changes that had taken place, changed the name of the institution to Sam Houston State University in 1969.

In the 1970s, the University was granted permission to offer its first doctorate, a Ph.D. in criminal justice. This program grew to be one of the largest and most recognized doctoral programs in the country. In the 1980s and 1990s, the University completed a number of academic, athletic, and support facilities. With the improvement of faculty and facilities, the University set a vision to become one of the best regional universities in the country.

During the last five years of the twentieth century, the University expanded its reach by offering programs online, at The Woodlands in a multi-institutional teaching center, and various other off-campus sites. Beginning in 2000, the University expanded its building program and committed resources to develop and maintain nationally-recognized academic support programs. Sam Houston State University increased the number of doctoral programs, including programs in education and psychology, and experienced a tremendous surge in enrollment and name recognition.

Currently Sam Houston State University 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
<i>Agriculture, Agriculture Operations, and Related Sciences</i>	(01)		X	X		
Environmental Science	03.0104.00		X			
Interior Architecture	04.0501.00		X			
<i>Communication, Journalism and Related Programs</i>	(09)		X			
Mass Communication/Media Studies	09.0102.00			P		
<i>Communications Technologies/Technicians and Support Services</i>	(10)		X			
<i>Computer and Information Sciences and Support Services</i>	(11)		X	X		
<i>Education</i>	(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		P			
Construction Engineering Technology/Technician	15.1001.00		X			
Drafting and Design Technology/Technician, General	15.1301.00		X			
<i>Foreign Languages, Literatures, and Linguistics</i>	(16)		X			
Spanish Language and Literature	16.0905.00			P		
<i>Family and Consumer Sciences/Human Sciences</i>	(19)		X	X		
<i>English Language and Literature/Letters</i>	(23)		X	X		
<i>Liberal Arts and Sciences, General Studies and Humanities</i>	(24)		P ^c			
<i>Library Science</i>	(25)		P	X		
<i>Biological and Biomedical Sciences</i>	(26)		X	X		
<i>Mathematics and Statistics</i>	(27)		X	X		
<i>Multi/Interdisciplinary Studies</i>	(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		
<i>Philosophy and Religious Studies</i>	(38)		X			
<i>Physical Sciences</i>	(40)		X	X		
<i>Science Technologies/Technicians</i>	(41)		P	P		
<i>Psychology</i>	(42)		X	X		
Forensic Clinical Psychology	42.0201.20				X	
<i>Security and Protective Services</i>	(43)		X	X	X	
Public Administration	44.0401.00			X		
<i>Social Sciences</i>	(45)		X	X		
<i>Visual and Performing Arts</i>	(50)		X	X		
Health Studies	51.0000.01		X			
Clinical Laboratory Science/Medical Technology/Technologist	51.1005.00		X			
Nursing – Registered Nurse Training (RN, ASN, BSN, MSN)	51.1601.00		P			
Music Therapy/Therapist	51.2305.00		X			
Dietetics/ Dietitian (RD)	51.3101.00			X		
<i>Business, Management, Marketing, and Related Support Services</i>	(52)		X	X		
<i>History</i>	(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 *italics* indicate broad authority. All others are limited.

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 2008-2009

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. The number of Hispanic students in the potential student body will increase.
- d. Student and faculty needs for affordable child care will grow and the need for logistically-convenient services will increase.

- e. The requirements of the nontraditional student will require greater institutional flexibility.
- f. The expansion of online courses and programs will increase the geographic regions that we serve.
- g. The need for continuing professional education and retraining will increase.
- h. The demand for teachers and school personnel will be redistributed around the state.
- i. Alcohol and illegal drug consumption among students will continue to be an issue of concern for the University and local community.
- j. 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.
- k. Terrorism, on-campus disturbances, or natural disasters will open new instructional and research opportunities and demand more institutional caution.
- l. The demand for trained scientists, engineers, and advanced technology professionals will continue to exceed the supply.
- m. With increasing globalization, the need to understand diverse language, cultures, traditions, and political and social systems will become increasingly important.
- n. Demand for university-educated graduates will increase.
- o. There will be an increased demand for/need for psychiatric and ADA services.

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, timing of award, and advice offered by universities.

- f. The Texas economy will experience very modest economic growth or will plateau.
- g. The rapid growth of the Houston economy is and will be experiencing some leveling.
- 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. Insufficient funding will affect staffing patterns and student programs.
- l. Increasing fuel costs will impact University budgets, as it will all enterprises, and will impact students' college choices and workers' choices of employment.
- m. The faculty and staff will require greater work schedule flexibility.
- n. The need for money management training will increase for all students.
- o. Insurance rates for University employees will rise.
- p. The political climate for economic development in Huntsville is uncertain.
- q. The percentage of the cost of education borne by the student will continue to rise.
- r. Cost of living in Huntsville will continue to be attractive.
- s. Expenditures for natural disasters (e.g., Hurricane Ike) will decrease resources available to higher education.
- t. Federal, state, and local funding will become more competitive, become more limited, and require increased accountability and complete transparency.
- u. Cost of information, books, scholarly periodicals, and web-based resources will increase.

3. Technological Trends

- a. Technological options will increase in complexity and diversity.
- b. The demand for technological support will increase.

- c. Nontraditional educational organizations will expand their delivery of higher education via distance learning.
- d. More support services will become available over the Internet.
- e. Challenges presented by viruses, worms, spyware, identity theft, etc. will grow.
- f. Technological changes will continue to present challenges for control of academic dishonesty and intellectual property.
- g. Access to state-of-the-art technology for all students, faculty, and staff will become more essential.
- h. There will be an increase in the use of and dependency on cell phones.
- i. The growing social use of technology will lead to decreased participation in traditional campus organizations and activities.
- j. The Internet will increasingly affect virtually all academic disciplines.
- k. Programs will increasingly demand coordinated campus technological support to accumulate, analyze, and report accountability data.
- l. Communication needs between students and faculty/staff will expand because of safety concerns.
- m. Students will continue to become more technologically engaged.

4. Trends in Higher Education

- a. Universities will face increasing pressure for evidence of assessment and assessment-based action.
- 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. Transfer issues will continue to be in the forefront of higher education.
- 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. Alternate routes to teacher certification programs will continue to grow, including those in community colleges.
- h. Additional community colleges will lobby to offer baccalaureate degrees.
- i. Increased salary competition from the public schools and private agencies as well as the aging of the workforce will make attracting and retaining faculty and staff more difficult.
- j. The percentage of higher education students speaking English as a second language will increase.
- k. The demand for program-specific accreditation will increase.
- l. Definitions of retention will expand to reflect actual phenomena such as retention in higher education at other institutions and retention measured over longer periods of time to accommodate periods of stop-out and part-time attendance.
- m. Outcome indicators by which higher education programs will be evaluated will increasingly include employment outcomes.
- n. Enrollment at The University Center and other off-campus locations will increase.
- o. Campus safety will be an increasingly important issue.
- p. Internet competition for higher education programs will increase.
- q. Demand for internships will increase.
- r. Timeliness of financial assistance will become an increasing factor of retention.
- s. Enrollment increases will impact all areas of the University.
- t. Students concurrently enrolling at universities and community colleges will increase.
- u. There will be growing competition for students.
- v. There will be more cooperative programs with secondary schools, community colleges, and major corporations.
- w. The change to public school calendars will affect SHSU scheduling of events, budgets, and participation.

- x. National trends toward employing uniform indicators and standardized measurements will grow as institutions are increasingly pressed to conduct assessments that permit national or regional benchmarking and comparisons with other institutions.
- y. When it is adopted, an integrated statewide educational database for K-12 and higher education (e.g., K-22), when it is adopted, will provide for student outreach and contact opportunities while requiring additional data collection, recording, reporting, and sharing.
- z. More students will use the aid of academic support programs in order to achieve academic goals.
- aa. Although the number of qualified minority and majority faculty in specific disciplines will continue to grow, this growth will not keep pace with demand.
- bb. Homeland security and international issues will make it more difficult to internationalize programs.
- cc. Civic engagement will be an increasing priority for higher education.
- dd. There will be increasing pressure on faculty to obtain external funds.
- ee. There will be increasing pressure to meet “Closing the Gap” targets.
- ff. There will be increasing difficulty to obtain approval for new doctoral programs.
- gg. There will be increasing pressure on faculty to recruit students.
- hh. There will be an increase in faculty retirements.
- ii. There will be an increase in competition for qualified faculty in certain disciplines.
- jj. Open-access (OA) literature can remove pricing barriers for scholarly and scientific literature but may cause debate about rigor and quality of the OA peer-reviewed scholarly journal.

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, while political sensitivity and legal restriction will increasingly restrict the types of actions institutions may take in increasing diversity and equity.
- c. There is potential for realignment of higher education entities in Texas.
- d. There is potential for formula funding change from enrollment-based to completion-based.
- 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 underrepresented groups.
- 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. The value-added approach to evaluation will be more widely and frequently adopted.
- m. State and accrediting agency pressure to increase the percent of baccalaureate courses taught by tenured/tenure-track faculty will continue.
- n. Many approved accrediting agencies will require institutional adjustments.

6. Physical Facility Trends

- a. Statewide funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- b. State and federal regulations will continue to require that priority be given to some facilities modifications, e.g., ADA, fire code changes, energy conservation, sustainability, and green building issues.

- c. New construction, especially on-campus housing, will enhance student recruitment.
- d. Fees for nonstate funded facilities will need to be increased.
- e. Student enrollment increases will require enhanced University infrastructure.
- f. The need for research facilities and infrastructure will increase.
- g. New construction will add to the rising costs of utilities as facilities become more technology intensive.
- h. There is a need to develop a long-range plan for parking and off-campus and on-campus transportation systems.
- i. New apartments in Huntsville may affect on-campus housing.
- j. Growth in enrollment in the north Harris County area will result in the need for an expanded facility in The Woodlands.
- k. New construction will continue to address rising student interest in green, sustainable, and environmental issues.

7. Trends in Philanthropy

- a. Providing private funding for the University is increasingly important.
- b. The University will draw an increasing portion of its support from philanthropic sources.
- c. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- d. The growth of the annual giving program will expand the University's donor base and lead to greatly enhanced development activities.
- e. The University's first capital campaign will significantly increase private support that will continue beyond the duration of the campaign.
- f. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefunding.
- 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 (economic, 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 will expect better returns from their contributions.
- m. Gifts for endowments 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.

DIVISION OF ACADEMIC AFFAIRS
Goals for 2009-2010 Academic Year Aligned with
Institutional Strategic Goals

1. Increase academic standards and programs
 - a. Increase the variety of programs
 - (1) Increase number of doctoral programs
 - (a) Coordinating Board planning authority or approval for four doctoral programs
 - (2) Increase the number of approved masters' programs
 - (a) Coordinating Board approval of two or more masters' programs
 - (3) Increase the number of baccalaureate programs
 - (a) Coordinating Board approval of three baccalaureate programs
 - (4) Implement the Quality Enhancement Plan
 - (a) First sections being offered
 - (5) Implement new minors
 - (a) Develop and receive approval for a new minor in Legal Studies
 - (b) Develop and receive approval for a new minor in Latin American Studies
 - b. Implement program reviews
 - (1) External review of doctoral programs
 - (a) Two program reviews completed
 - (2) Review of international consortial agreements
 - (a) All programs reviewed and continued or discontinued
 - (3) Accreditation
 - (a) Complete SACS accreditation
 - (b) Complete NCATE accreditation review
 - (c) Submit AACSB accreditation review
 - (d) Complete Forensic Science accreditation review (FEPAC)
 - (e) Compete ABET accreditation in Computer Science
 - (f) Initiate NAIT accreditation procedures in Industrial Technology
 - (g) Complete CACREP accreditation for Counseling doctoral program
 - c. Support centers
 - (1) Professional Academic Center for Excellence (PACE)
 - (a) Bring to full operation
 - (2) Applied Forensic Anthropology Research Facility
 - (a) Bring to full operation
 - (3) Rural Studies Center
 - (a) Bring to full operation
 - (4) Aquatic research facility
 - (a) Fund initial phase of aquatic research facility
 - (5) Center for Business Innovation and Technology
 - (a) Center organized and operating

- (6) Library
 - (a) Expand collections where appropriate for new programs
 - (b) Expand access for distance learners
 - d. Funded research activity
 - (1) Increase funded activity
 - (a) Increase externally funded research dollars by 2 percent
 - (b) Increase faculty involvement in externally funded research by 2 percent
- 2. Enhance the University's image and increase its public exposure
 - a. P-16 Integration
 - (1) Create a P-16 college readiness council
 - (a) Host a P-16 college readiness conference
 - (b) Council functioning
 - b. Community College integration
 - (1) Articulation
 - (a) Increase programs for international student recruitment
 - (b) Retain state benchmark status in articulation
 - (c) Scholarships
 - (d) Increase scholarships for community college students
 - c. Regional Crime Laboratory
 - (1) Bring to operation
 - (a) Complete physical facility renovations
 - (b) Provide necessary equipment
 - d. Office of Medical and Allied Health Professions
 - (1) Establish office
 - (a) Hire director
 - (b) Locate in a facility
 - e. Expand graduate recruitment
 - (1) EdD in Educational Leadership and CJ
 - (a) Increase enrollment by 2 percent
- 3. Enhance campus atmosphere and culture
 - a. Student civic engagement
 - (1) Increase student civic engagement in international settings
 - (a) Expand engagements to two settings
 - b. Increase University diversity
 - (1) Minority enrollment
 - (a) Increase by 3 percent
 - (2) Minority faculty
 - (a) Increase by 4 the number of minority faculty
 - c. Improve facilities
 - (1) Performing Arts Complex
 - (a) Continue construction

- (2) Facility in The Woodlands
 - (a) Obtain property
 - (b) Begin plans for building
- (3) New building on campus
 - (a) Get funding for either Nursing or Engineering building

DIVISION OF ENROLLMENT MANAGEMENT
Goals for 2009-2010 Academic Year Aligned With
Institutional Strategic Goals

1. Demonstrate continuous improvement in program development/enhancement
 - a. Provide a friendly and safe environment for employees that encourages communication, advancement, and continuing education
 - (1) Improved employee morale
 - (a) Employee retention rates, professional development opportunities, and promotions
 - b. Continue to provide a 48-96 hour processing/response time for application and transcripts received by Undergraduate Admissions
 - (1) Maintain processing time with continued enrollment growth
 - (a) Monitor processing/response rate with enrollment numbers
 - (b) Monitor Hobson's response time with students
 - 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
 - (b) Monitor telephone operator training and call logs
 - (c) Visitor Center will provide the telephone operators updated information about campus and frequently asked questions
 - (d) Ensure that the operators transfer the caller to the right department the first time
 - 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
 - (b) Acquisition of data from institutional research to have calling and e-mail campaigns
 - (c) New scholarship incentives—monitor progress
 - e. Collaborate between Career Services and the academic colleges to increase employer participation in recruitment activities and overall awareness of Career Services' programs and services for students and alumni
 - (1) Schedule Career Services Advisory Committee meetings once a semester
 - (a) Increase number of employers at Career Fair
 - (b) Improve student perception of Career Services and its programs
 - (c) Approval and hiring of Assistant Director – Career Services to expand job development and employer relations programs

- (d) Increase the number of Career Services events for different populations of students and majors
 - (e) Monitor traffic of students in new location
 - f. Improve communication to prospective and current students
 - (1) Update/revision of letters, e-mails sent to prospective students from Enrollment Management division—implement communication plan
 - (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
 - (d) Monitor admission counselor contact with students
 - 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
 - (4) Continue internal and external staff training
 - (5) Continue high school outreach programs
 - 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 $\geq 70\%$
 - (a) Increase retention rate by 1 percentage point
 - b. Increase enrollment
 - (1) Maintain enrollment growth per year
 - (a) Improved freshmen and transfer enrollment numbers

- (2) Attain the ranking of 10th highest university in Texas
 - (a) Purchase names of prospective students
 - (b) Expand uses of e-communication software
 - (c) New website to communicate—review Google analytics for each department
- c. Improve access opportunities to SHSU
 - (1) Develop tracking system in Visitor Center of prospective students
 - (a) Visitor Center guests will sign in on computer and their information will be automatically added to the Hobson's database to track visitors and enrollment yields from the Visitor Center
 - (b) Increase Visitor Center traffic because of on-campus events
 - i. Visitor Center will be open the morning before home football games as well as one Saturday each month after football season is over
 - (c) Continue to increase the number of students and parents including groups and individual students
 - (d) Work with Continuing Education and Residence Life to secure data for summer camp students to ensure they receive SHSU materials
 - (e) Increase the number of students and parents who attend Saturdays@Sam.
 - (2) Expand plans for use of Mobile GO Center
 - (a) Increase recruitment coverage areas
 - (b) Increase inquiry pool
 - (c) Increase awareness of Sam Houston State University to younger students in middle schools and junior high schools
 - (3) Improve Saturday@Sam! event
- d. Increase the diversity of the student body
 - (1) Identify potential recruitment opportunities
 - (a) Review demographic data on cohort groups of students
 - (b) Monitor "new High School" scholarships
 - (c) Review high school/region data
- e. 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, the Counseling Center and the Sam Center to initiate programs to encourage career path exploration and choice
 - (a) Monitor usage of Academic Coach at Orientation, SAM 136, and with upperclassmen courses
 - (b) Review alumni participation
- f. Residence Life will create initiatives to increase student recruitment and retention
 - (1) Develop a 5-year plan with Physical Plant for continued repairs and cosmetic renovations
 - (a) Improve 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. Continue improving our enrolled students average on 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 1st year retention rates by 1 percentage point
 - (b) Monitor Academic Coach participation and data
 - b. Pilot program with small number of students at 980 Property Bearkat Camp
 - (a) Monitor setting for future use with larger groups in collaboration with Student Services and the First Year Experience program
 - c. Analyze international student program
 - d. Analyze “traveling” orientation.
- 5. Continue to enhance technological changes in Enrollment Management within new web design
 - 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. Update Ad Astra
 - (1) Use with Event Planner
- d. Continue implementation of SunGard Banner
- e. 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
- 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
- f. Student Financial Aid will develop a more interactive and user-friendly website
 - (1) Improve on-line access for students
 - (a) Implement program for on-line submission of documents
 - (b) Improve scholarship website and process
 - (2) Enhance Jobs4Kats for work-study students
 - (a) Post jobs on web
 - (b) Communicate to students
 - (c) Promote SamShuttle with employees
- g. Student Financial Aid will monitor improvements with Banner
- 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 an online employer information library through Career Services' website.
 - (1) Install VAULT™
 - (a) Assess use by students
- j. Registrar's Office will begin a "Pilot" program with one or two colleges using the Ad Astra Room Scheduling Software
- 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
 - (2) Maintain contact with each level of student in prospective student database

- 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) Maintain Transfer Counselor position and train with Academic Affairs
- 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
- 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; regular activities and programs in the LSC mall area such as the reinstatement of Fall “Career Expo Kick-Off,” Resumé Rescue” and the “Career Café”
 - (a) Increase Career Services events to include adding a spring corporate-sponsored Etiquette Dinner and a fall Student Employment Job Fair
 - (b) Increase in number of students visiting Career Services by making our office location more convenient. Move to the ABIV Building and the area currently occupied by the SAM Center following that department’s relocation to the ABV Building when construction is complete
 - (c) Increase the number of companies visiting campus for student interviews
 - (2) Continue to promote Jobs4Kats as a central posting location for on-campus part-time jobs both for work-study students and non work-study students seeking student employment opportunities
 - (a) Increase participation rate of on-campus employing departments posting jobs on Jobs4Kats
 - (b) Communicate availability of part-time employment opportunities through Jobs4Kats to students through New Student and Transfer Orientation and increased marketing and publicity efforts

DIVISION OF FINANCE AND OPERATIONS
Goals for 2009-2010 Academic Year Aligned With
Institutional Strategic Goals

1. Academic Standards and Programs

- a. 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 staff will follow processing procedures and deadlines established by the Employees Retirement System (ERS).
- b. 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) Submit Payroll Action Forms to Payroll in a timely manner.
 - (i) Human Resources staff will follow processing procedures as established in HR Policy E-1, Staffing and according to Payroll guidelines.
- c. Human Resources will process all qualified applicants for open staff positions within 5 working days after the required posting period ends.
 - (1) To assure that all qualified applicants are processed within 5 working days.
 - (a) Process applicants within 5 working days.
 - (i) Human Resources staff will follow processing procedures as established in HR Policy E-1, Staffing.
- d. 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) Process Workers' Compensation claims and reports by the due date.
 - (i) Human Resources will adhere to processing procedures established by the State Office of Risk Management (SORM).
- e. 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) 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.

- f. Human Resources will settle 90% of all employee grievances at the second step of the grievance procedure.
 - (1) To improve and maintain good employee relations.
 - (a) 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.
- g. Human Resources will file all state and federal reports by the stated deadlines.
 - (1) To keep all state and federal reports up-to-date.
 - (a) Complete all state and federal reports by the due date.
 - (i) Human Resources staff will follow established processing guidelines and deadlines in submitting state and federal reports.
- 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 courses.
 - (1) Computer Services will increase the percentage of faculty utilizing the web-based learning management system.
 - (a) Increase participation to by 2%.
- 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%.
- 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%.
- l. Information Resources will establish an operational plan to support the growing demand for campus research and non-traditional academic programs.
 - (1) Computer Services will work with campus administration to develop funding, staffing and a communication plan to provide this service.
 - (a) Success will be based on development of documented plan.
 - (2) Information Resources will provide service and training resources convenient and useful to the campus community.

- (a) Computer Services will renovate AB1 to relocate the helpdesk and training in more convenient locations.
 - (i) Success will be based on the completed relocation of these services.
 - (3) Information Resources will provide support services that meet campus expectations.
 - (a) Computer Services will conduct surveys upon completion of the services requested.
 - (i) Target a first year satisfaction level of 80%.
- m. 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% or higher completion of estimate work requests received annually.
- n. Physical Plant will identify and seek funding for FY 2010 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2010 MRC program submittal) and submit a Capital Improvement Plan to the Board of Regents.
 - (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.
- o. Physical Plant will work with the University Registrar on the efficient scheduling of classrooms and the accuracy of the facility inventory in order to 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.
- p. Physical Plant will supervise the construction and completion of Performing Arts Center and prepare the building to open in the summer semester of 2010.
 - (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.
 - (b) Change orders shall not exceed 5% of the contract amount.
- q. Physical Plant will complete the implementation of an Energy Performance Contract in FY 2010.
 - (1) Award contract to successful firm.
 - (a) Successful firm comes on campus to begin energy performance contract.

- (2) Investment Grade Audit and Project Development are completed.
 - (a) Final proposal presents aggregated measures that can be financed through guaranteed savings.
 - (3) Performance Contract Implementation.
 - (a) Energy performance contract is finalized and executed.
 - (b) Design, construction and commissioning of the improvement measures.
- r. Sam Houston Press and Copy Center will host a Printing & Mailing Seminar during FY 09-10.
 - (1) Inform customers about current printing technology and procedures.
 - (a) Anticipate there will be 10-15 attendees based on last year's attendance.
 - (b) Determine frequency and content for subsequent seminars.
- s. Sam Houston Press and Copy Center will conduct customer service survey during FY 09-10.
 - (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 visibility of the Student Accounts Office and develop and improve Administrative Accounting website.
 - (a) Increase electronic payment by 10%.
 - (b) Increase Administrative Accounting website traffic by 10%.
 - (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 even more 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.

- u. Contracts and Grants will increase research and scholarly activity.
 - (1) Provide training session(s) at least once a semester with SHSU Faculty & staff.
 - (a) Provide key updates, accounting resources.
 - (2) Enhance professional development program for Contracts and Grants Staff.
 - (a) Section staff will obtain 20 hours of sponsored research training.
 - (b) Network with peer institutions.
 - (3) Coordinate training opportunities with the Office of Research and Sponsored 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 C&G functions.
 - (5) Implement a process that identifies the types of project deliverables and deadlines.
 - (6) Develop on-line report criteria to facilitate reporting of research activities. Ex:
 - (a) Nell code to identify research by college and department.
 - (b) Nell code to identify type of research.
 - (i) external funded.
 - (ii) institutional funded.
 - (7) Establish Aged Accounts Receivable reports for managing collections.
 - 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 or as necessary.
 - (a) Make policy changes as required due to statute, University or System policy changes.
 - (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. Business Office will continue to work with Computer Services, Administrative Accounting, and the Cashiers Office

- (1) Expand the usage of credit card payment on the web across campus
 - (a) Increase usage by other departments as needed
- b. Business Office will work to produce the Annual Financial Report
 - (1) Complete by the deadline set by the Texas State University System Office
 - (a) Will email to System Office by the middle of October each year
- c. Business Office will work with Computer Services
 - (1) Continue to produce the Annual Financial Report on the web.
 - (a) Continuing with FY 2009
 - (2) Add other reports to state agencies to the web
 - (a) Addition of one report for FY 2009
- d. Accounts Payable will continue a standard of efficiency
 - (1) Sampling of vouchers chosen at random by an employee of the Business Office
 - (a) At least 75% must be processed within twenty days of receipt of invoice
- e. Cashiers 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
- f. Cashiers 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
- g. Vending will go live with an "on-line" survey
 - (1) Survey will be accessed from Vending web page
 - (a) Survey will provide feed back on products desired by students, faculty and staff
- h. Vending will provide "consumer friendly" vending machines for use by the university community and visitors to the SHSU campus
 - (1) A written time table on the replacement of vending machines determined by years of service will be developed.
 - (a) Implementation of vending machine replacement will begin in FY 2009.
- i. Human Resources will courteously and promptly receive all visitors to the department.
 - (1) To maintain good public relations with visitors.
 - (a) Be prompt and courteous to visitors.
 - (i) Human Resources staff will courteously receive all visitors coming to the department immediately.

- j. Human Resources will answer all telephone calls using good telephone manners within three rings. Use voice mail message when not available that includes a referral to a backup person. Answer all voice mail messages within one working day.
 - (1) Maintain good relations with people contacting the Human Resources Department.
 - (a) Answer telephone calls within three rings, and answer voice mail messages within one working day.
 - (i) Human Resources staff will immediately answer all telephone calls using good telephone manners.
- k. Human Resources will keep website information updated as necessary.
 - (1) Keep HR website information current.
 - (a) Maintain the HR website with pertinent and accurate information.
 - (i) Each academic semester and new fiscal year HR will make needed changes and updates to our website information based on applicable policy law and rule changes.
- l. Human Resources will give out accurate information in a courteous manner.
 - (1) Maintain good working relations with customers.
 - (a) Give out accurate information in a courteous and professional manner.
 - (i) Human Resources will update all information that is given out so it will be accurate.
- m. 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) Goal to attend at least 14 events.
 - (2) Computer Services will set a target for presentations made by Computer Services staff at state, regional, or national conferences.
 - (a) Target of 24 presentations .
- n. 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 to 22,000,000.
- o. Physical Plant will improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students by ensuring all new construction projects meet accessibility standards, by increasing installation of automatic door openers and pursuing improvements to accessible parking.
 - (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.

- p. Physical Plant will continually review and update the Physical Plant Web page to provide information of current 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.
- q. Physical Plant will 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.
- r. Physical Plant will emphasize the investigation of accidents on campus and the correction of potential hazards in order to achieve zero reportable accidents.
 - (1) Minimize the number of campus reportable accidents by maintaining a strong safety program.
 - (a) Number of reportable campus accidents will be zero.
- s. Public Safety Services will protect and serve.
 - (1) The University Police has as its primary objective to protect all persons within its jurisdiction to be as free from criminal attack, to be secure in their properties, and to live within a peaceful community, as humanly possible.
 - (a) Take a community policing approach.
 - (b) Update service related statistics daily.
- t. Public Safety Services 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.
- u. Public Safety Services will continue to ameliorate our department's ability to communicate information within our division and the university as new technology becomes available so we may better serve our faculty, staff and students.
 - (1) Update and improve our 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 our 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.

- v. Sam Houston Press and Copy Center will update web site during FY '10
 - (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.

- w. 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 '10.
 - (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.

- x. 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%.

- y. Payroll will maintain 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) 100% compliance with reporting deadlines as provided by state and federal law.

- z. 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 30 per month.

- aa. 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.

- bb. 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 seven Historically Underutilized Businesses (HUBs) Spot Bid Fairs and/or HUB forums annually.
 - (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.”
 - (a) The HUB Coordinator 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 HR professional staff member to important professional meetings and conferences.
 - (1) To maintain a high level of professional expertise.
 - (a) Send at least one HR professional staff member to important meetings and conferences.
 - (i) At least one HR professional staff will attend important meetings and conferences so we can provide exceptional service in relaying accurate and current information to our employees.
 - c. Human Resources will apply all HR policies in a fair and equitable manner.
 - (1) To maintain good employee relations and employee morale.
 - (a) Apply all HR policies fairly and equitability.
 - (i) Human Resources staff will follow guidelines and procedures to apply all HR 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 in the number of wireless access points by 5%.
- f. Physical Plant will make improvements to campus parking by executing parking projects as they are approved and funded by the administration.
 - (1) Submit parking projects for FY 2010 accomplishment.
 - (a) Upon funding approval execute and complete projects.
- g. Physical plant will support the construction of a new Campus Dining Facility.
 - (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.
 - (b) Change orders shall not exceed 5% of the contract amount.
- h. 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.
- i. 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 \$2500 annual contributions.
- j. 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.
- k. 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.

1. Sam Houston Press and Copy Center will distribute printed promotional materials to faculty, staff and students.
 - (1) Hand out 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 moral within the department.

- m. 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 that would like to attend – covers general programs used, regularly used forms, how to read reports, etc.
 - (a) Increase workshops to two per long semester.
 - (2) Administrative Accounting will accomplish more cross training and continue to maintain standard operating procedures; we 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 & Grants.

- n. Administrative Accounting will improve campus-wide relations by increasing workshop training to the University Community, by providing staff-development to the Administrative Accounting staff to increase teamwork and morale and by increasing efficiency and effectiveness in all areas.
 - (1) Implement staff development programs focusing on team building and project success.
 - (a) Provide at least two staff development opportunities per semester to staff.
 - (b) Implement weekly staff meetings and monthly one-on-one meetings with individual staff members to increase communication.
 - (2) Develop SOP and workflow for all jobs and processes in the department.
 - (a) Administrative Accounting will document all daily, weekly and monthly procedures in writing within fiscal year 2009.

- 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.
 - (^a) Maintain less than 100 employees receiving a paper check.

- (c) Refine methods to notify employees of differences in their net wages.
 - (i) Provide detail in letter format of any net changes.
 - (^a) Reduce the volume of phone calls and email currently received by Payroll staff.
 - (d) Increase accuracy of documents received in the Payroll Office.
 - (i) The Payroll Office will maintain one-on-one training for new support personnel to assist in their assigned duties as related to Payroll processing for their 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.
 - (i) 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% of all equipment belonging to the University that is no longer needed on campus through a minimum of two public auctions or public bids per year.
 - (a) Property will hold a minimum of two public auctions per year, 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 solicitations to potential buyers to attend the public auctions.
 - (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.
- q. Accounts Payable will work with Administrative Accounting to enhance relationships with departments across campus by developing a training presentation and provide this training to coincide with Administrative Accounting workshops.
 - (1) Accounts Payable will provide a training presentation on Accounts Payable procedures covering information on regularly used forms in accounts payable process, payment procedures, communication with vendors, as well as other information.
 - (a) Present at least one training each fiscal year.
- r. Cashier's Office will work with Administrative Accounting to enhance relationships with departments across campus by developing a training presentation and provide this training to coincide with Administrative Accounting workshops.

- (1) Cashier's Office will provide a training presentation which will cover policy and procedures for depositing university funds with the Cashier's Office.
 - (a) Present at least one training each fiscal year.

DIVISION OF STUDENT SERVICES
Goals for 2009-2010 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) Percentage of staff recommended for committee service
 - (a) 60 percent of staff will serve on committees
 - (2) Division of Student Services Collaborative Program Report.
 - (a) Publish the Division of Student Services Collaborative Program Report for information purposes
 - (3) Number of weekly e-mails, newsletters, and brochures used to market and promote department programs
 - (a) Create 14 weekly e-mails per long semester
 - (b) Create one newsletter per long semester
 - (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) Number of new program proposals submitted to the Vice President for approval
 - (a) Identify two new programs and services in need of resources
 - b. Develop programs and activities that enhance the student experience in the areas of University spirit, traditions, and residential campus culture
 - (1) Completion of the University Camp facility
 - (a) Provide three spirit day camps by Summer 2010
 - (2) Recruitment of freshman students from the Bearkat Learning Community, Freshman Leaders, as well as freshman academic scholars from each of the five colleges
 - (a) Approximately 100 students from the 2010 Freshman Class will participate in each of three spirit day camp sessions.
 - (3) Campus Safety and Awareness Program.
 - (a) Educate SHSU students utilizing the three campus safety and awareness components
 - (4) Division of Student Services Budget Report for Program Council and student organizations
 - (a) Increase funding through the Campus Life Development Fund to student groups and organizations by 10 percent
 - (b) Increase the Program Council budget by 10 percent, which will be designated to develop 20 weekend programs for the 2009-2010 academic year

3. Foster professional and personal development of staff
 - a. Provide opportunities for intellectual, physical, and spiritual development for employees
 - (1) Human Resources annual merit review process
 - (a) Complete 100 percent annual staff evaluations by June 30 using the annual merit review form
 - (2) Number of monthly meetings with directors during long semesters
 - (a) Meet as a group at least once per month for directors to present department activity reports as well as receive University updates from the Vice President
 - (b) Meet individually with department directors for the Vice President to receive department updates as well as provide University updates
 - (3) Number of annual staff development programs for division employees
 - (a) Provide one educational session per long semester
 - (b) Provide one team building session per long semester
 - (4) Percentage of employees attending annual staff development programs
 - (a) 80 percent of employees will attend staff development programs
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) StudentVoice Contract renewal for the 2010-2011 academic year
 - (a) The StudentVoice Contract will be renewed and 100 percent of student services directors will continue to utilize the assessment management system
 - b. Each department will review and evaluate current programs to encourage student participation
 - (1) Division of Student Services Performance Indicator report
 - (a) Evaluate 30 percent of department services based on meeting their department performance indicator goals
5. Engage students in programs that promote critical thinking and lifelong learning skills
 - a. Provide opportunities for students to explore traditional and alternative learning through newspaper readership with the USA Today Collegiate Readership Program, luncheons with University administrators, and alcohol and drug use education sponsored by the Alcohol and Drug Abuse Initiative
 - (1) Collegiate Readership Active Program Student Survey. The survey provides information on civic engagement and global awareness
 - (a) 75 percent of student participants indicate that the knowledge acquired from reading the newspaper has influenced their views on a political or ethical issue.

- (2) Collegiate Readership Program Consumption Report. The report provides the number of newspapers distributed on campus.
 - (a) Compare the 2008-2009 and the 2009-2010 consumption report data to determine if student readership on campus has increased
- (3) Survey of students attending information exchange luncheons sponsored by the Vice President for Student Services. The survey provides information concerning what was learned and the learning experience. Throughout the fall and spring semesters the Vice President has six luncheons and randomly selected students are invited to attend. They are primarily comprised of freshman, sophomore, junior, and senior students who are leaders in student and academic organizations on campus. International students are also invited to attend. Students were provided additional space at the end of the anonymous survey for comments, as well as asked to identify what they learned at the event.
 - (a) 85 percent of students surveyed indicate increased knowledge of University operations
 - (b) 85 percent of students surveyed indicate luncheons were a valuable experience
 - (c) 85 percent of students surveyed indicate that meeting University administrators were of benefit to them
- (4) Alcohol and Drug Abuse Initiative Program
 - (a) Continue to develop the alcohol and drug initiative program components to educate SHSU students.

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2009-2010 Academic Year Aligned With Institutional Strategic Goals

Mission

The mission of the University Advancement Division is to enhance relationships with the public, alumni, and donors for the promotion and support of Sam Houston State University.

Vision

The vision for the Division of University Advancement is to be an effective and quality resource for Sam Houston State University.

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 7,750
 - (b) Increase in alumni life membership to 1,350
 - (2) Participation in annual giving
 - (a) Increase the donor base to 8,250
 - (b) Increase the alumni undergraduate donor base to 6,250
 - b. Increased number and quality of events and activities
 - (1) Number of meetings and attendance
 - (a) Increase the number of meetings and events to 135
 - (b) Increase attendance at events to 14,500
 - (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 or more additional alumni clubs annually in regions outside Huntsville to bring total to 5 or more
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 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 fund-raising pieces to alumni and friends
 - (b) Send 2 or 3 direct mail pieces to alumni for alumni membership
 - (c) Send 10 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 and distribute 575 major and minor releases annually
 - (b) Prepare and distribute 1,200 hometown releases (student news) annually
 - b. Secure more media placements
 - (1) Media contacts and number of placements made
 - (a) Make 3,700 media contacts
 - (b) Secure 4,350 placements
- 4. Enhance the image of the university
 - a. Establish programs to establish stronger graphic standards and branding
 - (1) Refine and administer 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) Marketing conduct 50 consultations with departments and programs
 - (b) Uniform material that projects a positive image that 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 98,000
 - (b) Increase alumni portion of the database to 92,000
 - (c) Increase combined valid phone numbers to 76,000
 - (d) Increase combined valid email addresses to 40,000

- b. Increase the number of major gift prospects (\$25,000 or more)
 - (1) Number of major gift prospects
 - (a) Through research software identify 100 potential major gift prospects
 - (b) Through relationship building activities with volunteers and major donors qualify 100 individuals as new major gift prospects
- 6. Achieve significant progress toward capital campaign goal of \$50 million
 - a. Secure \$8-\$10 million annually in commitments
 - (1) Pledges, gifts, matching expectancies, and deferred gifts
 - (a) Attain combined commitments totaling \$8-\$10 million annually
 - (b) Increase valid major gift prospects by 100 annually
 - b. Cultivate and solicit new prospects
 - (1) Cultivation conducted
 - (a) Begin active cultivation of 100 or more 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

DEPARTMENT OF ATHLETICS
Goals for 2009-2010 Academic Year Aligned With
Institutional Strategic Goals

Mission Statement

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

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

1. Commissioner's Cup Awards
Provide the best athletic program in the Southland Conference while fostering an environment where the student-athlete excels on the field of competition.
 - a. Student-Athlete Athletic Recruitment
Identify student-athletes who will assist teams in achieving a top four standing in Southland Conference competition.
 - (1) Athletic Performance Criteria Report – Commissioner's Cup Awards
Key criteria data consisting of cup, all-sports, team records, winning percentage and rankings is collected by the appropriate university department, the NCAA and Southland Conference. An ongoing evaluation by the President and the Director of Athletics is performed.
 - (a) Commissioner's Cup Standings
The department will finish in the top four of the Southland conference Commissioner's Cup, Men's All-Sports and Women's All-Sports standings.
 - (b) Team Records, Winning Percentage and Rankings
At least 60% of all the athletic teams will achieve an overall winning percentage of at least 50% and finish in the top four of the Southland conference final rankings.
2. University's Educational Enterprise
Provide an environment where the department is an integral part of the university's educational enterprise.

- a. Student-Athlete Academic Environment

Provide an environment for student-athletes necessary to enhance the integrity of university, NCAA/Southland conference policies, promote graduation and enhance life skills experiences.

 - (1) Athletic Performance Criteria Report – Graduation Rate/APR/Awards/GPA

Key criteria data consisting of graduation rates, NCAA Academic Progress Rate (APR), academic awards and grade point average is collected by the appropriate university.

 - (a) Graduation Rates

The department will maintain a graduation rate higher than the general student graduation rate.
 - (b) NCAA Academic Progress Rate (APR)

All sports teams will maintain an APR ratio where no reductions in scholarships or additional penalties are applied.
 - (c) Academic Awards and Grade Point Average

The department will place in the top four of the Southland Conference in the number of All Academic Awards and maintain an overall department grade point average of 2.5 or better.
3. Entertainment and Image
- Provide an environment for our alumni, community and friends of the university that encourages active participation in the department's programs and development activities.
- a. Revenue Enhancement

Expand fundraising and marketing strategies that will improve attendance at events and generate revenue to enhance academic and athletic services.

 - (1) Athletic Performance Criteria Report – Outside Revenue

Key criteria data consisting of all revenue generated by outside sources is collected by the appropriate university department, the NCAA and Southland conference. An ongoing evaluation by the President and the Director of Athletics is performed.

 - (a) Outside Revenue Sources

The department will develop revenue benchmarks in NCAA, game guarantees, ticket sales, Bearkat Partners, corporate sales, royalties, concession, facilities operations, camp operations and other income. Once a three year benchmark has been determined the department will examine and determine the appropriate percentage increase goal.
4. NCAA & Southland Conference
- Provide an environment that is supportive of all NCAA Bylaws, Southland Conference Operating Principles, cultural diversity and equitable opportunities for minorities and women.

a. Compliance

Maintain compliance with all federal, state, NCAA and Southland conference policies and guidelines.

(1) Athletic Performance Criteria Report – NCAA Violations/Hiring/Addition of Women's Sports

Key criteria data consisting of NCAA major/secondary violations, hiring and adding of women's sports is collected by the appropriate university department, the NCAA and Southland Conference. An ongoing evaluation by the President and the Director of Athletics is performed.

(a) Major NCAA Violations

The department will not have any major NCAA violations.

(b) NCAA Secondary Violations

Secondary violation reports will not exceed eight.

(c) Hiring and Addition of Women's Sports

The department will track minority hiring and addition of women's sports and follow the policies and goals set by the university through the Human Resources

APPENDIX

APPENDIX

HUB

- A. GOAL** – Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations and executive orders related to Historically Underutilized Businesses (HUBs). It is the goal of the University to foster a positive and working relationship with HUBs whenever possible.
- A.1 Objective** – Sam Houston State University will make a good faith effort to assist Historically Underutilized Businesses to receive opportunities for awards on purchase of construction, professional services, supplies, materials, equipment, and services, including those relating to the issuance of bonds. Sam Houston State University will develop a written HUB Advocacy Program (HUBAP) to carry out these commitments.
- A.2 Strategy** – The President will appoint a HUB Coordinator who will have the responsibility for monitoring and lending assistance to all programs dealing with HUBs.
- The HUB Coordinator will:
- Keep the President and all division heads informed of the latest development in the area of HUBs;
 - Update the University HUBAP as necessary.
 - Develop models of education in reach and outreach activities for use by the University in development HUB programs;
 - Share successful methods of increasing the participation of HUBs with departments and other agencies;
 - Serve as liaison between universities’ Computer Services to ensure accuracy and timely availability of data;
 - Review all HUB related reports prepared by the University’s Computer Services Department.
 - Develop and update policy statements;
 - Monitor the University’s goals and objectives.
 - Document and submit good faith efforts to the President;
 - Maintain reports on HUB activity for future reference;
- 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 Procurement and Support Services (“TPASS”) 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 (now TPASS), requires that a consolidated report be issued by TPASS 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 TPASS 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 TPASS 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 TPASS 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 five 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 College of Criminal Justice, and The College of Humanities and Social Sciences. The University offers seventy-nine bachelors, fifty-four 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 Procurement and Support Services 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/policies/forms> 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 '07	Actual for FY '08	Goal for FY '09
Heavy Construction other than building contracts	0.0%	0.0%	0.0%
Building construction, including general contractors and operative builders contracts	18.2%	20.7%	26.1%
Special trade construction contracts	44.6%	26.7%	57.2%
Professional services contract	34.3%	22.4%	20.0%
Other services contract	7.71%	5.0%	33.0%
Commodities contract	26.8%	24.0%	12.6%

* The University had no expenditures in FY '07 and FY '08 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 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 through Purchasing's Annual HUB Forum.
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.
- 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 three in-house 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 programs with WW Grainger Inc. and Burgoon Company and Office Depot and P.D. Morrison.
The mentor-protégé programs have gone well and we have seen a steady growth in the Burgoon Company and P.D. Morrison.
- 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.