

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

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

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

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

- (a) Complete architectural design of the center in the new Humanities and Social Sciences building
- (b) Seek faculty participation on a committee to form PACE
- (c) Conduct annual seminars for faculty and chairs on the use of the IDEA system in faculty development
- (d) Plan and implement teaching seminars for fall 2008 semester
- (e) Formalize administrative structure for PACE
- (f) Allocate a permanent budget for PACE
- (16) Modify MFA in Dance from a 48- to a 60-hour program to make it a true terminal degree
 - (a) Submit proposal to the Board of Regents
- (17) Modify Food Service Management program to become a Hospitality Administration program
 - (a) Produce a curriculum change request with a proposed curriculum and name change by Department of Family and Consumer Sciences
 - (b) University Curriculum Committee approval of proposed Hospitality Administration program
- (18) Form study committees to determine the feasibility of offering new programs
 - (a) Produce a committee report with analysis and conclusions regarding feasibility of offering a Master of Fine Arts degree in Creative Writing in the Department of English and Foreign Languages
 - (b) Produce a committee report with analysis and conclusions regarding feasibility of offering a PHD in English with an emphasis in community college pedagogy in the Department of English and Foreign Languages
 - (c) Produce a report with analysis and conclusions regarding feasibility of offering an MA degree in Spanish in the Department of English and Foreign Languages
- (19) Prepare a pre-proposal for Engineering Physics program
 - (a) Submit proposal to the college curriculum committee
- (20) Fully implement and stabilize the graduate program in forensic science
 - (a) Locate program in appropriate facilities
 - (b) Acquire necessary equipment
 - (c) Employ three faculty members in the area
- c. Improve the structure of Academic Affairs
 - (1) Restructure Department of Agricultural and Industrial Sciences to emphasize the synthesis of the formerly autonomous programs in Industrial Technology and Agriculture
 - (a) Submit plan to the Provost
 - (2) Develop a formal policy for administrative course releases and set criteria for departments requesting assistant chairs and/or coordinators
 - (a) Submit policy to the Academic Policy Council for approval
 - (3) Preliminary consideration of splitting Theatre and Dance into separate departments
 - (a) Submit a white paper to the Provost setting forth the costs and benefits

- (4) Explore the organization of the College of Criminal Justice academic programs into three or four major departments
 - (a) Submit a white paper to the Provost setting forth the costs and benefits
 - (5) Review the roles/job assignments of associate deans and make appropriate adjustments
 - (a) Council of Academic Deans approved
 - (6) Appoint in each college a liaison of international programs responsible for international program development and management
 - (a) Appointments made to begin at the latest by fall 2008
- d. Increase research activity
- (1) Increase number of faculty publications
 - (a) Increase by 2 percent
 - (2) Increase number of faculty publishing
 - (a) Increase by 1 percent
 - (3) Increase quality of publications
 - (a) Each college will establish criteria
 - (4) Increase number of faculty presentations
 - (a) Increase by 2 percent
 - (5) Increase external grant/contract funding
 - (a) Increase by 2 percent
 - (6) Develop clearer criterion for scholarly work in the arts
 - (a) Criteria approved by Provost
 - (7) Implement the Institute for Legal Studies in Criminal Justice
 - (a) Housing and staffing approved by Provost
 - (8) Plan and seek approval for a Center/Institute of Criminal Justice Policy Research
 - (a) Housing and staffing approved by Provost
 - (9) Develop interdisciplinary interest areas
 - (a) Identify a faculty interest group in Ethics and Society
 - (b) Initiate meetings to discuss the potential development of an interdisciplinary interest area in Ethics and Society
 - (c) Identify a faculty interest group in Social Consequences of Medical and Bio-Medical Advancements
 - (d) Initiate meetings to discuss the potential development an interdisciplinary interest area in Social Consequences of Medical and Bio-Medical Advancements
 - (10) Create an assessment module to encourage undergraduate involvement in research, scholarship, and creative activities
 - (a) Develop baseline for number of students enrolled in research practica
 - (b) Develop baseline for number of students attending professional conferences
 - (c) Develop baseline for number of students presenting or co-authoring on conference presentation
 - (d) Develop baseline for number of students authoring or co-authoring publications

- e. Complete preparation for SACS visit
 - (1) Self-study
 - (a) Draft self-study completed
 - (2) Quality Enhancement Plan
 - (a) Project selected
 - (b) Baseline established
 - (3) Improve syllabi to align content with SACS requirements
 - (a) Review of all fall 2008 course syllabi completed
2. Enhance the University's image and increase its public exposure
- a. Increase public relations activities aimed at increasing enrollment
 - (1) Initiate the use of kiosks on campus
 - (a) One kiosk operating as a pre-test
 - (2) Improve advertising of Art, Music, Dance, and Theatre performances
 - (a) List on college and university web sites
 - (b) Submit recommendation on how to advertise in Huntsville and The Woodlands
 - (3) Increase the national ranking of the Criminal Justice doctoral program
 - (a) Improve by two ranks over 2006 ranking
 - (4) Recruit nationally-recognized faculty lines
 - (a) Hire candidates
 - (5) Redesign and update college and departmental web pages
 - (a) New updated web sites
 - (6) Develop improved and updated program description materials for the departments
 - (a) New updated brochures and descriptive materials
 - b. Increase articulation activities
 - (1) Establish articulation programs in Mathematics, Mathematics Education, and Theatre
 - (a) Articulation agreements signed
 - (2) Bring computer systems to practical operation
 - (a) Bring to compatibility computer systems
 - c. Increase public and professional service activities
 - (1) Provide orchestra concerts in out-of-town locations
 - (a) Perform ~~two~~ four concerts in The Woodlands
 - (b) Complete international tour
 - (2) Develop science help facilities similar to the mathematics tutoring lab
 - (a) Staffed laboratory in operation
 - (3) Increase involvement of faculty as journal editors
 - (a) Add editorships of two journals

- (4) Support and expand faculty participation in the activities and governance of organizations
 - (a) Expand participation in the Academy of Criminal Justice Sciences by 5 percent
 - (b) Expand participation in the American Society of Criminology by 5 percent
 - (5) Develop a writers' speaker series for the public that will bring nationally recognized writers to campus
 - (a) Establish a baseline for number of writers' speakers presenting on campus
 - d. Increase enrollments
 - (1) Increase undergraduate enrollment
 - (a) At least 2 percent increase over fall 2006
 - (2) Increase graduate enrollment
 - (a) At least 2 percent increase over fall 2006
 - (3) Expand summer offerings and enrollments
 - (a) Number of credit hours offered in summer 2008 semester
 - (4) Use Honors Program students to recruit top high school students
 - (a) Use twenty students
 - (5) Increase number of students in Honors Program to 2.1 percent of total student enrollment
3. Enhance campus atmosphere and culture
- a. Increase student civic engagement
 - (1) Encourage and highlight student organization activities relating to civic engagement
 - (a) Criterion not yet developed
 - (2) Plan a College of Arts and Sciences activity involving all student organizations within the college to promote civic engagement
 - (a) Activity held
 - b. Initiate a first-year common reader program
 - (1) Initiate University common reader program for incoming freshmen
 - (a) Have book approved
 - (b) Have plan for supporting extracurricular activities approved
 - (c) Have plan for integrating into the curriculum approved
 - c. Increase University diversity
 - (1) Increase minority enrollment
 - (a) Increase by at least 3 percent
 - (2) Create programs and course offerings that will improve the diversity of students and faculty
 - (a) Develop two minority-focused courses
 - (3) Increase number of minority faculty
 - (a) Hire five additional minority faculty

- (4) Develop a College of Humanities and Social Sciences women's caucus to explore and make recommendations regarding diversity issues in the college
 - (a) Hold meeting of CHSS women faculty members
 - (b) Submit recommendations to the dean
- (5) Implement a mentoring program for new minority faculty
 - (a) A faculty member agreeing to be a mentor for each new minority faculty
 - (b) Increase number of minority faculty by five
- d. Integrate University housing activities into academic activities
 - (1) Expand learning communities
 - (a) Number of at-risk students involved in learning communities
- e. Improve facilities
 - (1) Construction of AB5
 - (a) Complete planning
 - (2) Performing arts complex
 - (a) Architect's Drawings approved by the Board of Regents
 - (3) Create more large lecture auditoriums
 - (a) Increase number of lecture halls capable of seating 60 or more students by four
 - (4) Provide more social science lab space
 - (a) Meet one-third of faculty demand
 - (5) Expand and renovate the Psychology Clinic
 - (a) Place Psychology Clinic expansion on CIP list
 - (b) Obtain detailed estimate of costs for Psychology Clinic expansion
 - (6) Develop faculty office space master plan
 - (a) Plan reviewed by Council of Academic Deans
 - (7) Continue to plan and urge the construction and development of The University Center at The Woodlands
 - (a) Provide data to the President related to needs
 - (8) Develop academic plan for research space
 - (a) Plan reviewed by Council of Academic Deans

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

1. Demonstrate continuous improvement in program development/enhancement
 - a. Provide a friendly and safe environment for employees who encourage communication, advancement, and continuing education.
 - (1) Improved employee morale
 - (a) Employee retention rates, professional development opportunities, and promotions
 - b. Continue to provide a 48-72 hour processing/response time for application and transcripts received by Undergraduate Admissions.
 - (1) Decrease processing time
 - (a) Monitor processing/response rate with enrollment numbers
 - c. Train employees to provide accurate information to students and the University community
 - (1) Decrease student run-around; transferring of calls
 - (a) Monitor training opportunities/attendance initiative results
 - d. Decrease the number of student class drops and resignations each semester
 - (1) Improve retention rates
 - (a) Acquisition of data from student resignation surveys to determine cause of drops, resignations, and retention
 - e. Collaborate between Career Services and the academic colleges to increase employer participation in recruitment activities
 - (1) Schedule committee meetings
 - (a) Increase number of employers at Career Fair
 - (b) Improve student perception
 - (c) Approval and hiring of Assistant Director – Career Services
 - f. Improve communication to prospective and current students
 - (1) Update/revision of letters, e-mails sent to prospective students from Enrollment Management division
 - (a) Raise yield rate between accepted to enrolled numbers
 - (2) Continue use of student portal for prospective and current students
 - (a) Raise yield rate between accepted to enrolled numbers
 - (b) Review reports from communication efforts
 - (c) Use data for recruitment decisions

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

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

- 2. Recruit and retain quality students to include “Closing the Gaps” participation and success goals
 - a. Increase the retention rate
 - (1) Retention rate for freshman $\geq 70\%$
 - (a) Increase retention rate by 1 percentage point

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

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

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

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

- f. Provide support from Career Services to enable students to identify a major/career path their first academic year
 - (1) Collaborate with First-Year Experience, New Student Orientation, and the SAM Center to initiate programs to encourage career path choice
 - (a) Monitor usage of Academic Coach at Orientation and SAM 136
 - (b) Review alumni participation
 - g. Residence Life will create initiatives to increase student recruitment and retention
 - (1) Develop a five-year plan with Physical Plant for continued repairs and cosmetic renovations
 - (a) Improvement of aesthetics of residence halls
 - (2) Enhance areas of Residence Life
 - (a) Furnish rooms with micro-fridge
 - (b) Improving special housing options such as living/learning communities
 - (c) Discuss future of all-freshman halls, international student house, faculty-in-residence program
3. Exceed state and national norms for admissions standards
 - a. Exceed state average SAT/ACT scores
 - (1) Raise average scores
 - (a) Raise SAT average to 1040
 - (b) Raise ACT average to 23
 - b. Increase the enrollment of high school and community college contacts and enrollment
 - (1) Yield rates of students between inquiry, applicants, acceptance, and enrollment
 - (a) Increase yield rate of accepted to enrolled students by 1 percentage point
 4. Develop summer orientation program consistent with retention efforts
 - a. New Student Orientation is mandatory for beginning freshmen
 - (1) Improve orientation attendance and first year retention rates
 - (a) Raise orientation attendance and first-year retention rates by 1 percentage point
 - (b) Monitor Academic Coach data
 - b. Pilot program with small number of students at 980 property Bearkat Camp
 - (1) Monitor setting for future use with larger groups
 5. Continue to enhance technological changes in Enrollment Management
 - a. Create new web pages for Enrollment Management division
 - (1) Maintain current web pages
 - (a) Update web pages as needed
 - (b) Analyze uses of chat, blogs, and VIP page

- b. Complete implementation and utilization of DARS
 - (1) Faculty/staff/students accessing DARS
 - (a) Broaden DARS capabilities with CAS and graduation planner
 - c. Full implementation of document imaging in Enrollment Management departments
 - (1) Expand document imaging to other departments
 - (a) Increase use of scanning to workflow
 - d. Residence Life will utilize web pages to allow students to electronically request assistance.
 - (1) Request room and hall changes
 - (a) Decrease in room and hall changes
 - (2) Report maintenance
 - (a) Improved timeliness of maintenance repairs
 - e. Residence Life will increase the use of Bearkat OneCard.
 - (1) Bearkat OneCard system will allow residents to access snack vending machines and laundry facilities
 - (a) Increase in Bearkat points per student
 - f. Student Financial Aid will develop a more interactive and user-friendly website
 - (1) Continue adding on-line forms for students
 - (a) Migrate from Awards By Web to in-house version
 - (b) Recreate Emergency Tuition and Fee loan request and approval on-line
 - (c) Use of e-signature for additional forms in Financial Aid and division.
 - (2) Enhance Jobs4Kats for work-study students
 - (a) Post jobs on web
 - (b) Communicate to students
 - g. Student Financial Aid will begin software conversion process from SCT Plus to Banner.
 - (1) Prepare for conversion
 - (a) Name project manager
 - (b) Set implementation timeline for project training and duties
 - h. High schools will begin sending transcripts electronically.
 - (1) Download high school transcript information directly into SIS system
 - (a) Improve timeliness of accepting students
 - (b) Develop plan for using other data fields in decision making
 - i. Provide online library of Career Services.
 - (1) Install online Career Services library
 - (a) Use by students
6. Improve communication with prospective/current students, on-campus departments and divisions, as well as outside entities

- a. Increase the quality of communication
 - (1) Update communication plan for different groups of students and faculty/staff.
 - (a) On-line correspondence based on persister/leaver data; enrollment data; retention data; web page updates; intra-campus memos/e-mails to appropriate areas for policy/procedure changes
- b. Offices of the Registrar and Undergraduate Admissions will serve as a liaison between transfer students and other agencies
 - (1) Continue improved communication with community colleges
 - (a) Improve transferability of classes to and from SHSU
 - (b) Increase transfer student enrollment numbers
- c. Improve telephone and e-mail response time to inquiries concerning student financial aid
 - (1) Assess quantity of calls/emails
 - (a) Decrease in telephone calls and emails from students
 - (b) Increase cross-training of Enrollment Management departments
- d. Maintain a student portal for prospective and current students
 - (1) Include a display of admissions, financial aid, and residence life information
 - (a) Track number of inquiries with predictive modeling
- e. Career Services will increase their on-campus awareness
 - (1) Publication of monthly newsletter; satellite office set-up during peak times and at prime locations of student traffic; reinstatement of fall "Career Expo Kick-Off."
 - (a) Increase of Career Services events
 - (b) Increase in number of students visiting Career Services
 - (c) Increase the number of companies visiting campus for student interviews

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

1. Academic Standards and Programs

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- q. Physical Plant will continue to execute the new Energy Conservation Plans filed with the Governor's Office and the Office of the Legislative Budget Board and to further seek the support of administration and staff to achieve established goals
 - (1) Physical Plant will submit strategy for energy conservations
 - (a) Implement strategies
 - (2) Reduce campus energy consumption per gross square foot of inventory
 - (a) Reduce energy consumption per square foot by 1 percent annually from the baseline year of 2005
 - (3) Improve vehicle fleet miles per gallon usage
 - (a) Increase vehicle fleet miles per gallon (MPG) by 1 percent annually from the baseline year of 2005

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

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

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

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

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

- (2) Enhance professional development program for Contracts and Grants staff
 - (a) Section staff will obtain twenty hours of sponsored research training
 - (b) Network with peer institutions
 - (3) Coordinate training opportunities with the Office of Research and Special Programs
 - (a) Key funding opportunities (ex: ARP/ATP, NSF Presidential Scholars)
 - (4) Communicate the services provided by Contracts and Grants to SHSU researchers
 - (a) Enhance web page that details Contract and Grant functions
 - (5) Implement a process that identifies the types of project deliverables
 - (a) Create a field on Nell that identifies the type of deliverable due
 - (1) "T" for technical reports
 - (2) "F" for financial reports
 - (6) Develop online report criteria to facilitate reporting of research activities
 - (a) Nell code to identify research by college and department
 - (b) Nell code to identify type of research
 - (i) externally funded
 - (ii) institutionally funded
 - (7) Develop an online invoice summary
 - (a) Identify accounts receivable
- v. Purchasing will provide training in the areas of purchasing, HUB participation, and safety.
- (1) Each purchaser will attend one procurement training class per year
 - (a) We will measure the percentage of Purchasers attending training
 - (2) A staff employee from within each academic and administrative department will receive purchasing training at least once every two years
 - (a) We will measure the number of departments on campus to the number of certifications issued to each department in a fiscal year
 - (3) University Warehouse personnel will attend a minimum of two safety-related classes annually and will be certified on forklift safety
 - (a) We will measure the percentage of Warehouse personnel attending training
- w. Purchasing will maintain current policies and procedures consistent with System policies
- (1) Purchasing will update their policies and procedures annually (if needed)
 - (a) If there are policy changes due to statute, University, or System policies, the changes will be updated as quickly as possible with all needed approvals, including that of the University President
 - (2) Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on their capital equipment
 - (a) Measure the percentage of spot inventory checks completed in each fiscal year

2. Enhance the University's image and increase its public exposure
 - a. Accounts Payable will continue to provide staff training
 - (1) Employees in direct contact with vendors who provide goods and services will receive customer service training
 - (a) Attendance should be 75 percent
 - b. Cashier's Office will produce and maintain accurate tuition and fee schedules for each semester
 - (1) Produced on the Cashier's website
 - (a) Note and correct any inaccuracies discovered
 - c. Cashier's Office will work with Computer Services, Administrative Accounting, and the Business Office
 - (1) Expand the usage of credit card payments on the web across campus
 - (a) Increase usage by other departments as needed
 - d. Vending will provide monetary resources from profits for student recruitment office and the PGA/PGM program
 - (1) University Advancement to receive \$25,000
 - (a) To be included in budget
 - (2) Raven Nest Golf Course to receive \$90,000
 - (a) To be included in budget
 - e. Human Resources will courteously and promptly receive all visitors to the department with no more than one complaint per year
 - (1) To maintain good public relations with visitors
 - (a) Failure to be prompt and courteous to visitors and receiving more than one complaint per year
 - (i) Human Resources staff will courteously and immediately receive all visitors coming to the department
 - f. Human Resources will answer all telephone calls using good telephone manners within three rings when available. Use voice mail message when not available that includes a referral to a backup person. Answer all voice mail messages within one working day. Keep complaints from callers below one per quarter
 - (1) To maintain good relations with people contacting the Human Resources Department
 - (a) Failure to answer telephone calls within three rings, failure to answer voice mail messages within one working day, and more than one complaint per quarter
 - (i) Human Resources staff will immediately answer all telephone calls using good telephone manners and only using backup when not available, answer voice mail messages promptly, and keep complaints from callers to a minimum

- g. Human Resources will keep website information updated as necessary
 - (1) To keep HR website information current
 - (a) Failure to maintain the Human Resources website with pertinent and accurate information
 - (i) Each academic semester and new fiscal year, Human Resources will make needed changes and updates to our website information based on applicable policy law and rule changes
- h. Human Resources will give out accurate information in a courteous manner with no more than one complaint per quarter
 - (1) To maintain good working relations with customers
 - (a) Failure to give out accurate information in a courteous and professional manner and more than one complaint per quarter
 - (i) Human Resources will update all information that is given out so it will be accurate
- i. Information Resources will encourage SHSU Computer Services staff to network and collaborate with other technological staff at conferences and other universities
 - (1) Computer Services will continue to attend state, regional, and national conferences
 - (a) Increase attendance to fourteen conferences
 - (2) Computer Services will set a target for presentations made by Computer Services staff at state, regional, or national conferences
 - (a) Target of four presentations
- j. Information Resources will assist University departments with web page design to help increase the Internet search ranking of SHSU
 - (1) Computer Services will increase the number of visits to the SHSU web site
 - (a) Increase number of visits to web site *from 13,250,000 (2006) to 22,000,000*
- k. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically-challenged students by including accessibility issues in all construction projects
 - (1) Each project will be designed to meet the Texas Accessibility Standards (TAS)
 - (a) Final inspection of each project will include an inspection for accessibility compliance
- l. Physical Plant will improve the Physical Plant Web page to provide information of interest to alumni, community, and other interest groups
 - (1) Physical Plant will work with Computer Services to improve web page content and information
 - (a) Documented changes to content
- m. Physical Plant will continue to introduce and seek funding support for projects which improve the indoor air quality (IAQ) of our facilities

- (1) Maintenance and renovation projects will be completed which address IAQ
 - (a) Completed projects
- n. Physical Plant will improve the productivity of maintenance shops
 - (1) Measure shop logged hours versus available hours on a monthly basis
 - (a) Achieve 60 percent or higher productivity
- o. Physical Plant will improve the timeliness of unscheduled repair work orders
- p. Physical Plant will train a minimum of twelve employees in maintenance services issues
 - (1) Over course of the year, select twelve employees for attendance at various seminars and schools
 - (a) Submit applications for approval and complete attendance
- q. Physical Plant will maintain a safe campus environment
 - (1) Minimize the number of campus reportable accidents by maintaining a strong safety program
 - (a) Number of reportable campus accidents will be equal to or less than the average for the past five years
 - (2) Minimize the number of Physical Plant reportable accidents by maintaining a strong employee involvement in safety
 - (a) Achieve zero reportable department accidents
- r. Public Safety Services will protect and serve
 - (1) The University Police has as its primary objective to protect all persons within its jurisdiction, as much as is humanly possible, to be free from criminal attack, to be secure in their properties, and to live within a peaceful community
 - (a) Take a community policing approach
 - (b) Update service-related statistics daily
- s. Public Safety Service will perform its law enforcement functions in an utmost professional manner
 - (1) Reduce citizen complaints
 - (a) Submit annual Racial Profiling report
 - (2) Achieve technical skills and professional training so we may integrate our effort toward the University and divisional goals
- t. Public Safety Services will continue to ameliorate its department's ability to communicate information within its division and the University as new technology becomes available so that faculty, staff, and students will be better served
 - (1) Update and improve the existing processing method of parking control records in conjunction with the Administrative Accounting Office and Computer Services
 - (2) Continue the daily updating of crime incidents so they are readily available to the public and the local and University media

- (3) Continue to improve the design of systematic record keeping of crime and safety issues on campus
 - (4) Provide valid crime and safety information to the appropriate departments for recruitment and retention of students
- u. Sam Houston Press and Copy Center will update web site during FY '07
 - (1) Review all content and update where needed
 - (a) Provide helpful information to new customers
 - (2) Add online pricing to web site
 - (a) Improve speed and convenience of ordering basic items such as class manuals, business cards, letterhead, and envelopes
 - (b) Increase overall efficiency with need for fewer pricing inquiries
 - (3) Add online order forms to web site
 - (a) Assist customers in providing specifications for print orders and price quotations
 - (b) Improve efficiency and quality of information
- v. Sam Houston Press and Copy Center will assist the Director of Marketing in developing a new Style Guide for the University by end of FY '07
 - (1) Add printing tutorial
 - (a) Improve customer's understanding of the printing process
 - (2) Add print standards and policies
 - (a) Improve the University's print image and the effectiveness of its marketing materials
 - (b) Inform customers of the University policy on printing and copying
- w. Administrative Accounting will increase exposure of Student Accounts office
 - (1) Administrative Accounting will make sure that the Student Accounts webpage is current, functioning, and attractive to students
 - (a) Increase Student Account webpage "hits" by 5 percent
- x. Payroll will maintain a strong relationship with the Internal Revenue Service, Social Security Administration, Texas Workforce Commission, Texas Attorney General Office, Texas Human Resources Information System, and the Texas Comptroller's Office
 - (1) The Payroll Office will produce an accurate payroll that complies with all state and federal regulations
 - (a) Have 100 percent compliance with reporting deadlines as provided by state and federal law
- y. Payroll will reduce number of vendor checks produced for employee annuity and optional retirement contributions
 - (1) Compile information required to move printed checks to electronic format
 - (a) Printed checks for vendors reduced to less than thirty per month

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

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

3. Enhance campus community atmosphere and culture

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

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

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

- (i) Human Resources staff will follow guidelines and procedures to apply all Human Resources policies in a fair and equitable manner
- d. Information Resources will provide increased publicity of University events and calendar
 - (1) Computer Services will track number of event and calendar highlights provided on University web site: <http://www.shsu.edu>
- e. Information Resources will provide technology resources at campus locations convenient to students and faculty.
 - (1) Computer Services will increase the number of wireless Internet access locations on campus
 - (a) Increase the number of wireless access points by 20 percent
- f. Physical Plant will make additional improvements to campus parking by improving the condition of existing lots
 - (1) Submit parking projects for FY '08 accomplishment
 - (a) Upon funding approval, execute and complete projects
- g. Physical Plant staff will provide leadership for campus contributions to the Annual Walker County Fair purchase at the livestock auction
 - (1) Collect contributions
 - (a) Purchase livestock at auction
- h. Physical Plant staff will support the Annual Fund Drive through contributions to the Physical Plant Scholarship fund for designated relatives of plant employees
 - (1) Conduct campaign for contributions
 - (a) Secure \$2,500 annual contributions
- i. Physical Plant will assess and improve where necessary the cleaning of campus facilities
 - (1) Develop and implement measurement process for the effectiveness of the custodial cleaning process for each building
 - (a) Implement revisions to existing process or develop new process
- j. Physical Plant will maximize use of Historically Underutilized Businesses (HUBs)
 - (1) Utilize all proper purchasing procedures to maximize the use of HUBs
 - (a) Meet or exceed campus goals for HUBs
- k. Public Safety Services will assist the division to increase constituents' support and participation
 - (1) Adequately aid our division to cultivate stakeholders interested in the success of the University through proper University procedures
 - (2) Provide informational brochures

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

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

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

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

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

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

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

1. Foster the development of an inclusive community
 - a. Create opportunities for departments within the division to develop collaborative programs with internal and external constituents
 - (1) Recommend staff for committee service
 - (a) 50 percent of staff will serve on committees
 - (2) Develop collaborative programs
 - (a) Submit two proposals to the Vice President for approval
 - (3) Market and promote department programs and services through the use of weekly e-mails, newsletters, and brochures
 - (a) Create ten weekly e-mails per long semester
 - (b) Create one newsletter per long semester with one news clip submitted from each department
 - (c) Create division brochure annually
 - (d) Submit one department brochure to the Vice President annually
2. Provide innovative programs and services
 - a. Increase the availability of division resources to the departments for development of new and innovative programs and services for students
 - (1) Identify two new programs and services in need of resources
 - (a) Research funding for the Bearkat OneCard Financial Center
 - (b) Research the feasibility of electronic medical files in the Health Center
 - b. Develop programs and activities that enhance the student experience in the areas of University spirit, traditions, and residential campus culture
 - (1) Utilize the University camp facility for the development of a summer spirit camp program for incoming freshmen
 - (a) Provide the first series of spirit day camps by summer 2008
 - (b) Ten percent of the 2008 freshman class will participate in a series of spirit day camps
 - (2) Incorporate University traditions into freshman student experience
 - (a) Provide at least seven mini sessions highlighting University traditions during the Freshman Orientation Program
 - (b) Collaborate with all SAM 136 instructors to develop a traditions component in the curriculum by fall 2008
 - (3) Increase funding for Program Council and student organizations to sponsor weekend programs for the campus community
 - (a) Create a Saturday Night Alternative Program (SNAP) funding source, through Student Service Fees, for student organizations to program on the weekend

- (b) Increase the Program Council budget by 10 percent, which will be designated to develop five weekend programs per semester
- 3. Foster professional and personal development of staff
 - a. Provide opportunities for intellectual, physical, and spiritual development for employees
 - (1) Evaluate staff using the Human Resources Annual Merit Review
 - (a) Complete 100 percent annual staff evaluations by June 30
 - (2) Meet with the directors on a monthly basis during long semesters
 - (a) Present department activity reports to the Vice President
 - (b) Provide university updates to directors
 - (3) Develop two annual staff development programs for division employees
 - (a) 75 percent of staff will attend
 - (b) Provide one educational session per long semester
 - (c) Provide one team building session per long semester
- 4. Develop student participation and satisfaction for programs and services
 - a. Provide assessment tools for departments to evaluate programs that will determine students' perceptions and opinions
 - (1) Fund the purchase of student assessment software
 - (a) Purchase StudentVoice software
 - b. Each department will review and evaluate current programs to encourage student participation
 - (1) Evaluate 25 percent of department programs
 - (a) Meet the department performance indicator goal
- 5. Engage students in programs that promote critical thinking and lifelong learning skills
 - a. Provide opportunities for students to explore traditional and alternative learning
 - (1) Survey students to determine their response to the Collegiate Readership Program
 - (a) Number of newspapers distributed
 - (b) Assessment of civic engagement and global awareness on campus
 - (2) Survey of students attending information exchange luncheons sponsored by the Vice President for Student Services
 - (a) 75 percent of students surveyed indicate increased knowledge of university operations
 - (b) 75 percent of students surveyed indicate luncheons were a valuable experience
 - (c) 75 percent of students surveyed indicate that meeting University administrators were of benefit to them
 - (3) Provide budgetary and administrative support to the Alcohol Awareness Initiative
 - (a) Increase budget by 20 percent
 - (b) Hire a full-time health/wellness educator

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

1. Enhance the support and involvement of alumni and friends
 - a. Increase support
 - (1) Size of membership base
 - (a) Increase in total alumni membership base to 7,000
 - (b) Increase in alumni life membership to 850
 - (2) Participation in annual giving
 - (a) Increase the donor base to 7,000
 - (b) Increase the alumni undergraduate donor base to 4,750
 - b. Increased number and quality of events and activities
 - (1) Number of meetings and attendance
 - (a) Increase the number of meetings and events to 90
 - (b) Increase attendance at events to 10,000
 - (2) Hold regional alumni events and organize alumni clubs
 - (a) Hold alumni events annually in 8-10 areas with concentrations of alumni
 - (b) Establish 2 clubs annually from areas with concentrations of alumni
2. Enhance quality of communication with alumni and friends
 - a. Improve content and appearance of publications
 - (1) Frequency and quality of issues
 - (a) Send two issues of *Heritage* magazine annually to alumni and friends
 - (b) Send three to four issues of *Kat Konnection* annually to alumni members
 - (c) Feature outstanding aspects of colleges, programs, faculty, students, and alumni in publications
 - (d) Quality assessed via reader feedback and professional peer evaluation
 - b. Improve other printed material
 - (1) Frequency and quality of pieces mailed
 - (a) Send 3 direct mail pieces for development mailed to alumni and friends
 - (b) Send 2 or 3 direct mail pieces to alumni for alumni membership
 - (c) Send 8 or more announcements to targeted audiences regarding programs
 - (d) Quality assessed by recipient responses through gifts and memberships, attendance at programs, and professional peer evaluation
3. Expand media coverage of university
 - a. Increase news releases
 - (1) Number of news releases distributed
 - (a) Prepare 550 major and minor releases annually
 - (b) Prepare 1,200 hometown releases (student news) annually

- b. Secure more media placements
 - (1) Media contacts and number of placements made
 - (a) Make 3,250 media contacts
 - (b) Secure 3,000 placements
 - c. Identify strengths and accomplishments throughout the University
 - (1) Visit each college at least once each semester
 - (2) Contact each college monthly
4. Enhance the image of the university
- a. Establish programs to establish stronger graphic standards and branding
 - (1) Create effective printing standards and branding policies
 - (a) University-wide acceptance and use
 - (b) Improved performance from use of printed material as measured by feedback, results, and professional peer evaluation
 - b. Improve overall university marketing
 - (1) Attractive and effective printed and video promotional material
 - (a) 60 or more consultations with university departments and programs
 - (b) Uniform material that indicates it is from SHSU
 - (c) Feedback from recipients, measurement of results, and professional peer evaluations
5. Improve the accuracy and effectiveness of the alumni and development database
- a. Increase the size of the database with good addresses and telephone numbers
 - (1) Number of alumni and friends with valid contact information
 - (a) Increase combined database to 87,000
 - (b) Increase alumni portion of the database to 81,000
 - (c) Increase combined valid phone numbers to 60,000
 - (d) Increase combined valid email addresses to 25,000
 - b. Increase the number of major gift prospects (\$25,000 or more)
 - (1) Number of major gift prospects
 - (a) Through research software identify 100 new major gift prospects
 - (b) Through relationship building activities with volunteers and major donors identify 100 new major gift prospects
6. Achieve significant progress toward capital campaign goal of \$50 million
- a. Secure \$10 million or more annually in commitments
 - (1) Pledges, gifts, matching expectancies, and deferred gifts
 - (a) Attain combined commitments totaling \$10 million and more annually
 - (b) Increase valid major gift prospects by 100 annually

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