

Strategic Plans

1997-1998

1998-1999

1999-2000

2000-2001

2001-2002

2002-2003

2003-2004

2004-2005

2006-2007

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

1997-98 STRATEGIC PLANNING COMMITTEE FINAL REPORT

MARCH 1998

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

1997-98 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

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SAM HOUSTON STATE UNIVERSITY
REPORT OF STRATEGIC PLANNING COMMITTEE
1997-98

EXECUTIVE SUMMARY

History

The Spring 1994 report of the Committee for Implementation of the Strategic Plan recommended the establishment of a permanent Standing Committee for Strategic Planning (SCSP). In response to this recommendation, the SCSP was established in the fall of 1994, and charged with three primary responsibilities:

- (1) to develop environmental scans;
- (2) to formulate specific strategies based on those scans and to rank them according to priority; and finally
- (3) to evaluate how successfully the adopted strategies were implemented

Throughout the strategic planning process, the SCSP was guided by the four overarching university goals that were established in the Sam Houston State University Strategic Plan (adopted April 1991). These goals stated that Sam Houston State University will:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

In the fall of 1996, the SCSP was renamed the Strategic Planning Committee (SPC). The three-fold charge of the SPC remained, namely: to develop environmental scans, to formulate and prioritize strategies based on these scans, and to evaluate how successfully the adopted strategies were implemented.

In the fall and summer of 1997 the Strategic Planning Committee membership was redesigned with the intent to include key decision makers as well as faculty members on the committee. The newly redesigned committee included the Faculty Senate Chair, the Faculty Senate Chair-Elect, the Student Government Association President, a member of the previous year's Strategic Planning Committee, the Director of Institutional Research, the Vice

President for Student Services, the Vice President for Finance and Operations, and the Vice President for Academic Affairs as chair. As the year developed and the institution hired a chief development officer, he was added to the committee. It was intended that this committee would give a broader perspective to strategic planning and would integrate the process more effectively with the institutional budget committee.

This new committee was given specific charges for the year including the development of a more systematic planning process which employed broader input from all levels of the university in a recursive fashion, using extensive feedback loops from assessment of outcomes to modify new goals and objectives. It was also intended that the activities of the committee would be integrated with, and inform the budgeting process. The graphical representation of this process is contained in Appendix A.

Because the newly composed Strategic Planning Committee was designing the planning process at the same time as it was creating a strategic plan this year, the time lines proposed in attachment A could not be exactly adhered to and were somewhat delayed. In the coming year we expect those time lines to be accurate.

This year, proposed strategic priorities were discussed by the vice presidents with their advisory councils. While some input into the strategic priorities was given to members of these councils by the constituencies they represent, the process was incomplete this year because of the shortened time line resulting from designing and implementing the process in the same year. Next year more extensive input to members of the various advisory councils from their constituencies is expected.

SAM HOUSTON STATE UNIVERSITY

MISSION STATEMENT

The Texas Higher Education Coordinating Board approved for Sam Houston State University a mission (role and scope) statement, consistent with Section 61.051(d) of the Texas Education Code on January 24, 1986.

Sam Houston State University is a multi-purpose state university that exists to meet the needs of a civilized community by providing to the community educational opportunities and resources of the highest quality. The university has evolved into a federation of colleges and programs which provides a climate of intellectual freedom with academic programs to enable its students to become informed, thoughtful, and productive citizens with the skills necessary to evaluate issues critically and to appreciate the cultural and aesthetic values of life. To fulfill its mission, the university is committed to:

- Maintain excellence in instruction, research, and public service.
- Secure and retain a highly qualified and dedicated faculty and support staff.
- Maintain high academic and professional standards for faculty, students, and staff.
- Admit and retain qualified and motivated students.
- Provide a library of the highest quality capable of supporting instruction, research, and public service programs.
- Provide an intellectual and social climate conducive to the fullest development of students.
- Provide a state-of-the-art computer facility capable of supporting instruction, research, and public service programs.
- Admit transfer students from other degree-granting institutions and from junior or community colleges in accordance with applicable standards.
- Provide early admission programs to gifted high school students who meet the necessary entrance requirements.
- Provide the necessary physical facilities and resources for the attainment of the university's goals.

Instruction

Excellence in instruction is considered foremost in enhancing the educational process. The university has assembled a community of teaching scholars whose goal is to give meaning to the separate elements of our civilization so that students of all disciplines can analyze, study, and organize the diverse elements of knowledge, thereby giving conscious direction to the human mind. To fulfill its commitment to excellence in instruction, the university seeks to:

- Proclaim a unity of knowledge by emphasizing the mutual interdependence of all studies.
- Provide a strong liberal arts framework for all instructional programs.
- Provide pre-professional, professional, and technical training in a variety of specialized programs.
- Offer a wide range of academic studies in both undergraduate and graduate programs to prepare students for meaningful careers that will contribute to their personal welfare and to the cultural and economic development of the state, the nation, and the world.
- Provide doctoral curricula for which there are needs and in which the university and its faculty have competencies.
- Provide a professional staff to assist the student body in academic, career, and personal counseling.
- Provide a supervised extracurricular program offering students opportunities to develop interests and skills in group activities and leadership through participation in student government, interest-centered organizations, social groups, honor societies, and athletic, forensic, journalistic, and fine arts activities.

Research

Creative activity is recognized as an indispensable function of the institution if its instruction is to have the relevance, freshness, and effectiveness expected of an institution of higher learning. Knowledge is indeed an end in itself and one which has value that may properly be called inestimable since it cannot be expressed in terms of any other value.

The university holds that the term research applies to creativity in all fields. To encourage the discovery and advancement of human knowledge, the university seeks to:

- Provide an environment that encourages systematic inquiry into both practical and purely intellectual problems.
- Encourage the intellectual development of its students and faculty through access to the record of human experience.

- Support responsible inquiry of old and new ideas by testing their validity and significance.
- Share the results of its research activities with the academic community, the business and professional world, and the public at-large to enhance the overall quality of life.
- Provide academic, pre-professional, and career curriculum research opportunities in the applied arts and sciences, the physical and life sciences, teacher education, the fine arts, business administration, criminal justice system, the behavioral and social sciences, the humanities, and other related fields.

Public Service

The university acknowledges its responsibility to serve as the nucleus for the cultural and intellectual development of students and members of the community outside the framework of formal course work. To provide this service, the university seeks to:

- Share its expertise and resources with individuals and groups through consultant services and applied research.
- Work with other consortia, institutions, agencies, and civic groups to exchange ideas, to share mutual concerns, and to foster intellectual growth.
- Provide its expertise to other public institutions at the local, state, national, and international levels.
- Provide services such as continuing adult education, correspondence courses, institutes, conferences, and services to educational, business, community, and social organizations.

Within this mission, the university seeks to maintain sufficient flexibility to develop its creative resources to the fullest so that it can adapt to changing educational and social needs. It is committed to the development of innovative programs, while at the same time striving to maintain the highest quality in the traditional curricula. The university operates on the assumption that a free society depends upon an enlightened citizenry capable of making wise and responsible choices and that it can make an important contribution to the development and guardianship of such enlightenment.

ENVIRONMENTAL SCAN FOR 1998-99

1. 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:

- a. Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- b. Strategic planning at Sam Houston State University begins with the President and is tied to his vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- c. The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- d. Environmental trends inform institutional directions in the strategic planning process.
- e. 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.
- f. The strategic plan is tightly integrated into the budget planning process.

2. Social/Demographic Trends

The number of students to be served and the nature of their educational needs are two of the most important factors to be considered when planning the future instructional, research, and service programs of the University.

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of proportion of nontraditional undergraduate students at SHSU is expected to continue.

- c. Following existing needs, the SHSU student body will become more diversified during the next decade. African-American and Hispanic student populations will continue to grow, especially at the graduate level.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional delivery systems.
- f. More students will make school choice decisions based on financial aid factors.
- g. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- h. Enrollments at The University Center will grow.
- i. In the next decade a significant increase in the number of international students seeking admission to U.S. institutions of higher education can be expected.
- j. The number of retirement age potential students in the immediate area will continue to grow and could be developed as a part-time student population.
- k. SHSU should experience an enrollment increase of 1700 students by 2010 from the three largest enrollment source counties (Harris, Montgomery, Walker) based on projected increases in college enrollments made by the state demographer. This increase is based on the assumption that SHSU will retain the same proportion of college enrollees in Texas' public higher education institutions that it has at the present.
- l. With the opening of the North Harris campus of MCCC, SHSU expects the recent increase in beginning freshmen capture rate from Montgomery County and Harris County to stabilize or slightly decrease and the attendance rates for all undergraduates to remain relatively stable.
- m. Public concerns related to safety and crime issues have heightened awareness of personal risk issues on college campuses. This concern makes non-urban campuses more attractive for many students seeking a residential college atmosphere.
- n. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable.
- o. The current gender ratio in colleges and university will remain stable.
- p. The need for continuing professional education for workers in Texas will increase.
- q. Career mobility will increase retraining needs for an aging work force.

- r. A growing number of women will enter the marketplace.

3. Economic Trends

A variety of developments and trends currently affecting or promising to affect national, state, or local economies are suggested here as important to the strategic planning process.

- a. Total appropriation dollars will increase, but dollars per student enrolled controlled for inflation will decline.
- b. Higher education institutions, both public and private, will rely increasingly on philanthropic support.
- c. Demands for support for non-educational services statewide and in higher education will increase.
- d. There may be a move to allocate state education funds directly to students rather than through the formula to institutions.
- e. The information and service sectors of the economy will increase in importance.
- f. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- g. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- h. Businesses will become more involved in international markets.
- i. Those disciplines that have drawn the largest amounts of external support will be called upon to do more directed research, possibly in competition with funding for basic research.
- j. The corrections industry in Huntsville will expand.
- k. Modest economic growth can be anticipated in the three-county source area. This assumption is based primarily on the increasing size of the work force that is projected.

- l. Expected economic stability (modest growth) and an increase in both the percentage and number of persons in groups presently attaining lower levels of formal education combine to project a modest decrease in unemployment for the three-county source area.
- m. Small entrepreneurial businesses in Huntsville and North Houston will increase in number.
- n. The HOPE scholarship may increase the percentage of high school graduates going to college.
- o. Federal funding will focus to a greater extent on solving problems of metropolitan areas.
- p. Grantors and funding sources will look for more multi-disciplinary proposals and projects.
- q. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

4. Technological Trends

The impact of global and national technological changes will influence the future of SHSU and its internal operation. The following external trends are important considerations in the University's planning process.

- a. New technologies, computer-assisted instruction, and computer-based instruction will require development programs for staff, faculty, and administration.
- b. The development of computer bulletin boards, databases, electronic data interchange, media, and networks are dramatically increasing the ability of organizations to access information.
- c. Information literacy gained through the ability to use technology will be the underlying principle of quality education for the next century.
- d. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- e. Expanding technology will provide a greater number of educational product choices for students.
- f. The increase in technological support for faculty and staff will demand a substantial increase in computer services.

- g. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- h. Library resources will become increasingly electronically accessible.
- i. Advanced technology will change the way classroom instruction is delivered.
- j. Non-educational organizations will begin to deliver higher education via distance learning.
- k. Computing will become increasingly less dependent on location.

5. Trends in Higher Education

The following academic trends -- national, state, and local -- should be considered in planning Sam Houston State's future.

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans.
- b. Increased emphasis on college and university accountability is leading to more outcomes assessment and benchmarking.
- c. A higher degree of information literacy will be required of all faculty members.
- d. There will be increasing competition for students between institutions of higher education..
- e. A greater interdependence between the community, public schools, community colleges, and the universities will evolve and lead ultimately to the more effective use of education dollars.
- f. Faculty development will become increasingly important as faculty members age and the rate of academic disciplinary change accelerates.
- g. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services to off-campus sites as they do on campus.
- h. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year pattern causing public concern with the lengthening educational process.

- i. The Texas work force will require higher basic skill levels, and it will be more oriented toward service jobs rather than manufacturing. During the next decade, job requirements for reading and problem-solving skills will exceed the current skill levels of most young adults.
- j. Although nearly half of the current teachers in the public schools will be eligible for retirement in the next ten years, the demand for newly certified teachers will be moderate. It is anticipated that the demand for special education teachers, school counselors, and school psychologists will remain strong.
- k. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- l. The number of persons transferring from community colleges to four-year institutions will increase and the variety of community college programs seeking transferability will increase.
- m. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- n. Interdisciplinary programs will become more common (e.g., environmental science).
- o. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- p. Persons with disabilities, especially learning disabilities, will increasingly seek opportunities in higher education.
- q. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty more difficult.
- r. More high school seniors will want college credit courses integrated with the secondary school schedule.
- s. The percentage of higher education students speaking English as a second language will increase.
- t. The demand for specialized accreditation will increase.
- u. Pressure to improve student retention rates will increase.
- v. The traditional definition of faculty workload and productivity expectations will change.

- w. Numbers of women and minorities with doctorate degrees will continue to increase.
- x. The idea of a “community of scholars” that has shaped the traditional university will be broadened by the advent of the electronic global university.
- y. A struggle between undergraduate and graduate programs for funds generated through the formulas will exist, but graduate education will continue to be funded at a higher rate.
- z. Large universities will likely acquire smaller universities and junior colleges.

6. Political/Legal Trends

Higher education recognizes the impact and role of politics and law in its dealings with all populations.

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Affirmative action and equity will become increasingly complex in Texas.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. HEAF resources will continue to be appropriated for Sam Houston State University.
- f. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- g. The trend toward regionalization may result in the emergence of more MITCs, which will negatively impact on-campus enrollments.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. University actions will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.

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

7. Physical Facility Trends

Americans are increasingly concerned about the quality of air, water, and food they consume. While it is recognized that students, faculty, and staff are the most important parts of a university, physical facilities are a critical setting for the learning environment. The following external and internal trends are expected.

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, and instructional multi-media equipment and wiring rooms in all residence halls.
- b. Fees to support computer access will need to be raised.
- c. More students will live off campus.
- d. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- e. A changing student body and work force may call for increased child care facilities on campus.
- f. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- g. The University needs to plan and construct a major faculty office building.
- h. The University needs to plan for increased parking needs.
- i. There will be a reduced need for space and increased need for technological support.

8. Trends in Philanthropy

With higher costs a certainty in the next century, more income will need to be generated by philanthropic endeavors.

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.

- c. An increase in transfer enrollment to Sam Houston State might not have a direct impact on our development efforts unless those transfer students are only attending for one or two semesters. (The continued growth of the transfer enrollment will have a direct impact on the university's future development efforts.)
- d. The hiring of a director of development and the establishment of an annual giving program will lead to greatly enhanced university development activities.
- e. An increasingly mobile society will challenge SHSU's ability to keep track of its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- f. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.
- g. As the world borders continue to shrink, the growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures to develop charitable habits.

INSTITUTIONAL GOALS

1. Increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus.
2. Improve student retention rates for first-time, full-time, degree-seeking freshmen.
3. Increase gifts and grants to the University.
4. Broaden the institutional emphasis on international curriculum and activities.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Academic Affairs is to assume primary responsibility for the University academic program, the four academic colleges (Arts and Sciences, Business Administration, Criminal Justice, and Education and Applied Science), the Newton Gresham Library, and various support offices. That responsibility includes a commitment to achieve excellence in instruction, research, and public service by securing a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential physical facilities, library, and other resources for the attainment of the University's goals.

To receive input in the development of additional goals for academic affairs for the 1998 year, members of the vice president's chief policy-recommending body (the Academic Policy Council) were asked to solicit from their constituencies what they thought the most important issues facing academic affairs were. The issues each submitted were merged into a composite list which was then presented to the Academic Policy Council. Each member was asked to select and rank the five most important issues facing the Division of Academic Affairs. A tabulation of these rankings revealed a high degree of agreement on the five most important issues for the coming year. One of these (student retention) continues from last year's list (1997 goal #2). All these ranked priorities fit within the institutional priorities. Other priorities identified by the Academic Policy Council are addressed as additional strategic goals.

1. Integrate computer technology into all administrative and instructional processes of the university.

A. Begin integrating computer technology into the instructional processes of the University including on-campus instruction, distance instruction, library modernization, infrastructure, and faculty development.

- (1) Wire all classrooms for network connections
- (2) Create two fully functional distance instruction classrooms
- (3) Provide a program of faculty development in computer and distance instruction
- (4) Begin equipping classrooms with computer-based projection equipment
- (5) Begin wiring residence halls
- (6) Establish a production facility to assist in development of materials for mediated courses

- (7) Develop twenty electronically-enhanced courses for local, distance, or Internet delivery
 - (8) Establish, equip, and staff The Center for Innovative Learning
 - (9) Increase funding for the computer center and library
- B. *Establish a strong presence at The University Center and begin to establish electronic offerings at other locations.*
- (1) Offer 15% of the courses at The University Center using distance instruction
 - (2) Develop the necessary hardware links to make RESNET operational
 - (3) Explore with associated school districts the desired offerings for RESNET and prepare to begin offerings
 - (4) Work within the NET Network to collaboratively deliver offerings in the Northeast Texas area
 - (5) Offer the University's first Internet course

2. Create initiatives to increase student recruitment and retention.

- A. *Begin to address the issues of graduate student recruitment.*
- (1) Study the issue of graduate student stipends and bring forward recommendations for addressing the issue in the short and long term
 - (2) Cooperate with the office of university development to enhance fund raising activities in each college
 - (3) Develop graduate student recruitment programs for each of the newly developed doctoral programs
- B. *Develop offerings at The University Center and provide support.*
- (1) Offer four additional degree programs
 - (2) Establish a full-time university "academic concierge" at The University Center
- C. (Last year's goal #2) *Provide appropriate input to help implement the following initiatives approved in the report of the President's Task Force on Student Retention.*
- (1) Develop a user-friendly general information sheet and simplify forms and instructions received by students and parents
 - (2) Move university offices offering front-end services to more convenient locations on campus
 - (3) Institute a freshman first-year study skills and "survival" course
 - (4) Revise the Provisional Admissions Policy
 - (5) Combine or integrate more closely the Learning Assistance Center, Student Counseling Services, a future Student Academic Advising Center, and a proposed Writing Center into an Academic Enrichment Center
- D. *Increase the population of minority faculty.*

3. Enhance external revenue sources available to the University.

-- *Enhance faculty research productivity.*

4. Enhance partnerships with the University's external communities.

A. *Expand the international awareness and activity of the students and faculty.*

B. *Enhance service to the state of Texas criminal justice system through training and development programs.*

C. *Enhance service to the state of Texas business community through the Business and Economic Development Center.*

5. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting processes.

-- *Continued development and regularization of the University's strategic planning process and its integration with the institutional budgeting process.*

- (1) Reconstitute the University's strategic planning committee
- (2) Redesign the University's strategic planning processes and budget process so that the associated time lines provide for appropriate recursive cycles
- (3) Sequence the planning and budgeting processes so that planning feeds budgeting
- (4) Strengthen information exchange processes between faculty, departments, colleges, divisions, and institutional levels
- (5) Integrate the state strategic planning process into the institutional planning process
- (6) Complete a major revision of the University's strategic plan
- (7) Put in place a process for the annual update of the strategic plan
- (8) Begin a thoughtful analysis of the University's existing mission statement with an eye to revising it in the 1999 year

Other ongoing priorities

A. *Enhance student performance on EXCET scores.*

B. *Increase minority graduates.*

C. *Maintain faculty/student ratio of not more than 22-1.*

VICE PRESIDENT FOR FINANCE AND OPERATIONS

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Vice President for Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's five campus initiatives of critical concern. His five initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 1998-99, was derived from the department directors of the business office, administrative accounting, physical plant, business services, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their constituencies what they thought were the most important issues facing the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 1999 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

- 1. Integrate computer technology into all administrative and instructional processes of the university.**
 - A. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of SHSU including on-campus instruction, distance learning, library modernization, improvement of university infrastructure, faculty and staff development.
 1. Continue the wiring of academic classrooms and faculty offices to complete all by 08/31/99.
 2. Assist in the creation of two fully functional distance instruction classrooms.
 3. Develop and implement a plan for providing computer access in the residence halls of our campus.
 4. Assist in development, creation, and equipping of a Center for Innovative Learning.

5. Review and develop a proposal for increased annual funding of the university computer services departments (computer use fee, HEAF monies, general use fee, etc.).
- B. Continue improving and developing a program of excellence at The University Center, The Woodlands, Texas.
 1. Providing financial oversight and assistance.
- C. Continue development and equipping of two additional computer labs on campus, Huntsville, Texas by 08/31/99.
- D. Assist Computer Services, Business Office, and Cashiers' Office in implementing the on-line cashiering. This process will post transactions to the student accounts at the "point of sale" rather than at a remote location after the fact.
- E. Provide employee training to promote the use of electronic data already available to all administrative employee/users.
- F. Develop payroll computer programs for administrative departments.
 1. The computer generated Payroll Action Form program will enable administrative departments to provide accurate information to the Payroll Department.
- G. Provide payroll deadline information on-line for use by administrative departments.
 1. The Payroll Office will provide on-line information on the following payroll deadlines:
 - a. Time sheet deadlines
 - b. Payroll Action Form deadlines
- H. Assist faculty in becoming better able to use the University's computer system and reports to track the financial position of their grant funds and better understand the accounting processes involved.
 1. Provide training sessions for faculty and staff that gives instruction on obtaining useful data from the University's computer system and provides understanding of available reports.
 2. Provide training sessions for faculty and staff that explains the accounting processes affecting their grant funds so that they will feel more comfortable utilizing the available computer reports.
- I. Convert the flow of transaction in the Cashiers' Office from Administrative Accounting to "on-line" cashiering. This will include the purchase of five personal computers.
- J. Provide personal computers for the full time staff in Accounts Payable. This would require the purchase of two personal computers.
- K. Provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 1998-99 will be attendance in one hour of class by 75% of the full time staff employee.
- L. Begin or continue implementing advanced scanning technology into the various departments.
 1. Begin scanning and paperless environment effort in Financial Aid.
 2. Begin scanning and paperless environment effort in Housing and Food Services.
 3. Begin on test basis, video conferencing in selected areas.
- M. Begin a new identification card system on campus that will serve as the foundation to an All-in-One card type of system and that will replace existing technology.

- N. Continue implementing personal computers in departments and expansion of such use by students to update certain records.
- O. Continue linking departments and units within departments with email and expand into video conferencing as applicable.
- P. Continue to press for expanded use of email between students and administrative functions.
- Q. The Office of Computer Services will continue integrating computer technology into all residence life buildings and administrative processes.
 - 1. Wire all residence hall offices to campus computer network.
 - 2. Provide one computer and printer for each hall office.
 - 3. Purchase laptop with presentation abilities.
 - 4. Continue to budget yearly for annual upgrades in hardware and software.
 - 5. Develop plan to update and use web pages to do actual business rather than just as an informational source (electronically apply for housing, meal plans, request hall and room changes, renewals, etc...
 - 6. Purchase new ID card system
 - a. Develop plan to expand card system to control access to residence halls.
 - b. Develop plan to implement one-card system to access vending machines, laundry machines, meal plans, library, bookstore, purchase parking stickers and/or pay for tickets, purchase theater and concert tickets, etc...
 - 7. Purchase an automated housing assignment software system.
- R. Continue with migration and implementation of enhanced version of Financial Aid packaging software.
- S. Provide assistance in aid office computer lab, on a group scheduled basis at first, for processing the Free Application for Federal Student Aid (FAFSA). (Currently we provide electronic FAFSA assistance on an individual basis).
- T. With the assistance of Computer Services, develop an on-line Semester Loan Application program with instant approval/denial disclosure and instruction output document.
- U. Participate in a pilot program using document scanning equipment to provide an integrated electronic document tracking system.
- V. Continue assisting in the integration of computer technology in the administrative offices.
 - 1. Upgrading the two older computers that the Post Office is using to the newer NT systems.
 - 2. Looking at available systems like the Pitney-Bowes Mail Management System to computerize the metered mail process.
 - a. This system would save the University money by being able to track all of the postage that is taken off the meter.
 - b. This system would allow all of the account numbers used by the departments.
 - c. This system would have a scale for each machine that would be used to double check the weights of each mail piece.
 - 3. If the Post Office is unable to get the Mail Management System, we will look at obtaining a new model of mail machine, such as a Paragon II.
- W. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of Sam Houston State University.

1. Complete wiring all classrooms with Category 5, Ethernet by the end of FY '99.
 2. Replace and/or upgrade on-third of all faculty workstations during FY '99.
 3. Make available to student residence halls a high speed internet connection by the end of FY '99.
 4. Increase contract hours for training courses for faculty and staff by 20% over FY '98.
 5. Develop the necessary network resources for the activities of the new Center for Innovative Learning.
 6. Develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by the Computer Services Department from 2.00% in FY '98 to 3.505 by FY 2003 in increments of .30% per year.
 7. Develop during FY '99 a WEB interface for all SamInfo functions.
 8. Maintain a sufficient number of modems to provide a commercial grade of service for remote computer access to faculty, staff and students.
- X. Continue improving and developing a program of excellence and The University Center.
1. Serve as a member of the Operations Committee of NETNET.
 2. Develop additional telecommunication connectivity to the University Center as required to support the academic activities there.
- Y. Automating office systems.
1. Develop software to create data base to store and analyze applicant flow.
 2. Refine software used to do job evaluation and job descriptions.
 3. Develop software to tie job description files to job requisition files.
- Z. Document storage.
1. Procure imaging equipment to make the transition from microfiche to electronic document storage.
- AA. Human Resources Department "Home Page" on the Internet.
1. Continue to develop the Human Resources Department "Home Page" to improve communications on-line.
 2. Use Internet to accept applications for job openings.
 3. Promote SHSU's image as a good place to work.
- BB. Integrate computer technology into all administrative and instructional processes of the University.
1. Continue to integrate computer technology into equipment and software acquisition at Sam Houston Press & Copy Center.
 - a. To network the color copier/printer for University Use.
- CC. Continue to improve and to develop networking between Sam Houston Press & Copy Center and the University Center.
- DD. Support the campus wiring of academic buildings and residence halls to accommodate connection to the university computer network.
- EE. Prepare specifications for all projects programmed by computer services.
1. Provide contract administration and inspection for all projects.
- FF. Implement new computerized maintenance management system (CMMS) to improve administrative handling of maintenance work orders.

1. Purchase and install new system.
 2. Train internal staff on new system.
- GG. Assist in the integration of computer technology into the administrative and instructional process of the university.
1. Purchase the materials and construction services needed to wire classrooms and offices for computers and telecommunications.
 2. Purchase the equipment and services needed to develop distance instruction classrooms.
 3. Purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology.
 4. Purchase computer friendly desks, tables, and accessories when new or replacement furniture is obtained.
- HH. Implement a computer-based purchasing system on campus to replace existing manual processes and to improve control and reporting functions.
1. Implement campus-wide the computer-based purchasing system which has been in development for the past five years and active on a limited basis for two years.
 2. Work with Computer Services to continue the development of an improved computer-based purchasing system.
 3. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 4. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- II. Implement a computer-based store inventory control system on campus to replace existing system to improve control and reporting functions.
1. Work with Computer Services to continue the development of an improved computer-based store inventory control system.
 2. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 3. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- JJ. Implement a procurement card method for small dollar value purchases to utilize the banking industry's advanced technology for control and accounting.
1. Replace the existing express order method by implementing a procurement card method.
 2. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- KK. The Purchasing Office will continue to revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes.
1. Work with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system.
 2. Work with Computer Services to revise the Recycled Materials Content purchasing data collection and reporting system.

3. Work with Computer Services to create a Non-Resident Bidder purchasing data collection and reporting system.

2. Support initiatives to increase student recruitment and retention.

- A. Continue to assist in developing and coordinating the process of a budget priority to be recommended by the SHSU Budget Committee for financial support of initiatives to improve retention rates of students.
- B. Improve the “user friendly” atmosphere and interaction with students by the Finance and Operations Division.
- C. Promote the use of the application of student financial aid and payment by credit card via the telephone registration menu.
- D. To promote the image of the telephone operators as a resource to the University who contribute to the efficiency, growth, and the recruitment effort of the University as a whole.
- E. Enhance our reputation and increase the good faith of grantors by eliminating stale accounts.
 1. Address issues regarding non-receipt of final payments to clear up stale receivables.
 2. Depending on contract or grant stipulations, refund or absorb balances in accounts for which the grant/project period has been over for one year or more, and make it standard procedure to provide refunds or adjustments within one year of the end of the grant/project period.
- F. Provide staff training in the area of customer service to all employees in direct contract with the student population. The goal set for 1998-99 will be the attendance in one development class by 75% of full-time employees.
- G. Prepare a development plan for the Cashiers’ Office to better meet the needs of the students . This will be accomplished through the analysis of results of a survey to be sent in the Spring 1999.
- H. Begin or continue specialized catalogs and/or brochures designed for new students in the areas of Housing, Dining and Financial Aid. Provide similar items on Web pages.
- I. Review and reexamine Housing and Dining policies that may be ineffective or inappropriate for today’s students versus other comparable universities.
- J. Review and reexamine Financial Aid policies versus federal mandates to assure we are not being overly strict in interpretations of such policies while continuing a tradition of being well in compliance with federal rules and regulations.
- K. Expand automation and ability of students and alumni to interact where feasible with updating of information data.
- L. Expand and enhance existing web pages at the University Internet web site. Provide for information requests and actual data entry of certain functions via the net, including application for rooms, dining, financial aid, as well as actually “applying” financial aid monies to student accounts. Allow for payment via credit card via secure mode on the web or via telephone.

- M. Consider, evaluate and implement new methods of providing for scholarships to students, for example, considering a scholarship of “housing” for students using surplus housing inventory space.
- N. Continue and expand incentives for remaining in student housing and dining plans.
- O. To continue responding to college age customer demand for larger sized drinks and more varied selections.
- P. To continue placing modern computerized machines across campus so as to give faster, more efficient service.
- Q. Provide monetary resources (from vending profits) for student recruitment office.
- R. Continue review of services and policies that can help make residence halls feel more like home to our customers.
 - 1. Begin to provide MicroFridges in each room as part of provided furniture.
 - 2. Create a large, 24-hour “help desk” in all large halls.
 - 3. Undertake a thorough review of meal plans and move in the direction of offering more flexible, creative meal plans to fit the needs of today’s student.
 - 4. Develop a plan to improve aesthetics of residence halls
 - a. Provide funding for more landscaping, picnic tables, swings, etc...
 - b. Provide funding for better playground and laundry facilities at Gintz.
- S. Offer copies of the Free Application for Federal Student Aid (FAFSA) software to area high school counselors to assist students in applying early for financial aid which may contribute to an early enrollment decision by knowing aid is available.
- T. Continue to provide and expand Student Financial Aid information and services through timely correspondence, brochures and application packet mail-outs. Expand our outreach program of area high school and other visitation/presentation requests.
- U. Continue to provide individual counseling and group presentation services to applicants, students and prospective loan borrowers on an as needed basis.
- V. Assisting the departments in their recruitment, by helping them choose the best way to mail information at a reasonable cost.
- W. The post office will improve the lobby area to look neater and cleaner, for the customers.
- X. Continue to develop applications for functions associated with recruitment.
 - 1. Develop WEB interfaces for functions associated with recruitment: application for admission, early assignment of computer access codes, information requests, registration, and payment of fees.
- Y. Employ students within our department whenever possible.
 - 1. Encourage other departments to employ student workers.
 - 2. Continue to employ College Work Study students in the HR Department.
- Z. Provide Human Resources services to the departments directly involved with student recruitment and retention.
- AA. Participate in the development and execution of the “Access and Equity 2000” program.
- BB. Continue newsletter efforts and advertising to allow students to use Sam Houston Press & Copy Center to meet their printing and copying needs.
- CC. Assist departments in expediting delivery of maintenance services for classrooms and office providing automated work request input and status capability.

1. Survey requirements.
 2. Design and start up of system.
 3. Issue instructions to users.
- DD. Enhance ways of finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community.
1. Survey campus needs and resources available commercially.
 2. Review options for procurement.
 3. Procure and install selected system of signage.
- EE. Enhance building appearance by establishing a structural maintenance and repair team for recurring visits to high use campus facilities.
1. Enlist team members.
 2. Survey building requirements and establish priorities for visits.
 3. Equip team and implement schedule.
- FF. Develop the presence of custodial staff in all academic buildings into a proactive, on-going source of building maintenance needs.
1. Design procedures and train staff.
 2. Obtain feedback from customers and make adjustments.
- GG. Assist in the preparation of student recruitment materials.
1. Purchase materials and printing services needed to produce the annual Viewbook recruiting brochure for Undergraduate Admissions.
 2. Purchase the materials and services needed to conduct the annual Student Orientation program.

3. Enhance external revenue sources available to the University (research, grants, donors).

- A. Assist in determining a budget priority and funding source to be recommended to University President for an additional position for University Advancement fund raising efforts.
- B. Create a budget priority and funding source for transferring to the University Advancement budget a position currently funded in one of President's budgetary accounts.
- C. Continue to examine and reevaluate funding mechanisms and techniques dealing with Financial Aid and continue to investigate proven and appropriate methods to shorten reimbursements from the federal government and enhance opportunities from private lenders.
- D. Continue to reevaluate charges made to students versus market competition in the Housing, Food Services, and Vending Departments. Examine produce or service lines that may be appropriate to be added to offerings at the University.
- E. Provide monetary resources (from vending profits) to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc...
- F. Expand vending services in residence halls.
- G. Continue to request additional federal and state allocations on initial applications and again when unencumbered funds become available to us.

- H. Continue to expand participation in Federal Work-Study (FWS) programs which offer institutional matching waivers. (The America Reads and Family Literacy programs are funded 100% from Federal funds). Thus, eliminating a portion of our institutional funds requirement on our increased FWS allocation.
- I. Assisting the departments in any mailing that they may do to assist in fund raising for the University, by helping them choose the best way to mail information at a reasonable cost.
- J. Continue to support efforts to secure grant funding.
 - 1. Actively support NETNET efforts to secure grant funding for network resources.
- K. Work with the Office of University Advancement and Contracts and Grants to receive and administer grants.
 - 1. Administer Affirmative Action Program to assure compliance with Federal laws and regulations.
 - 2. Administer personnel policies to assure compliance with labor and civil rights laws.
 - 3. Provide certification of compliance to granting agency
- L. Provide HR services and support to the grant funded programs.
- M. Assist in the application for and performance of research contracts and grants.
 - 1. Work with faculty, the Department of Contracts & Grants, and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications.
 - 2. Provide advanced support in the purchase of equipment, materials, and services needed for research contracts and grants.

4. Enhance partnership with the University's external communities.

- A. Assist in expansion of international awareness and activity of the students and faculty of SHSU.
- B. Assist in development and construction of a Law Enforcement Management Institute (LEMIT) Training building for 1998-99.
 - 1. Complete a revenue bond sale of approximately \$2,500,000, to be paid by LEMIT funds.
- C. Become an Information Center for the University. Offer help other than director assistance.
- D. Continue working with Alumni Affairs and Development, and other areas, as requested in tax and legal matters.
- E. Assist Development where possible in tax strategies for potential donors to the University.
- F. To continue to be involved with "Citizens for Recycling" in our community in an effort to enhance volume and communication in regard to saving our earth.
- G. Develop a new marketing plan for the Department of Residence Life.
- H. Communicate on a more frequent basis with the parents of on-campus residents.
- I. Review opportunities for students and staff to interact with community agencies, particularly HISD.

- J. Review opportunities for departmental staff to be more involved with assisting admissions staff in recruiting future students.
- K. Continue to voluntarily participate in pilot programs for financial aid electronic transfer enhancements with Texas Guarantee Agency and other out of state guarantee agencies.
- L. Continue to take advantage of Coordinating Board Training sessions for new and existing State Grant programs, as they pertain to allocation, electronic applications, electronic funds transfer (EFT), scheduled disbursement and EFT cancellations.
- M. Continue to work with the University Center in developing ideas for coordination of aid services to Sam Houston students enrolled at that facility
- N. Continue to help meet the America Reads Challenge:
 - 1. Continue to place students as reading tutors for preschool age children and children in area elementary schools to help meet the America Reads Challenge.
 - 2. Implement the Family Literacy Program which provides literacy services to families with children from infancy through elementary school.
- O. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting processes.
 - 1. Provide Financial Aid Office group information exchange sessions to faculty and staff on an as requested basis.
- P. Other ongoing priorities.
 - 1. Continue and expand training/development opportunities to Financial Aid staff.
- Q. Working with the Federal Postal Service to benefit of the University.
 - 1. Working to get the correct address on the University Mail to ensure prompt delivery.
 - 2. Working with the Post Office concerning the addresses for the University, so that when the Local Post Office moves to their new location, their new equipment will presort the University mail by address.
- R. Keeping our web site updated, to enable the public to mail items to the correct department on campus.
- S. Assist in expansion of international awareness and activity of the students and faculty.
 - 1. Continue to build and improve a WEB presence that appeals to international students.
- T. Improve interaction with outside entities as follows:
 - 1. Texas Workforce Commissions
 - a. Job placement.
 - b. Unemployment claims
 - 2. High School job fairs.
 - 3. Job Training Partnership Act (JTPA) summer work program for High School students.
- U. Continue providing services to outside agencies and organizations that provide revenue and recognition for Sam Houston State University.
- V. The Physical Plant Offices will enhance service to law enforcement communities across the State of Texas through the design and construction of a new Law Enforcement Management Institute of Texas (LEMIT) facility.

1. Complete preliminary design and obtain Board of Regents approval to proceed with final design.
 2. Complete final design documents and advertise project for award and approval by Board of Regents.
 3. Provide construction contract administration and inspection through completion and acceptance of the new facility.
- W. Assist in conducting law enforcement and criminal training programs.
1. Purchase the materials and services needed by the Bill Blackwood Law Enforcement Management Institute.
 2. Purchase the materials and services needed by the Correctional Management Institute.
- X. Assist the business community in doing business with the university and other state agencies.
1. Host an annual vendor exposition and economic opportunity forum on campus.
 2. Assist the Small Business Development Center by conducting “How to” seminars when requested.

5. Continue integrating the University’s strategic plan and assessment processes with the instructional budgeting processes.

- A. Assist in the reorganization of the University’s strategic planning committee.
- B. Continue to develop and improve the budgetary process that addresses, with available new funds or reallocation of existing funds, the priorities and goals of the SHSU Strategic Plan.
- C. Expand and continue realistic budgeting of activities, allowing for capital improvements and other enhancements to the University community and departments.
- D. Provide, in budgeting, for technology enhancements on a regular and special basis.
- E. Attempt to provide for recognition of innovative practices and procedures via special allotments of additional technology funding.
- F. Residence Life will continue an annual survey of residents to find levels of satisfaction with on-campus living.
 1. Use results to adjust policies, procedures and programs.
- G. Continue to annually review and compare costs of on-campus living with off-campus options and costs at competitive schools.
- H. Setting up internal databases to aid in the departmental budgeting process. This is to help minimize cost of running the Post Office.
- I. Continuing with the newsletter line of communication to the faculty and staff.
- J. Improve the planning and overall management of the University’s maintenance, renovation, and construction (MRC) program.
 1. The Physical Plant will ensure all University entities participate in the planning and funding of campus construction projects including deferred maintenance.
 2. The Physical Plant will produce quarterly reports to senior management to evaluate and promote progress towards accomplishing the annual MRC program its inclusive deferred maintenance projects.

3. The Physical Plant will distribute an annual report of campus maintenance, renovation, and construction activity which will summarize the degree to which the annual MRC plan was executed.
- K. Work with the Office of Institutional Research to revise the University's Strategic Plan.
1. Provide the information needed to incorporate the University's HUB program plan into the Strategic Plan and review the draft.

6. Other ongoing priorities and goals.

- A. Provide training for Payroll Department personnel.
1. Training that will provide updated federal and state regulations.
 2. Training to provide managerial and public relations skills training.
- B. Ensure that the goals of the Telephone Office must always enhance and support the goals and objectives of the University.
- C. Continue to increase our effectiveness and benefit to the faculty and staff by obtaining training and attending professional development sessions.
1. Director will attend at least three and assistant will attend at least one professional development course within the fiscal year covering various topics related directly to budgeting for grant funds and post-award, financial research administration.
 2. Continue membership in National Council of University Research Administrators (NCURA) and subscribe to their internet discussion group.
- D. To develop and maintain current and accurate employee job procedures and manuals.
1. Evaluate and review yearly utilizing the procedure and instruction manuals as the guide and instructor for the training process. This process will help stimulate employee development and provide information for adjustments to the instruction manual.
 2. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file.
- E. To establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice.
1. Plan to measure efficiency by evaluating vouchers chosen at random, periodically during the Fiscal Year.
 2. Spreadsheets will be maintained for review of selected voucher payment information.
- F. To establish a standard for the functions provided by the Business Office staff, the following goals have been determined.
1. Reconciliation of bank statements - These shall be completed no later than the last day of the following month.
 - a. The measurement of this goal will be to periodically (at least once a year) review the dates on the reconciliation reports to determine that they were completed timely.

- b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
 - 2. Billings - The Business Office bills certain outside agencies for service provided by SHSU. The billings will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term.
 - a. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met.
 - b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
- G. Expansion of real time services at University Center for Financial Aid via data links.
- H. Provision of high-speed data lines or modems in residence halls and similar technology enhancements.
- I. To increase the services to the students and departments.
 - 1. Starting to offer packaging/ mailing items at a reasonable cost.
 - 2. Trying to get the equipment for accepting credit and debit cards for postal services.
- J. Continue to improve campus telephone service.
 - 1. Improve telephone service to Residence Halls by providing a separate telephone line to each room rather than the now typical one per suite (two rooms).
 - 2. Institute a Student Long Distance resale program.
 - 3. Maintain a grade of service for internal switching, access to long distance service, and access to local Huntsville numbers that is appropriate (engineered) for PABX.
- K. Expand the use of the "Home Page" as a training and communication tool.
- L. Assure communication of pertinent personnel information to faculty, staff, and department supervisors.
- M. Assure accurate and timely processing of personnel documents.
- N. Expand communication through Internet technology, giving employees a better understanding of benefit information, and having it readily accessible through the Human Resources Department "Home Page".
- O. Improve the University's success in meeting Affirmative Action Hiring Goals.
- P. Improve the Risk Management Program.
- Q. Assist in the reorganization of the University's strategic planning committee.
- R. Conduct surveys of services performed by department employees in order to improve the image of the Physical Plant Department.
 - 1. Survey the services of at least two of the Physical Plant operating units which consist of the Custodial, Grounds, Maintenance, Residence Halls, and Facility Planning and Construction units.
 - 2. Survey at least one stakeholder group served by the Plant.
- S. (HUB) program and the accuracy of HB data reporting.
 - 1. Create and publish local modifications to The Texas State University System (TSUS), General Conditions for Construction Projects to reflect contractor requirements to support the HUB program.
 - 2. Distribute sub-contractor information to all General Contractors of record on each project administered through the Board of Regents.

3. Collect monthly HUB sub-contractor payment information from general contractors for reporting to General Services Commission by March 15 and September 15.
- T. Improve financial resource utilization by minimizing operating costs associated with utility consumption.
1. The Physical Plant will establish a system of measuring and recording equitably the consumption of power, fuel, water, and other utilities.
 2. The distribution of utility charges will be evaluated annually for corrections.
- U. Improve financial and human resource utilization by minimizing operating costs associated work ford overtime expenditures.
1. The Physical Plant will collect and assess overtime expenditures by type of call and time of day in order to minimize expenditures.
- V. Acquire purchased goods and services in a fair, open, and competitive manner.
1. Obtain the best value when purchasing goods and services to maximize the limited financial resources of the university. Utilize term contracts and cooperative purchasing agreements to the extent possible.
- W. Make a good faith effort to increase the participation of small and historically underutilized businesses in university purchasing.
1. Work with the Small Business Development Center to encourage the participation of all vendors in university purchasing.
 2. Assist minority-owned and woman-owned businesses in their efforts to obtain certification and do business with the university.
 3. Monitor and report performance relative to HUB program goals.
- X. Conduct an effective central stores program to support the needs of the campus and Physical Plant.
1. Maintain a stock of goods and materials routinely and repetitively needed so that the items are available upon demand.
 2. Buy goods and materials in volume to realize lower costs and to pass those savings on to user departments.
- Y. Conduct an effective central receiving and transportation program to support the needs of the entire campus.
1. Receive goods, materials, and equipment from freight carriers and deliver them to user departments on campus.
- Z. Conduct an effective property management program.
1. Maintain accurate records of all property belonging to the university in a campus property management program.
 2. Maintain accurate records of equipment with a minimum unit value of \$1,000 belonging to the university in the State Property Accounting system.
 3. Conduct annually a complete inventory of the controlled property.
- AA. Develop a budget priority for FY '99 to determine source of funds and provide funds for staff and faculty pay increases.

VICE PRESIDENT FOR STUDENT SERVICES

Goals for 1998-99 Academic Year Aligned With Institutional Strategic Goals

VISION STATEMENT

The Sam Houston State University Division of Student Services will be a premier division in: technological advancement in developing current, future, and creative trends for utilization; educational opportunity for collaboration, cooperation, and communication in university, community, and international partnerships; activity involvement that would prepare our students holistically for the millennium; and management and membership development of staff in financial procurement of funding sources for the university.

MISSION STATEMENT

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

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Technological advancement in developing current, future, and creative trends for utilization among the divisional staff.

Objective A: Utilize a computer professional to coordinate divisional technology.

Objective B: Network departmental computer access to the university mainframe system and the Internet.

Objective C: Establish staff development training programs for current software and hardware trends within the industry.

2. Provide and create initiatives to increase student recruitment and retention.

Goal Two: Attracting, developing, and encouraging the persistence of students as they pursue success in both educational goals and individual achievement.

Objective A: Establish a student retention committee that focuses on determining the students interests and needs while attending Sam Houston State University.

Objective B: The division will enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations (first-time, full-time, degree seeking freshmen, ethnic minorities, academically deficient and undeclared majors).

Objective C: Create activity involvement that would prepare our students holistically for the millennium.

Objective D: Provide information, encouragement, and advice to students concerning university resources.

3. Enhance external revenue sources available to the University.

Goal Three: Management and membership development of staff in financial procurement of funding sources for the university.

Objective A: Establish a channel through divisional developmental meetings to discuss research and investigate alternative programs for funding sources.

Objective B: Cultivate contacts of potential and current donors through verbal and written communication emphasizing the university image and vision.

4. Enhance partnerships with the University's external communities.

Goal Four: Create educational opportunities for collaboration, cooperation, and communication with divisional and community partnerships on behalf of the university.

Objective A: Establish a committee to determine the organizational structure of the division.

Objective B: Continue to establish divisional collaboration programs with the community.

Objective C: Establish opportunities for university partnership and collaboration within the university community.

5. Continue development and regularization of the University's strategic planning and assessment processes and their integration with the institutional budgeting process.

Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.

Objective A: Establish monthly development programs to enhance staff understanding and knowledge of academic programs and services within the division and university.

Objective B: Create surveys to determine the quality of satisfaction each member derives from their job within their department.

December 31, 1998

Dr. Bobby K. Marks
President
Sam Houston State University
Huntsville, Texas 77341

Dear Dr. Marks:

I am forwarding for your review the Strategic Plan agreed upon by the Strategic Planning Committee. If you will review and approve, or revise and approve, and return to the Strategic Planning Committee at your earliest convenience, we will proceed with the budget planning process, which flows from the strategic plan.

Cordially,

David E. Payne
Vice President for Academic Affairs

DEP:dlr
Attachment

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

1998-99 STRATEGIC PLANNING COMMITTEE FINAL REPORT

DECEMBER 1998

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

1998-99 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

DECEMBER 1998

APPROVED:

David Payne, Chair

Catherine Cantrell

Jack Parker

Jeff Harwell

Thelma Douglass

Bill Fleming

Gary Bouse

Nathan Coin

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**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

REPORT OF STRATEGIC PLANNING COMMITTEE

1998-99

HISTORY

The Spring 1994 report of the Committee for Implementation of the Strategic Plan recommended the establishment of a permanent Standing Committee for Strategic Planning (SCSP). In response to this recommendation, the SCSP was established in the fall of 1994, and charged with three primary responsibilities:

- (1) to develop environmental scans;
- (2) to formulate specific strategies based on those scans and to rank them according to priority; and finally
- (3) to evaluate how successfully the adopted strategies were implemented

Throughout the strategic planning process, the SCSP was guided by the four overarching university goals that were established in the Sam Houston State University Strategic Plan (adopted April 1991). These goals stated that Sam Houston State University will:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

In the fall of 1996, the SCSP was renamed the Strategic Planning Committee (SPC). The three-fold charge of the SPC remained, namely: to develop environmental scans, to formulate and prioritize strategies based on these scans, and to evaluate how successfully the adopted strategies were implemented.

In the fall and summer of 1997 the Strategic Planning Committee membership was redesigned with the intent to include key decision makers as well as faculty members on the committee. The newly redesigned committee included the Faculty Senate Chair, the Faculty Senate Chair-Elect, the Student Government Association President, a member of the previous year's Strategic Planning Committee (for one year to provide continuity with the committee as previously structured), the Director of Institutional Research, the Vice President for Student Services, the Vice President for Finance and Operations, and the Vice President for

Academic Affairs as chair. As the year developed and the institution hired a chief development officer, he was added to the committee. It was intended that this committee would give a broader perspective to strategic planning and would integrate the process more effectively with the institutional budget committee.

This new committee was given specific charges for the year including the development of a more systematic planning process which employed broader input from all levels of the university in a recursive fashion, using extensive feedback loops from assessment of outcomes to modify new goals and objectives. It was also intended that the activities of the committee would be integrated with, and inform the budgeting process. The graphical representation of this process is contained in Appendix A.

Because the newly composed Strategic Planning Committee was designing the planning process at the same time as it was creating a strategic plan that year, the time lines proposed in Attachment A could not be exactly adhered to and were somewhat delayed. This year those time lines have been adjusted in some minor ways as informed by experience and are now very workable.

Goals of each division were developed as indicated in the time line with regular two-way feedback, i.e., goals at the division, college, and department level were modified and developed as the result of draft goals at each other level in a recursive fashion.

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

<u>CODE</u>	<u>SUMMARY</u>
APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN THREE- TO FIVE-YEAR PROJECTIONS

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate students, including older students and those who are parents, at SHSU is expected to continue.

- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American student populations will continue to grow.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems.
- f. More students will make school choice decisions based on financial aid factors.
- g. The University will face more competition for students from an increasing number and diversity of providers of educational services. The university will have to more carefully focus its recruitment efforts to be successful.
- h. Increases in college-age potential of 1,700 students in Harris, Montgomery, and Walker Counties will be offset by increasing enrollments at Montgomery College leading to only modest enrollment growth of 1,000 students for the entire university by 2010.
- i. Public concerns related to safety, crime, and alcohol issues have heightened awareness of personal risk issues on college campuses. This concern makes non-urban campuses more attractive for many students seeking a residential college atmosphere.
- j. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable.
- k. The current gender ratio in colleges and universities will remain stable.
- l. The need for continuing professional education for workers in Texas will increase.
- m. Career mobility will increase retraining needs for an aging work force.
- n. A growing number of women will enter the work force, requiring continued increasing needs for quality childcare.
- o. Due to the current trends in managed care and insurance, demand for student wellness programs will increase.
- p. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.

2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support for non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. Modest economic growth can be anticipated in the three-county primary source area. This assumption is based primarily on the increasing size of the work force that is projected.
- h. Small entrepreneurial businesses in Huntsville and North Houston will increase in number.
- i. Grantors and funding sources will look for more multi-disciplinary proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be the underlying principle of quality education for the next century.
- b. Expanding technology will provide a greater variety of course and program options for students.
- c. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- d. New technologies, computer-assisted instruction, and computer-based instruction will require development programs for staff, faculty, and administration.

- e. The increase in technological support for faculty and staff will demand a substantial increase in computer services.
- f. Information resources will become increasingly electronically accessible.
- g. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- h. Advanced technology will change the way classroom instruction and library services are delivered.
- i. Non-educational organizations will begin to deliver higher education via distance learning.
- j. Computing will become increasingly less dependent on location.
- k. Computer applications will become more user-friendly.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research.
- c. There will be increasing competition for students among institutions of higher education.
- d. A greater interdependence among the public schools, junior colleges, community colleges, and universities will evolve and lead ultimately to the more effective use of education dollars.
- e. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- f. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.
- g. There will be a high demand for newly certified teachers, special education teachers, school counselors, and school psychologists.

- h. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- i. The number of persons transferring from community colleges to four-year institutions will increase and the variety of community college programs seeking transferability will increase.
- j. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- k. Interdisciplinary programs will become more common (e.g., environmental science).
- l. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- m. State-mandated revisions in the core curriculum will drive substantial internal resource reallocation.
- n. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- o. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes to improve quality.
- p. The percentage of higher education students speaking English as a second language will increase.
- q. The demand for program-specific accreditation will increase.
- r. Pressure to improve student retention rates will increase.
- s. The traditional definition of faculty workload and productivity expectations will change.
- t. State regulations regarding reimbursement of undergraduate students with over 170 hours and graduate students with over 90 hours will impact university financial resources.
- u. A decrease in base-period enrollments will reduce or limit growth in institutional resources.

5. Political/Legal Trends

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Affirmative action and equity will become increasingly complex in Texas.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- f. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which will negatively impact on-campus enrollments.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

6. Physical Facility Trends

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, and instructional multi-media equipment and wiring rooms in all residence halls.
- b. Fees to support computer access will need to be raised.
- c. More students will live off campus.
- d. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- e. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- f. There will be an increasing need for a major faculty office building.
- g. Demand for convenient parking will increase.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. The hiring of a director of development and the establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to keep track of its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. The growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures.

INSTITUTIONAL GOALS

Within the broad institutional directions established in 1991, which are:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management,

President Bobby K. Marks established four major directions for **enhancement** through **strategic reallocation**. These four directions provide focus to the strategic planning process:

- (1) increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus,
- (2) improve student retention rates for first-time, full-time, degree-seeking freshmen,
- (3) increase gifts and grants to the University, and
- (4) broaden the institutional emphasis on international curriculum and activities.

VICE PRESIDENT FOR ACADEMIC AFFAIRS Goals for 1999-2000 Academic Year Aligned With Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

1. Integrate technology into administrative and instructional processes.

- A. Complete wiring of all classrooms for network connections
- B. Provide basic computer orientation for all new faculty
- C. Provide development opportunities for all faculty interested in technology as it relates to teaching and learning
- D. Establish college-based technology development staff in each college
- E. Establish a plan to provide for the development of student basic computer competency
- F. Revise the distance learning plan and offer courses through at least one consortium
- G. Continue three-year faculty equipment upgrades

2. Increase student enrollment and retention success.

- A. Establish a student advising center
- B. Increase graduate student stipends
- C. Increase staffing in Undergraduate Admissions by at least .5 FTE
- D. Define, focus, and implement graduate student recruitment strategies
- E. Implement recommendations of the President's Task Force on Retention
- F. Increase recruitment of international students
- G. Increase efforts to recruit and retain superior students by expanding scholarship funds

3. Increase and enhance partnerships with the University's external communities.

- A. Increase research, policy, and service collaborations, partnerships, and consultancies
- B. Increase external gift funding
- C. Increase external grant funding
- D. Expand connections with international universities

4. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting process.

- A. Encourage broader faculty participation in the strategic planning process
- B. Integrate The University Center offerings fully into the SHSU strategic planning process
- C. Revise institutional mission statement and all mission statements flowing from it
- D. Acquire and implement appropriate software and create a common institutional database
- E. Fully integrate the institutional effectiveness process into the strategic planning and budgeting processes

5. Respond to SACS review and recommendations.

Other ongoing priorities for reallocation:

- A. *Enhance student performance on ExCET scores.*
- B. *Increase diversity of faculty and staff.*

VICE PRESIDENT FOR FINANCE AND OPERATIONS

Goals for 1999-2000 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Vice President for Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's four campus initiatives of critical concern. His four initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 1998-99, was derived from the department directors of the business office, administrative accounting, physical plant, business services, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their constituencies what they thought were the most important issues facing the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 1999 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

- 1. Integrate computer technology into all administrative and instructional processes of the university.**
 - A. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of SHSU including on-campus instruction, distance learning, library modernization, improvement of university infrastructure, faculty and staff development.
 1. Continue the wiring of academic classrooms and faculty offices to complete all by 08/31/99.
 2. Assist in the creation of two fully functional distance instruction classrooms.
 3. Develop and implement a plan for providing computer access in the residence halls of our campus.
 4. Assist in development, creation, and equipping of a Center for Innovative Learning.

5. Review and develop a proposal for increased annual funding of the university computer services departments (computer use fee, HEAF monies, general use fee, etc.).
- B. Continue improving and developing a program of excellence at The University Center, The Woodlands, Texas.
 1. Providing financial oversight and assistance.
- C. Continue development and equipping of two additional computer labs on campus, Huntsville, Texas by 08/31/99.
- D. Assist Computer Services, Business Office, and Cashiers' Office in implementing the on-line cashiering. This process will post transactions to the student accounts at the "point of sale" rather than at a remote location after the fact.
- E. Provide employee training to promote the use of electronic data already available to all administrative employee/users.
- F. Develop payroll computer programs for administrative departments.
 1. The computer generated Payroll Action Form program will enable administrative departments to provide accurate information to the Payroll Department.
- G. Provide payroll deadline information on-line for use by administrative departments.
 1. The Payroll Office will provide on-line information on the following payroll deadlines:
 - a. Time sheet deadlines
 - b. Payroll Action Form deadlines
- H. Assist faculty in becoming better able to use the University's computer system and reports to track the financial position of their grant funds and better understand the accounting processes involved.
 1. Provide training sessions for faculty and staff that gives instruction on obtaining useful data from the University's computer system and provides understanding of available reports.
 2. Provide training sessions for faculty and staff that explains the accounting processes affecting their grant funds so that they will feel more comfortable utilizing the available computer reports.
- I. Convert the flow of transaction in the Cashiers' Office from Administrative Accounting to "on-line" cashiering. This will include the purchase of five personal computers.
- J. Provide personal computers for the full time staff in Accounts Payable. This would require the purchase of two personal computers.
- K. Provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 1998-99 will be attendance in one hour of class by 75% of the full time staff employee.
- L. Begin or continue implementing advanced scanning technology into the various departments.
 1. Begin scanning and paperless environment effort in Financial Aid.
 2. Begin scanning and paperless environment effort in Housing and Food Services.
 3. Begin on test basis, video conferencing in selected areas.
- M. Begin a new identification card system on campus that will serve as the foundation to an All-in-One card type of system and that will replace existing technology.

- N. Continue implementing personal computers in departments and expansion of such use by students to update certain records.
- O. Continue linking departments and units within departments with email and expand into video conferencing as applicable.
- P. Continue to press for expanded use of email between students and administrative functions.
- Q. The Office of Computer Services will continue integrating computer technology into all residence life buildings and administrative processes.
 - 1. Wire all residence hall offices to campus computer network.
 - 2. Provide one computer and printer for each hall office.
 - 3. Purchase laptop with presentation abilities.
 - 4. Continue to budget yearly for annual upgrades in hardware and software.
 - 5. Develop plan to update and use web pages to do actual business rather than just as an informational source (electronically apply for housing, meal plans, request hall and room changes, renewals, etc...
 - 6. Purchase new ID card system
 - a. Develop plan to expand card system to control access to residence halls.
 - b. Develop plan to implement one-card system to access vending machines, laundry machines, meal plans, library, bookstore, purchase parking stickers and/or pay for tickets, purchase theater and concert tickets, etc...
 - 7. Purchase an automated housing assignment software system.
- R. Continue with migration and implementation of enhanced version of Financial Aid packaging software.
- S. Provide assistance in aid office computer lab, on a group scheduled basis at first, for processing the Free Application for Federal Student Aid (FAFSA). (Currently we provide electronic FAFSA assistance on an individual basis).
- T. With the assistance of Computer Services, develop an on-line Semester Loan Application program with instant approval/denial disclosure and instruction output document.
- U. Participate in a pilot program using document scanning equipment to provide an integrated electronic document tracking system.
- V. Continue assisting in the integration of computer technology in the administrative offices.
 - 1. Upgrading the two older computers that the Post Office is using to the newer NT systems.
 - 2. Looking at available systems like the Pitney-Bowes Mail Management System to computerize the metered mail process.
 - a. This system would save the University money by being able to track all of the postage that is taken off the meter.
 - b. This system would allow all of the account numbers used by the departments.
 - c. This system would have a scale for each machine that would be used to double check the weights of each mail piece.
 - 3. If the Post Office is unable to get the Mail Management System, we will look at obtaining a new model of mail machine, such as a Paragon II.
- W. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of Sam Houston State University.

1. Complete wiring all classrooms with Category 5, Ethernet by the end of FY '99.
 2. Replace and/or upgrade on-third of all faculty workstations during FY '99.
 3. Make available to student residence halls a high speed internet connection by the end of FY '99.
 4. Increase contract hours for training courses for faculty and staff by 20% over FY '98.
 5. Develop the necessary network resources for the activities of the new Center for Innovative Learning.
 6. Develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by the Computer Services Department from 2.00% in FY '98 to 3.505 by FY 2003 in increments of .30% per year.
 7. Develop during FY '99 a WEB interface for all SamInfo functions.
 8. Maintain a sufficient number of modems to provide a commercial grade of service for remote computer access to faculty, staff and students.
- X. Continue improving and developing a program of excellence and The University Center.
1. Serve as a member of the Operations Committee of NETNET.
 2. Develop additional telecommunication connectivity to the University Center as required to support the academic activities there.
- Y. Automating office systems.
1. Develop software to create data base to store and analyze applicant flow.
 2. Refine software used to do job evaluation and job descriptions.
 3. Develop software to tie job description files to job requisition files.
- Z. Document storage.
1. Procure imaging equipment to make the transition from microfiche to electronic document storage.
- AA. Human Resources Department "Home Page" on the Internet.
1. Continue to develop the Human Resources Department "Home Page" to improve communications on-line.
 2. Use Internet to accept applications for job openings.
 3. Promote SHSU's image as a good place to work.
- BB. Integrate computer technology into all administrative and instructional processes of the University.
1. Continue to integrate computer technology into equipment and software acquisition at Sam Houston Press & Copy Center.
 - a. To network the color copier/printer for University Use.
- CC. Continue to improve and to develop networking between Sam Houston Press & Copy Center and the University Center.
- DD. Support the campus wiring of academic buildings and residence halls to accommodate connection to the university computer network.
- EE. Prepare specifications for all projects programmed by computer services.
1. Provide contract administration and inspection for all projects.
- FF. Implement new computerized maintenance management system (CMMS) to improve administrative handling of maintenance work orders.

1. Purchase and install new system.
 2. Train internal staff on new system.
- GG. Assist in the integration of computer technology into the administrative and instructional process of the university.
1. Purchase the materials and construction services needed to wire classrooms and offices for computers and telecommunications.
 2. Purchase the equipment and services needed to develop distance instruction classrooms.
 3. Purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology.
 4. Purchase computer friendly desks, tables, and accessories when new or replacement furniture is obtained.
- HH. Implement a computer-based purchasing system on campus to replace existing manual processes and to improve control and reporting functions.
1. Implement campus-wide the computer-based purchasing system which has been in development for the past five years and active on a limited basis for two years.
 2. Work with Computer Services to continue the development of an improved computer-based purchasing system.
 3. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 4. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- II. Implement a computer-based store inventory control system on campus to replace existing system to improve control and reporting functions.
1. Work with Computer Services to continue the development of an improved computer-based store inventory control system.
 2. Work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information.
 3. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- JJ. Implement a procurement card method for small dollar value purchases to utilize the banking industry's advanced technology for control and accounting.
1. Replace the existing express order method by implementing a procurement card method.
 2. Work with Computer Services to revise the accounting system to directly create payment vouchers for Accounts Payable to eliminate manual preparation.
- KK. The Purchasing Office will continue to revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes.
1. Work with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system.
 2. Work with Computer Services to revise the Recycled Materials Content purchasing data collection and reporting system.

3. Work with Computer Services to create a Non-Resident Bidder purchasing data collection and reporting system.

2. Support initiatives to increase student recruitment and retention.

- A. Continue to assist in developing and coordinating the process of a budget priority to be recommended by the SHSU Budget Committee for financial support of initiatives to improve retention rates of students.
- B. Improve the “user friendly” atmosphere and interaction with students by the Finance and Operations Division.
- C. Promote the use of the application of student financial aid and payment by credit card via the telephone registration menu.
- D. To promote the image of the telephone operators as a resource to the University who contribute to the efficiency, growth, and the recruitment effort of the University as a whole.
- E. Enhance our reputation and increase the good faith of grantors by eliminating stale accounts.
 1. Address issues regarding non-receipt of final payments to clear up stale receivables.
 2. Depending on contract or grant stipulations, refund or absorb balances in accounts for which the grant/project period has been over for one year or more, and make it standard procedure to provide refunds or adjustments within one year of the end of the grant/project period.
- F. Provide staff training in the area of customer service to all employees in direct contract with the student population. The goal set for 1998-99 will be the attendance in one development class by 75% of full-time employees.
- G. Prepare a development plan for the Cashiers’ Office to better meet the needs of the students . This will be accomplished through the analysis of results of a survey to be sent in the Spring 1999.
- H. Begin or continue specialized catalogs and/or brochures designed for new students in the areas of Housing, Dining and Financial Aid. Provide similar items on Web pages.
- I. Review and reexamine Housing and Dining policies that may be ineffective or inappropriate for today’s students versus other comparable universities.
- J. Review and reexamine Financial Aid policies versus federal mandates to assure we are not being overly strict in interpretations of such policies while continuing a tradition of being well in compliance with federal rules and regulations.
- K. Expand automation and ability of students and alumni to interact where feasible with updating of information data.
- L. Expand and enhance existing web pages at the University Internet web site. Provide for information requests and actual data entry of certain functions via the net, including application for rooms, dining, financial aid, as well as actually “applying” financial aid monies to student accounts. Allow for payment via credit card via secure mode on the web or via telephone.

- M. Consider, evaluate and implement new methods of providing for scholarships to students, for example, considering a scholarship of “housing” for students using surplus housing inventory space.
- N. Continue and expand incentives for remaining in student housing and dining plans.
- O. To continue responding to college age customer demand for larger sized drinks and more varied selections.
- P. To continue placing modern computerized machines across campus so as to give faster, more efficient service.
- Q. Provide monetary resources (from vending profits) for student recruitment office.
- R. Continue review of services and policies that can help make residence halls feel more like home to our customers.
 - 1. Begin to provide MicroFridges in each room as part of provided furniture.
 - 2. Create a large, 24-hour “help desk” in all large halls.
 - 3. Undertake a thorough review of meal plans and move in the direction of offering more flexible, creative meal plans to fit the needs of today’s student.
 - 4. Develop a plan to improve aesthetics of residence halls
 - a. Provide funding for more landscaping, picnic tables, swings, etc...
 - b. Provide funding for better playground and laundry facilities at Gintz.
- S. Offer copies of the Free Application for Federal Student Aid (FAFSA) software to area high school counselors to assist students in applying early for financial aid which may contribute to an early enrollment decision by knowing aid is available.
- T. Continue to provide and expand Student Financial Aid information and services through timely correspondence, brochures and application packet mail-outs. Expand our outreach program of area high school and other visitation/presentation requests.
- U. Continue to provide individual counseling and group presentation services to applicants, students and prospective loan borrowers on an as needed basis.
- V. Assisting the departments in their recruitment, by helping them choose the best way to mail information at a reasonable cost.
- W. The post office will improve the lobby area to look neater and cleaner, for the customers.
- X. Continue to develop applications for functions associated with recruitment.
 - 1. Develop WEB interfaces for functions associated with recruitment: application for admission, early assignment of computer access codes, information requests, registration, and payment of fees.
- Y. Employ students within our department whenever possible.
 - 1. Encourage other departments to employ student workers.
 - 2. Continue to employ College Work Study students in the HR Department.
- Z. Provide Human Resources services to the departments directly involved with student recruitment and retention.
- AA. Participate in the development and execution of the “Access and Equity 2000” program.
- BB. Continue newsletter efforts and advertising to allow students to use Sam Houston Press & Copy Center to meet their printing and copying needs.
- CC. Assist departments in expediting delivery of maintenance services for classrooms and office providing automated work request input and status capability.

1. Survey requirements.
 2. Design and start up of system.
 3. Issue instructions to users.
- DD. Enhance ways of finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community.
1. Survey campus needs and resources available commercially.
 2. Review options for procurement.
 3. Procure and install selected system of signage.
- EE. Enhance building appearance by establishing a structural maintenance and repair team for recurring visits to high use campus facilities.
1. Enlist team members.
 2. Survey building requirements and establish priorities for visits.
 3. Equip team and implement schedule.
- FF. Develop the presence of custodial staff in all academic buildings into a proactive, on-going source of building maintenance needs.
1. Design procedures and train staff.
 2. Obtain feedback from customers and make adjustments.
- GG. Assist in the preparation of student recruitment materials.
1. Purchase materials and printing services needed to produce the annual Viewbook recruiting brochure for Undergraduate Admissions.
 2. Purchase the materials and services needed to conduct the annual Student Orientation program.

3. Enhance external revenue sources available to the University (research, grants, donors).

- A. Assist in determining a budget priority and funding source to be recommended to University President for an additional position for University Advancement fund raising efforts.
- B. Create a budget priority and funding source for transferring to the University Advancement budget a position currently funded in one of President's budgetary accounts.
- C. Continue to examine and reevaluate funding mechanisms and techniques dealing with Financial Aid and continue to investigate proven and appropriate methods to shorten reimbursements from the federal government and enhance opportunities from private lenders.
- D. Continue to reevaluate charges made to students versus market competition in the Housing, Food Services, and Vending Departments. Examine produce or service lines that may be appropriate to be added to offerings at the University.
- E. Provide monetary resources (from vending profits) to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc...
- F. Expand vending services in residence halls.
- G. Continue to request additional federal and state allocations on initial applications and again when unencumbered funds become available to us.

- H. Continue to expand participation in Federal Work-Study (FWS) programs which offer institutional matching waivers. (The America Reads and Family Literacy programs are funded 100% from Federal funds). Thus, eliminating a portion of our institutional funds requirement on our increased FWS allocation.
- I. Assisting the departments in any mailing that they may do to assist in fund raising for the University, by helping them choose the best way to mail information at a reasonable cost.
- J. Continue to support efforts to secure grant funding.
 - 1. Actively support NETNET efforts to secure grant funding for network resources.
- K. Work with the Office of University Advancement and Contracts and Grants to receive and administer grants.
 - 1. Administer Affirmative Action Program to assure compliance with Federal laws and regulations.
 - 2. Administer personnel policies to assure compliance with labor and civil rights laws.
 - 3. Provide certification of compliance to granting agency
- L. Provide HR services and support to the grant funded programs.
- M. Assist in the application for and performance of research contracts and grants.
 - 1. Work with faculty, the Department of Contracts & Grants, and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications.
 - 2. Provide advanced support in the purchase of equipment, materials, and services needed for research contracts and grants.

4. Enhance partnership with the University's external communities.

- A. Assist in expansion of international awareness and activity of the students and faculty of SHSU.
- B. Assist in development and construction of a Law Enforcement Management Institute (LEMIT) Training building for 1998-99.
 - 1. Complete a revenue bond sale of approximately \$2,500,000, to be paid by LEMIT funds.
- C. Become an Information Center for the University. Offer help other than director assistance.
- D. Continue working with Alumni Affairs and Development, and other areas, as requested in tax and legal matters.
- E. Assist Development where possible in tax strategies for potential donors to the University.
- F. To continue to be involved with "Citizens for Recycling" in our community in an effort to enhance volume and communication in regard to saving our earth.
- G. Develop a new marketing plan for the Department of Residence Life.
- H. Communicate on a more frequent basis with the parents of on-campus residents.
- I. Review opportunities for students and staff to interact with community agencies, particularly HISD.

- J. Review opportunities for departmental staff to be more involved with assisting admissions staff in recruiting future students.
- K. Continue to voluntarily participate in pilot programs for financial aid electronic transfer enhancements with Texas Guarantee Agency and other out of state guarantee agencies.
- L. Continue to take advantage of Coordinating Board Training sessions for new and existing State Grant programs, as they pertain to allocation, electronic applications, electronic funds transfer (EFT), scheduled disbursement and EFT cancellations.
- M. Continue to work with the University Center in developing ideas for coordination of aid services to Sam Houston students enrolled at that facility
- N. Continue to help meet the America Reads Challenge:
 - 1. Continue to place students as reading tutors for preschool age children and children in area elementary schools to help meet the America Reads Challenge.
 - 2. Implement the Family Literacy Program which provides literacy services to families with children from infancy through elementary school.
- O. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting processes.
 - 1. Provide Financial Aid Office group information exchange sessions to faculty and staff on an as requested basis.
- P. Other ongoing priorities.
 - 1. Continue and expand training/development opportunities to Financial Aid staff.
- Q. Working with the Federal Postal Service to benefit of the University.
 - 1. Working to get the correct address on the University Mail to ensure prompt delivery.
 - 2. Working with the Post Office concerning the addresses for the University, so that when the Local Post Office moves to their new location, their new equipment will presort the University mail by address.
- R. Keeping our web site updated, to enable the public to mail items to the correct department on campus.
- S. Assist in expansion of international awareness and activity of the students and faculty.
 - 1. Continue to build and improve a WEB presence that appeals to international students.
- T. Improve interaction with outside entities as follows:
 - 1. Texas Workforce Commissions
 - a. Job placement.
 - b. Unemployment claims
 - 2. High School job fairs.
 - 3. Job Training Partnership Act (JTPA) summer work program for High School students.
- U. Continue providing services to outside agencies and organizations that provide revenue and recognition for Sam Houston State University.
- V. The Physical Plant Offices will enhance service to law enforcement communities across the State of Texas through the design and construction of a new Law Enforcement Management Institute of Texas (LEMIT) facility.

1. Complete preliminary design and obtain Board of Regents approval to proceed with final design.
 2. Complete final design documents and advertise project for award and approval by Board of Regents.
 3. Provide construction contract administration and inspection through completion and acceptance of the new facility.
- W. Assist in conducting law enforcement and criminal training programs.
1. Purchase the materials and services needed by the Bill Blackwood Law Enforcement Management Institute.
 2. Purchase the materials and services needed by the Correctional Management Institute.
- X. Assist the business community in doing business with the university and other state agencies.
1. Host an annual vendor exposition and economic opportunity forum on campus.
 2. Assist the Small Business Development Center by conducting “How to” seminars when requested.

5. Continue integrating the University’s strategic plan and assessment processes with the instructional budgeting processes.

- A. Assist in the reorganization of the University’s strategic planning committee.
- B. Continue to develop and improve the budgetary process that addresses, with available new funds or reallocation of existing funds, the priorities and goals of the SHSU Strategic Plan.
- C. Expand and continue realistic budgeting of activities, allowing for capital improvements and other enhancements to the University community and departments.
- D. Provide, in budgeting, for technology enhancements on a regular and special basis.
- E. Attempt to provide for recognition of innovative practices and procedures via special allotments of additional technology funding.
- F. Residence Life will continue an annual survey of residents to find levels of satisfaction with on-campus living.
 1. Use results to adjust policies, procedures and programs.
- G. Continue to annually review and compare costs of on-campus living with off-campus options and costs at competitive schools.
- H. Setting up internal databases to aid in the departmental budgeting process. This is to help minimize cost of running the Post Office.
- I. Continuing with the newsletter line of communication to the faculty and staff.
- J. Improve the planning and overall management of the University’s maintenance, renovation, and construction (MRC) program.
 1. The Physical Plant will ensure all University entities participate in the planning and funding of campus construction projects including deferred maintenance.
 2. The Physical Plant will produce quarterly reports to senior management to evaluate and promote progress towards accomplishing the annual MRC program its inclusive deferred maintenance projects.

3. The Physical Plant will distribute an annual report of campus maintenance, renovation, and construction activity which will summarize the degree to which the annual MRC plan was executed.
- K. Work with the Office of Institutional Research to revise the University's Strategic Plan.
1. Provide the information needed to incorporate the University's HUB program plan into the Strategic Plan and review the draft.

6. Other ongoing priorities and goals.

- A. Provide training for Payroll Department personnel.
1. Training that will provide updated federal and state regulations.
 2. Training to provide managerial and public relations skills training.
- B. Ensure that the goals of the Telephone Office must always enhance and support the goals and objectives of the University.
- C. Continue to increase our effectiveness and benefit to the faculty and staff by obtaining training and attending professional development sessions.
1. Director will attend at least three and assistant will attend at least one professional development course within the fiscal year covering various topics related directly to budgeting for grant funds and post-award, financial research administration.
 2. Continue membership in National Council of University Research Administrators (NCURA) and subscribe to their internet discussion group.
- D. To develop and maintain current and accurate employee job procedures and manuals.
1. Evaluate and review yearly utilizing the procedure and instruction manuals as the guide and instructor for the training process. This process will help stimulate employee development and provide information for adjustments to the instruction manual.
 2. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file.
- E. To establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice.
1. Plan to measure efficiency by evaluating vouchers chosen at random, periodically during the Fiscal Year.
 2. Spreadsheets will be maintained for review of selected voucher payment information.
- F. To establish a standard for the functions provided by the Business Office staff, the following goals have been determined.
1. Reconciliation of bank statements - These shall be completed no later than the last day of the following month.
 - a. The measurement of this goal will be to periodically (at least once a year) review the dates on the reconciliation reports to determine that they were completed timely.

- b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
 - 2. Billings - The Business Office bills certain outside agencies for service provided by SHSU. The billings will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term.
 - a. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met.
 - b. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
- G. Expansion of real time services at University Center for Financial Aid via data links.
- H. Provision of high-speed data lines or modems in residence halls and similar technology enhancements.
- I. To increase the services to the students and departments.
 - 1. Starting to offer packaging/ mailing items at a reasonable cost.
 - 2. Trying to get the equipment for accepting credit and debit cards for postal services.
- J. Continue to improve campus telephone service.
 - 1. Improve telephone service to Residence Halls by providing a separate telephone line to each room rather than the now typical one per suite (two rooms).
 - 2. Institute a Student Long Distance resale program.
 - 3. Maintain a grade of service for internal switching, access to long distance service, and access to local Huntsville numbers that is appropriate (engineered) for PABX.
- K. Expand the use of the "Home Page" as a training and communication tool.
- L. Assure communication of pertinent personnel information to faculty, staff, and department supervisors.
- M. Assure accurate and timely processing of personnel documents.
- N. Expand communication through Internet technology, giving employees a better understanding of benefit information, and having it readily accessible through the Human Resources Department "Home Page".
- O. Improve the University's success in meeting Affirmative Action Hiring Goals.
- P. Improve the Risk Management Program.
- Q. Assist in the reorganization of the University's strategic planning committee.
- R. Conduct surveys of services performed by department employees in order to improve the image of the Physical Plant Department.
 - 1. Survey the services of at least two of the Physical Plant operating units which consist of the Custodial, Grounds, Maintenance, Residence Halls, and Facility Planning and Construction units.
 - 2. Survey at least one stakeholder group served by the Plant.
- S. HUB program and the accuracy of HUB data reporting.
 - 1. Create and publish local modifications to The Texas State University System (TSUS), General Conditions for Construction Projects to reflect contractor requirements to support the HUB program.
 - 2. Distribute sub-contractor information to all General Contractors of record on each project administered through the Board of Regents.

3. Collect monthly HUB sub-contractor payment information from general contractors for reporting to General Services Commission by March 15 and September 15.
- T. Improve financial resource utilization by minimizing operating costs associated with utility consumption.
1. The Physical Plant will establish a system of measuring and recording equitably the consumption of power, fuel, water, and other utilities.
 2. The distribution of utility charges will be evaluated annually for corrections.
- U. Improve financial and human resource utilization by minimizing operating costs associated work ford overtime expenditures.
1. The Physical Plant will collect and assess overtime expenditures by type of call and time of day in order to minimize expenditures.
- V. Acquire purchased goods and services in a fair, open, and competitive manner.
1. Obtain the best value when purchasing goods and services to maximize the limited financial resources of the university. Utilize term contracts and cooperative purchasing agreements to the extent possible.
- W. Make a good faith effort to increase the participation of small and historically underutilized businesses in university purchasing.
1. Work with the Small Business Development Center to encourage the participation of all vendors in university purchasing.
 2. Assist minority-owned and woman-owned businesses in their efforts to obtain certification and do business with the university.
 3. Monitor and report performance relative to HUB program goals.
- X. Conduct an effective central stores program to support the needs of the campus and Physical Plant.
1. Maintain a stock of goods and materials routinely and repetitively needed so that the items are available upon demand.
 2. Buy goods and materials in volume to realize lower costs and to pass those savings on to user departments.
- Y. Conduct an effective central receiving and transportation program to support the needs of the entire campus.
1. Receive goods, materials, and equipment from freight carriers and deliver them to user departments on campus.
- Z. Conduct an effective property management program.
1. Maintain accurate records of all property belonging to the university in a campus property management program.
 2. Maintain accurate records of equipment with a minimum unit value of \$1,000 belonging to the university in the State Property Accounting system.
 3. Conduct annually a complete inventory of the controlled property.
- AA. Develop a budget priority for FY '99 to determine source of funds and provide funds for staff and faculty pay increases.

VICE PRESIDENT FOR STUDENT SERVICES Goals for 1999-2000 Academic Year Aligned With Institutional Strategic Goals

VISION STATEMENT

Sam Houston State University's Division of Student Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

MISSION STATEMENT

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

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Expand the use of technology among the divisional staff.

Objective A: Coordinate divisional technology with the Department of Computer Services.

Objective B: Continue to update departmental computers to the university network and the Internet.

Objective C: Continue staff development training programs through university channels.

2. Provide and create initiatives to increase student recruitment and retention.

Goal Two: Attract and develop students and encourage their persistence through graduation.

Objective A: Continue working with the university committee to focus on retention efforts.

Objective B: Enhance and refocus departmentally-sponsored student retention programs to meet the needs of targeted student populations.

Objective C: Continue to provide student activities that will prepare our students holistically.

Objective D: Continue to provide information, encouragement, and advice to students concerning university resources.

3. Enhance external revenue sources available to the University.

Goal Three: Increase involvement in university advancement activities.

Objective A: Continue to research and investigate alternative programs for funding sources.

Objective B: Continue to cultivate contacts of potential and current donors through university procedures.

4. Enhance partnerships with the University's external communities.

Goal Four: Create opportunities for collaboration with the university's external partnerships..

Objective A: Expand connections among regional and national universities.

Objective B: Establish opportunities for international partnerships.

Objective C: Continue to develop partnerships with the community.

5. Continue integrating the University's strategic planning and assessment processes with the institutional budgeting process.

Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.

Objective A: Continue monthly development programs to enhance staff understanding and knowledge of academic programs and services within the division and university.

Objective B: Create survey to determine the quality of staff satisfaction derived from their jobs.

**OFFICE OF UNIVERSITY ADVANCEMENT
Goals for 1999-2000 Academic year Aligned With
Institutional Strategic Goals**

Introduction

The purpose of this document is to incorporate the goals of the University and the Office of University Advancement (comprised of the Office of Alumni Relations, Office of Development and the Office of Public Relations).

1. Institutional Goal: Integrate computer technology into all administrative and instructional processes of the University.

Goal: Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations.

Objective: Complete the conversion of Blackbaud Raiser's Edge by the Fall of 1998. Completion will require working with the Computer Services Department to convert all accurate and current data to this database program.

Goal: Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Development.

Objective 1: Use Blackbaud Raiser's Edge to segment records for annual giving solicitation, tracking of major gift prospects, and production of stewardship reports to current donors.

Objective 2: Regularly monitor guidelines, policies and procedures regarding the use of Raiser's Edge.

Goal: To assist in the production of quality publications, both print and electronic, for various programs within the university.

Objective 1: Improve the scope and quality of Access Sam web page.

Objective 2: Build usage of Today@Sam faculty/staff electronic news page.

Objective 3: Increase participation in Experts list on world wide web with target of 600 listings per year.

Objective 4: Increase number of events listed on University Calendar on web page with target of 200 events per year.

2. Provide and create initiatives to increase student recruitment and retention.

Goal: Maintain a close relationship with currently enrolled students at SHSU.

Objectives1: Support student activities developed by the Division of Student Services when appropriate (i.e. Summer Orientation, Parents' Weekend, Sammy's, Excel Program, several others).

Objective 2: Advertise in the school newspaper of student scholarships administrated by the alumni office.

Objective 3: Recruit qualified students to be involved in the Alumni Alliance.

Objective 4: Continue involvement in commencement activities.

3. Enhance external revenue sources available to the University.

Goal: Begin the implementation of a comprehensive development program at Sam Houston State University.

Objective 1: Continue preparations for the University's first campus-wide annual giving program, to be initiated in September, 2000.

Objective 2: Continue to develop a major gifts fund raising program at Sam Houston State.

Objective 3: Continue to develop a planned giving fund raising program at Sam Houston State.

Objective 4: Continue preparations for the creation of a private, non-profit 501©(3)development foundation.

Objective 5: Continue to develop policies and procedures related to the daily operation of a university development program.

4. Enhance partnerships with the University's external communities.

Goal: Communicate with alumni on a consistent basis.

Objective1: Publish at least two issues of the alumni magazine, the Legacy, per year.

Objective 2: Provide timely announcements for special events.

Objective 3: Provide accurate information through written correspondence to alumni.

Goal: Provide opportunities for intellectual and social interaction among alumni, administrators, faculty, staff and students.

Objective 1: Plan and implement fifteen alumni socials around the state, targeting those areas with a high concentration of SHSU alumni.

Objective 2: Communicate, through printed and other sources, the opportunity for alumni to continue their formal education or to increase their continuing education through the various programs at Sam Houston State.

Goal: To obtain quality publicity about Sam Houston State through traditional and electronic tools (Access Sam web page and ProfNet National Media Query Service) with the university's many publics, with priorities being students, prospective students, faculty/staff, alumni, donors, governing boards and bodies, individual government officials, the local community, region and state, and the media.

Objective 1: Disseminate 100 major news releases per year.

Objective 2: Disseminate 225 minor releases per year.

Objective 3: Disseminate 3,600 hometown news releases per year.

Objective 4: Emphasize availability of SHSU news on Access Sam and Today@Sam web pages in traditional communications with media and publics.

Objective 5: Handle traditional media queries promptly; contact media directly in selected situations not handled through major or minor news releases.

Objective 6. Handle ProfNet media queries promptly, with a goal of 100 quality referrals per year to SHSU experts.

5. Continue integrating the University's strategic planning and assessment processes and their integration with the institutional budgeting process.

Office of Alumni Relations:

Unit Goal: Maintain an accurate record of alumni from Sam Houston State University.

Objective: Send one mailing a year to all alumni with good addresses utilizing "address correction requested" service.

Office of Development:

Unit Goal: Increase overall effectiveness of the Office of Development.

Objective: Continue to assist and provide counsel to all areas of campus regarding development activities.

Office of Public Relations:

Unit Goal: Increase overall effectiveness of the Office of Public Relations.

Objective: Conduct general public relations activities as requested and directed within available staff and funding limits.

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

1999-2000 STRATEGIC PLANNING COMMITTEE FINAL REPORT

DECEMBER 1999

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

1999-2000 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

DECEMBER 1999

APPROVED:

David Payne, Chair

Catherine Moak

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2000 - 2001

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate students, including older students and those who are parents, at SHSU is expected to continue.

- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services. The university will have to more carefully focus its recruitment efforts to be successful.
- g. Public concerns related to safety, crime, and alcohol issues have heightened awareness of personal risk issues on college campuses. This concern makes non-urban campuses more attractive for many students seeking a residential college atmosphere.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The current gender ratio in colleges and universities will remain stable.
- j. The need for continuing professional education for workers in Texas will increase.
- k. A growing number of women will enter the work force, requiring continued increasing needs for quality childcare.
- l. Demand for student wellness programs will increase.
- m. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.

2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.

- e. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will remain strong and modest economic growth can be anticipated in the three-county primary student source area.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number, increasing the market for graduates with these qualifications.
- i. Grantors and funding sources will look for more multi-disciplinary proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education for the next century.
- b. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- c. New technologies, computer-assisted instruction, and computer-based instruction will require expanding development programs for staff, faculty, and administration.
- d. The increase in technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Organizations whose primary focus is not higher education will begin to deliver higher education via distance learning.

- h. Computing will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research.
- c. A greater interdependence among the public schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.
- f. There will be a high demand for newly certified teachers, special education teachers, school counselors, and school psychologists.
- g. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- h. The variety of community college programs seeking transferability will increase.
- i. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- j. Interdisciplinary programs will become more common (e.g., environmental science).
- k. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.

- l. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes to improve quality.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. Pressure to improve student retention rates will increase.
- q. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- r. State regulations regarding reimbursement of undergraduate students with over 170 hours and graduate students with over 90 hours will impact university financial resources.

5. Political/Legal Trends

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Affirmative action and equity will become increasingly complex in Texas.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- f. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which will negatively impact on-campus enrollments.

- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

6. Physical Facility Trends

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to keep track of its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.

- f. The growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures.

INSTITUTIONAL GOALS

Sam Houston State University, within the broad institutional directions established in 1991:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

President Bobby K. Marks established four major directions for **enhancement** through **strategic reallocation**. These four directions provide focus to the strategic planning process:

- (1) increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus,
- (2) improve student retention rates for first-time, full-time, degree-seeking freshmen,
- (3) increase gifts and grants to the University, and
- (4) broaden the institutional emphasis on international curriculum and activities.

DIVISION OF ACADEMIC AFFAIRS
Goals for 2000-2001 Academic Year Aligned With
Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

1. Integrate technology into administrative and instructional processes.

- a. Implement electronic transcript transfer for graduate students
- b. Fully implement electronic textbook order process
- c. Establish intellectual property and faculty workload and compensation policies for electronically delivered courses
- d. Enhance basic computer orientation for all new faculty
- e. Move institutional coordination of electronic instruction activities to the library
- f. Double the number of Internet courses and interactive video courses
- g. Begin the development of SHSU's first electronic degree program
- h. Establish college-based technology development staff in each college and coordinate their activities
- i. Evaluate institutional activities to provide computer competency for all incoming students
- j. Continue three-year faculty and staff equipment upgrades
- k. Work with the computer center to evaluate the number and location of computer labs and other facilities for effectiveness and efficiency
- l. Complete revision and upgrade of Office of Research and Sponsored Programs' web page so that the majority of initial searches by faculty for grant information can be done from their offices and that, whenever possible, all necessary forms can be completed through the web page

2. Increase student enrollment and retention success.

- a. Increase the amount allocated to general scholarships to \$300,000 per year
- b. Increase the number and amount of graduate student awards
- c. Increase the honors program from 117 to 150 students

- d. Study the results of the integrated freshman seminar conducted during 1999-2000 and initiate a revised program with learning communities, core curriculum, and freshman orientation
- e. Increase the freshman Hispanic enrollment by 1 percent
- f. Begin a four-year phased-in increase in admissions standards
- g. Continue preparation for university-wide advising center and associated fee
- h. Increase the retention of first-time full-time freshmen by 2 percent
- i. Conduct the student satisfaction surveys as approved by the President's Task Force on Student Retention
- j. Conduct a competitive positioning audit and recruiting and retention audit
- k. Increase undergraduate enrollment by 1 percent
- l. Increase graduate enrollment by 10 percent
- m. Increase the number of international students on campus by 50 percent
- n. Establish and enhance articulation agreements with community colleges
- o. Undertake a thorough evaluation of the infrastructure supporting graduate studies and make recommendations for change as necessary so as to enhance existing programs

3. Increase and enhance partnerships with the University's external communities.

- a. Expand existing exchange programs with Mexico and France and formalize an institutional partnership in Puebla
- b. Develop or implement new exchange programs or international student feeder programs with institutions
- c. Implement restructuring of the International Programs and Activities Committee.
- d. Establish at least one new study abroad program or develop procedures for increasing foreign faculty exchanges
- e. Develop a proposal for a three-way FIPSE NAFTA grant
- f. Expand or formalize college-based endowment building activities in all colleges
- g. Increase the number and value of external (non-state appropriated) grants for faculty research and development activities
- h. Establish at least one new private/public sector partnership utilizing external funding in support of faculty research activity and/or the University's service mission

4. Continue integrating the University's strategic planning, assessment, and curriculum development processes with the institutional budgeting process.

- a. Encourage broader faculty participation in the strategic planning process
- b. Revise mission statements flowing from the institutional mission statement
- c. Complete integration of the institutional effectiveness process into the strategic planning and budgeting process
- d. Conduct activities resulting from Coordinating Board-mandated program review
- e. Initiate programs in web authoring, victims studies, and forensic science and begin preparation of an additional doctoral program proposal

5. **Other critical priorities.**

- a. Increase diversity of faculty and staff
- b. Enhance student performance on ExCET exams
- c. Enhance faculty and staff understanding of that ExCET is and how student performance on the ExCET is a university-wide responsibility

DIVISION OF FINANCE AND OPERATIONS
Goals for 2000-2001 Academic Year Aligned With
Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's five campus initiatives of critical concern. His five initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 2000-2001, was derived from the department directors of the business office, administrative accounting, physical plant, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their staff what they thought were the most important issues facing, their departments in the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 2001 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

- 1. Integrate computer technology into all administrative and instructional processes of the university.**
 - a. Monitor, enhance, and maximize the electronic payments of student accounts via telephone and Internet. (Administrative Accounting)
 - b. Complete purchases to provide adequate computer equipment to the staff at each residence hall. (Residence Life)
 - c. Develop a plan with Physical Plant to begin transmitting all work order requests on-line rather than by paper request. (Residence Life)
 - d. Introduce on-line recording of student hours worked in University Departments. (Payroll)
 - e. Initiate procedures to encourage maximization of direct payroll deposits. (Payroll)
 - f. Continue to implement updated software for the Department of Education's Federal Delivery System, Texas Guarantee Agency and Coordinating Board as enhancements are provided and/or changes to programs are required by federal and state guidelines. (Financial Aid)

- g. Continue to expand the use of the aid office computer lab by offering on-line Semester Loan Application processing in the lab. (Financial Aid)
- h. Continue to assist faculty in becoming better able to use the University's computer system and reports to track the financial position of their grant funds and better understand the accounting processes involved by providing training sessions for faculty and staff that gives instructions on obtaining useful data from the University's computer system and provide understanding of available reports and provide training sessions for faculty and staff that explains the accounting processes affecting their grant funds so that they feel more comfortable utilizing the available computer reports. (Contract & Grants)
- i. Continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2000-01 will be attendance in one hour of class by 75% of the full time staff employees. (Business Office) (Accounts Payable) (Cashier's Office)
- j. Integrate computer technology into all administrative and instructional processes of the university by establishing a DS3 circuit to the AT&T TM "cloud" under the TEX-AN 2001 contract; replace or upgrade one-third of all faculty workstations during FY 2001; develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by the Computer Services Department from 2.00% in FY 1998 to 3.505% by FY 2003 in increments of 0.30%/year; maintain a sufficient number of modems and bandwidth to the Internet to provide a commercial grade of service for remote computer access to faculty, staff, and students; and increase contact hours for training courses for faculty and staff by 20% over FY 2000. (Computer Services)
- k. Integrate computer technology into all administrative and instructional process of the university by continuing to add data elements to the "common database" and produce a CD of the "common database" to distribute to university personnel; and offering more training classes for the use of the "common database." (Institutional Research)
- l. Integrate information from the two metering machines in order to streamline the departmental billing process. (Post Office)
- m. Refine imaging procedure for electronic document storage. (Human Resources)
- n. Upgrade Human Resources Department personnel computer skills. (Human Resources)
- o. Refine Human Resources Department Internet Web-Page to improve online services. (Human Resources)
- p. Develop Internet Web-Page to accept job applications online. (Human Resources)
- q. Continue to use the Internet Web-Page to enhance the image of SHSU as a good place to work. (Human Resources)
- r. Continue to support all campus projects to expand classroom technology. (Physical Plant Administration)
- s. Continue to support individual work orders for the expansion of data lines to meet mission requirements. (PP Building Maintenance)
- t. Add additional HVAC capacity to AG's PC lab in Thomason 325. (PP Utilities)
- u. Use the Internet as a source to help solve problems. (PP Custodial & Grounds)

- v. Minimize the processing of paper work by maximizing the use of office productivity software and maintenance management software programs. (PP Custodial & Grounds)
- w. Continue to assist in the integration of computer technology into the administrative and instructional processes of the university by purchasing the materials and construction services needed to wire classrooms and offices for computers and telecommunications; purchase the equipment and services needed to develop distance instruction classrooms; purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology; and purchase computer friendly desks, tables, and accessories when new or replacement furniture is requested. (Purchasing)
- x. Improve upon a computer-based purchasing system on campus to replace existing manual processes and to improve control and reporting functions by implementing campus wide the computer-based purchasing system which has been in development for the past five years and active, on a limited basis, for two years; work with Computer Services to continue the development of an improved computer-based purchasing system; and work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information. (Purchasing)
- y. Continue to revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes by working with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system; work with Computer Services to revise the Recycled Materials Content purchasing data collection and reporting system; and to work with Computer Services to create a Non-Resident Bidder Purchasing data collection and reporting system. (Purchasing)
- z. Employ and train employees on software to aid university stores and central receiving by maintaining a software program to aid central receiving in processing incoming purchases and matching receiving slip with purchase order; augment the fuel monitoring system to assist in the billing of departments who employ university vehicles and provides reporting abilities; comprehend the system which maintains the capability of generating fuel related reports mandated by the state; and master the new software system which is capable of calculating monthly fuel uses, inventory, price changes, and identifies vehicles fueling. (University Stores & Central Receiving)
- aa. Research and institute on line a digital imagesetter for use in pre-press operations which will increase turnaround time and be cost effective. (SH Press & Copy Center)
- bb. Develop and implement a seminar to educate our customers on proper techniques in providing copy and disk material for printing and copying. (SH Press & Copy Center)

2. Support initiatives to increase student recruitment and retention.

- a. Complete annual student satisfaction survey. (Residence Life)
- b. Complete annual comparison of on campus housing prices with other universities and off campus rates. (Residence Life)
- c. Complete annual comparison of on campus meal plan prices with other universities and off campus rates. (Residence Life)
- d. Complete annual comparison of on campus student grade point averages with off campus residents. (Residence Life)
- e. Develop a plan to offer the MicroFridge program to all on campus residents. (Residence Life)
- f. Continue to offer electronic financial aid application software to area high school counselors to encourage and assist with early electronic application processing. Early electronic processing, and knowledge of available aid opportunities, may contribute to early enrollment decisions. (Financial Aid)
- g. Continue to review and expand Student Financial Aid information and service opportunities by providing timely telephone, e-mail and correspondence responses, providing accurate and informative consumer information through our web page, brochures and application packet mail-outs. (Financial Aid)
- h. Continue to provide individual counseling and group presentations services to applicants, students and prospective student loan borrowers during scheduled Orientation Sessions, "Saturdays @ Sam", and on an as needed basis. (Financial Aid)
- i. Continue to present the Financial Aid Fair during the Spring semester to promote SHSU and offer financial aid information. (Financial Aid)
- j. Continue to provide staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2000-01 will be attendance in one development class by 75% of full time employees. (Accounts Payable) (Cashier's Office)
- k. Continue responding to college age consumer demands for products and services through surveys and research. (Vending)
- l. Continue placing modern computerized machines across campus so as to give faster, more efficient service. For fiscal year 2001, the emphasis will be to provide efficient laundry service by replacing the last of the older washing machines located in the different laundry areas of campus. (Vending)
- m. Continue to provide monetary resources (from vending profits) for student recruitment office. (Vending)
- n. Expand recruitment and retention data analysis. (Institutional Research)
- o. Employ students in the Human Resource Department. (Human Resource)
- p. Advise student applicants of job opportunities. (Human Resource)
- q. Continue to enhance way finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community. (Physical Plant Administration)
- r. Execute plan to enhance the quality of surface parking lots on campus and construct new lots as opportunities become available. (Physical Plant Administration)
- s. Continue to expand the services and capabilities of Structural Maintenance and Repair Team. (PP Building Maintenance)

- t. Continue to support LSC renovation project. (PP Utilities)
- u. Continue to support New Classroom and Office Building project. (PP Utilities)
- v. Provide additional comfort in TEC by upgrading the HVAC terminal distribution system. (PP Utilities)
- w. Enhance comfort of Recital Hall by upgrading the HVAC system. (PP Utilities)
- x. Upgrade HVAC and renovate King Hall. (PP Utilities)
- y. Enhance comfort of Parkhill House by upgrading the HVAC system. (PP Utilities)
- z. Enhance comfort of 8-coops by upgrading the HVAC systems. (PP Utilities)
- aa. Develop a plan to enhance the beauty of our grounds and the interior of our buildings. (PP Custodial & Grounds)
- bb. Implement policies and procedures developed to improve and maintain the appearance of SHSU vehicles. (PP Vehicle Maintenance)
- cc. Continue to train employees in customer service issues. (PP Vehicle Maintenance)
- dd. Extend assistance in the preparation of student recruitment materials by carrying on the purchase of materials and printing services needed to produce the annual viewbook recruiting brochure for Undergraduate Admissions and requisition the materials and services required to conduct the annual Student Orientation Program. (Purchasing)
- ee. Continue to promote our operation through newsletters and mailings to inform the University community of our services. (SH Press & Copy Center)
- ff. Research the need for a large format printer for the use of student organizations, faculty, and staff to be used in the printing of banners, signs, etc. (SH Press & Copy Center)

3. Enhance external revenue sources available to the University (research, grants, donors).

- a. Continue to seek increased federal and state allocations on initial applications and to reallocate unencumbered funds as available to SHSU. (Financial Aid)
- b. Continue to expand Federal Work-Study (FWS) programs which offer institutional matching waivers. The America Reads and Family Literacy programs are funded 100% with the federal funds, thus, saving the University a portion of institutional fund requirement. (Financial Aid)
- c. Continue to present, and expand external agency participation in, the Financial Aid Fair which is held in conjunction with the Spring semester "Saturdays @ Sam" program. Outside agencies support this function with monetary gifts to be used to promote and present the Fair, and provide Fair Attendance Scholarships to prospective students for tuition and fees at SHSU for the following Fall semester. (Financial Aid)
- d. Continue to enhance our reputation and increase the good faith of grantors by eliminating stale accounts; addressing issues regarding non-receipt of final payments to clear up stale receivables; and depending on contract or grant stipulations, refund or absorb balances in accounts for which the grant/project period has been over for one year or more, and make it standard procedure to provide refunds or adjustments within one year of the end of the grant/project period. (Contracts & Grants)

- e. Continue to reevaluate charges made to students versus market competition in the Vending Department. Examine product and service lines that may be appropriate to be added to offerings at the University. (Vending)
- f. Continue to provide monetary resources (from vending profits) to University Advancement Office, enabling them to search for and secure grants, donations, etc.... (Vending)
- g. Administer the Affirmative Action Plan to assure that SHSU is in compliance to be eligible for federal grants and contracts. (Human Resources)
- h. Administer personnel policies to assure compliance with Federal and State laws. (Human Resources)
- i. Provide certification of compliance to granting agencies. (Human Resources)
- j. Provide Human Resources services and administrative support to grant funded programs. (Human Resources)
- k. Augment the application for the performance of research contracts and grants by facilitating faculty, the Department of Contracts & Grants, and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications; furnish advance support in the purchase of equipment, materials, and services needed for research contracts and grants; and attend expositions and economic opportunity forums which assisted in increasing HUB participation with the university. (Purchasing)

4. Enhance partnership with the University's external communities.

- a. Continue to take advantage of applicable State Coordinating Board, Department of Education, National and State Financial Aid Administrator Associations, software vendors and SHSU training sessions to obtain valuable processing knowledge and peer networking opportunities. (Financial Aid)
- b. Continue to offer SHSU students community service opportunities, for assisting areas elementary school students and their families to master reading and math skills, through the Federal Work-Study programs. (Financial Aid)
- c. Continue to explore areas of need for possible Financial Aid Office group information exchange sessions with high school administrators, elementary school FWS tutoring supervisors, SHSU faculty and staff. (Financial Aid)
- d. Work with the Texas Workforce Commission to administer the job placement and unemployment insurance programs. (Human Resources)
- e. Work with the Equal Employment Opportunity Commission, Department of Labor Office of Civil Rights, and Texas Commission on Human Rights to settle and prevent civil rights complaints. (Human Resources)
- f. Participate in the Job Training Partnership Act summer work program for High School students. (Human Resources)
- g. Continue to support start up of Law Enforcement Management Institute facility through construction warranties custodial services, utility services and maintenance work. (Physical Plant Administration)
- h. Continue to pursue joint projects with the city and other organizations to achieve mutual benefits. (PP Custodial & Grounds)

- i. Continue providing services to outside state agencies and organizations that provide revenue and recognition for Sam Houston State University. (SH Press & Copy Center)

5. Continue integrating the University's strategic plan and assessment processes with the instructional budgeting processes.

- a. Continue to support project development and costing by the University community for executive presentations. (Physical Plant Administration)
- b. Assist with identifying fiscal year 2002 Maintenance, Renovation, and Construction (MRC) projects which support strategic initiatives and department goals. (Physical Plant Administration)

6. Other ongoing priorities and goals.

- a. Continue to provide training in the use of administrative accounting tools to the University Community. (Administrative Accounting)
- b. Obtain training that will provide updated federal and state regulations. (Payroll)
- c. Obtain training to provide updated payroll procedures. (Payroll)
- d. Continue to develop and maintain current and accurate procedures manual to meet every changing federal and state requirements for administrating various aid programs. (Financial Aid)
- e. Continue to increase our effectiveness and benefit to the faculty and staff by obtaining training and attending professional development sessions. The Administrator will attend at least three and the clerk will attend at least one professional development course within the fiscal year. (Contracts & Grants)
- f. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross-train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file. (Business Office)
- g. Continue to establish a standard for the functions provided by the Business Office staff, the following goals have been determined. (a) Reconciliation of bank statements shall be completed no later than the last day of the following month. The measurement of this goal will be to periodically (at least once a year) review the dates on the reconciliation reports to determine that they were completed timely. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file. (b) Billings by the Business Office to outside

- agencies for service provided by SHSU will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file. (Business Office)
- h. Continue to establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice. Plan to measure efficiency by evaluating vouchers chosen at random, periodically during the fiscal year. Tracking interest payments charged on accounts to determine cost of late payments to the University and to determine if the late payment was beyond Accounts Payable staff control. Spreadsheets will be maintained for review of selected voucher payment information. (Accounts Payable)
 - i. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additional and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file. (Cashier's Office)
 - j. Continue to expand the use of Human Resource Department Web-Page as a training tool. (Human Resource)
 - k. Continue to process personnel documents in an accurate and timely manner. (Human Resource)
 - l. Continue to make progress toward Affirmative Action Plan hiring goals. (Human Resources)
 - m. Continue to make progress toward improvements of the Risk Management Program. (Human Resource)
 - n. Continue to improve the administration of the employee benefits program. (Human Resource)
 - o. Continue to improve the communication of key Human Resource information to employees via the Human Resource Department Web-Page. (Human Resource)
 - p. Conduct surveys of services performed by department employees in order to improve the image of the Physical Plant department. (Physical Plant Administration)
 - q. Improve financial resource utilization by minimizing operating costs associated with utility consumption. (Physical Plant Administration)
 - r. Minimize operating costs associated with the expenditure of overtime funds. (Physical Plant Administration)
 - s. Implement and evaluate procedures developed for assignment of rooms and changes to room usage in campus buildings. (Physical Plant Administration)
 - t. Continue to develop recreational site for the finance division at the Gibbs ranch. (Physical Plant Administration)

- u. Continue to initiate parking lot preventive maintenance program. (PP Vehicle Maintenance)
- v. Continue improvements in vehicle preventive maintenance program. (PP Vehicle Maintenance)
- w. Acquire purchased goods and services in a fair, open and competitive manner by obtaining the best value when purchasing goods and services to maximize the financial resources of the university and utilize term contracts and cooperative purchasing agreements to the extent possible. (Purchasing)
- x. Make a good faith effort to increase the participation of small and historically underutilized businesses in university purchasing by working with the Small Business Development Center to encourage the participation of all vendors in university purchasing; assisting minority-owned and woman-owned businesses in their efforts to obtain certification and do business with the university; and monitor and report performance relative to HUB program goals. (Purchasing)
- y. Become more proficient with the “just in time” inventory system developed for university stores. (University Stores & Central Receiving)
- z. Maintain an effective university store and transportation program to support the needs of the entire campus. (University Stores & Central Receiving)
- aa. Continue to conduct an effective property management program by adhering to accurate records of all property belonging to the university in a campus property management program; reassess accurate records of equipment with a minimum unit value of \$1,000 belonging to the university in the Uniform State Property Accounting System; and conduct annually, a complete inventory of the controlled property. (Property)

DIVISION OF STUDENT SERVICES
Goals for 2000-2001 Academic Year Aligned with
Institutional Strategic Goals

Vision Statement

Sam Houston State University Division of Student Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

Mission Statement

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

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Expand the use of technology with departments in the division.

Objective A: Expand the use of computer networks for student services by using the national data sources for student affairs professionals.

Objective B: Recreate a student services web page that is up-to-date with student services information.

Objective C: Coordinate divisional technology with the Department of Computer Services.

Objective D: Continue to update departmental computers to the university network and the Internet.

- Objective E: Continue staff development training programs through university channels.
- Objective F: Improve co-curriculum transcripts access through computer services.
- Objective G: Continue to develop national surveys on the internet for the National Association of Student Services Personnel access.
- Objective H: Develop an Ombudsman-Service Directory for Students' Satisfaction through university computer services.
- Objective I: Continue to list student services resources for students to access on the university computer system.

2. Provide and create initiatives to increase student recruitment and retention.

Goal Two: Attract and develop students and encourage their persistence through school.

- Objective A: Continue to work with Physical Plant in campus planning of facility improvements for student services.
- Objective B: Continue to work on data collection of students' perceptions of student services with the longitudinal study implemented in 1995.
- Objective C: Continue working with the university committee to focus on retention efforts.
- Objective D: Enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.
- Objective E: Continue to provide student activities that will prepare our students holistically.
- Objective F: Continue to provide information, encouragement, and advice to students concerning university resources.
- Objective G: Develop a university-wide crisis plan and campus safety policy for student programs.

3. Enhance external revenue sources available to the University.

Goal Three: Increase involvement in university advancement activities.

Objective A: Continue to research and investigate alternative programs for funding sources.

Objective B: Continue to cultivate contacts of potential and current donors through university procedures.

Objective C: Continue to cultivate contacts for athletic support in the community through university procedures.

4. Enhance partnerships with the University's external communities.

Goal Four: Create opportunities for collaboration with the university's external partnerships.

Objective A: Develop international opportunities for student exchange through national student services and university channels.

Objective B: Expand connections among regional and national universities.

Objective C: Establish opportunities for international partnerships.

Objective D: Continue to develop partnerships with the community.

5. Continue integrating the University's strategic plan and assessment processes with the institutional budgeting process.

Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.

Objective A: Create surveys to determine the quality of students' satisfaction through institutional effectiveness.

Objective B: Initiate strategies to determine students' satisfaction as mandated by Texas Legislature.

Objective C: Continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective D: Create surveys to determine the quality of staff satisfaction derived from their jobs.

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2000-2001 Academic Year Aligned With Institutional Strategic Goals

The purpose of this document is to articulate the goals of University Advancement and to integrate them into the institutional goals.

1. Integrate computer technology into all administrative and instructional processes of the university.

- a. Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations, including the management of constituent membership data using the Raiser's Edge database program.
- b. Expand the use of computer technology in Development to enable the segmentation of records for annual giving solicitation, tracking of visits and solicitations of major gift prospects, and production of stewardship reports to current donors.
- c. Regularly monitor guidelines, policies and procedures regarding the use of the Raiser's Edge database program.
- d. Improve the scope and quality of Access Sam web page.
- e. Promote and encourage greater usage of [Today@Sam](#) faculty/staff electronic news page.
- f. Increase participation in Experts list on World Wide Web, targeting 600 listings per year.
- g. Increase number of events listed on the University's web page calendar.
- h. Improve the accuracy and quality of the University's alumni addresses using NCOA address standardization and Zip+4 appending services.
- i. Update constituent information obtained by Harris Publishing Company for the 2000 Directory.
- j. Utilize computer software in special events planning and management.

2. Provide and create initiatives to increase student recruitment and retention.

- a. Participate in career programs, senior events, college night programs, and other student activities when appropriate.
- b. Increase student awareness of scholarships administered by Alumni Relations and provide application form on-line.
- c. Restructure the University's current student alumni organization, Alumni Alliance, and develop future alumni leadership among current students.
- d. Assist Undergraduate Admissions and others to design and place advertising in statewide magazines, high school newspapers, and programs for major statewide cultural and entertainment events.

3. Enhance external revenue sources available to the university.

- a. Continue to encourage university personnel to become involved in the development process at the university.
- b. Continue to develop university-wide donor stewardship events, such as the Scholarship Donor Appreciation Luncheon.
- c. Implement the university's first campus-wide annual giving program.
- d. Continue to develop a major gifts fund raising program.
- e. Continue to develop a planned giving fund raising program including the creation of an expectancy list of designated planned gifts to the university.
- f. Continue preparations for the creation of a private, non-profit 501c(3) foundation.
- g. Complete the creation of policies and procedures related to the University's development program.
- h. Provide training opportunities for University Advancement personnel interested in Development.
- i. Increase the percentage of graduates and non-graduates belonging to the Alumni Association, and implement programs and activities to sustain their membership.
- j. Increase the Alumni Association's quasi-endowment by implementing new revenue-generating programs.
- k. Use e-commerce opportunities to market alumni merchandise.
- l. Supplement institutional funding with outside resources, donated goods and services, etc.

4. Enhance partnerships with the university's external communities.

- a. Provide opportunities for alumni to come together on a regular basis for intellectual, service, and social enrichment, taking into account the overall diversity of our alumni.
- b. Reach out to external constituents by making presentations, hosting SHSU Alumni Association events at professional conferences, using radio-TV spots, and creating opportunities for spoken dialogue.
- c. Focus on delivering benefits to all people with whom we interact.
- d. Develop and direct a planned, systematic program of alumni communications, including the publishing of a fall and spring issue of the alumni magazine, *Legacy*.
- e. Communicate, through printed and other sources, the opportunity for alumni to continue their formal education or to increase their continuing education, through new and existing academic programs at the university.
- f. Emphasize availability of SHSU news on Access Sam and [Today@Sam](#) web pages in traditional communications with media and publics.
- g. Handle traditional and Prof-Net media queries promptly.
- h. Disseminate 100 major news releases, 225 minor news releases, and 3,600 hometown news releases per year.
- i. Assist in the promotion of the University's Distinguished Lecturer Series.

5. Continue integrating the university's strategic planning and assessment processes and their integration with the institutional budgeting process.

- a. Special efforts will be made to encourage, receive, analyze, and use feedback from the University's alumni, donors, and administration.
- b. Implement "customer relations" strategies as mandated by the Texas Legislature.
- c. Complete formal communication crisis plan in conjunction with overall crisis planning for the University.

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

2000-2001 STRATEGIC PLANNING COMMITTEE FINAL REPORT

DECEMBER 2000

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2000-2001 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

DECEMBER 2000

APPROVED:

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2001 - 2002

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate and graduate students, including older students and those who are parents, at SHSU is expected to continue.

- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will grow.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will increase in Texas institutions of higher education.
- j. The current gender ratio in colleges and universities will remain stable. More colleges will likely see their student bodies become predominantly female as women prepare for careers in the new millennium.
- k. The need for continuing professional education for workers in Texas will increase.
- l. A growing number of spouses will enter the work force, requiring continued increasing needs for quality childcare and Saturday classes.
- m. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.
- n. Demand for certified teachers will grow and community colleges will be allowed to certify teachers.
- o. National public health recommendations and trends will impact students and the university in the area of immunology. Stricter epidemiological regulations, public opinion, and changing trends of infectious diseases may require major review and action in university policy related to these areas.
- p. National and local health insurance changes may require reconsideration of policies.

2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will remain strong and modest economic growth can be anticipated in the three-county primary student source area.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number, increasing the market for graduates with these qualifications.
- i. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- k. TDCJ will continue as a major employer for this area.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education for the next century.
- b. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- c. New technologies, computer-assisted instruction, and computer-based instruction will require expanding development programs for staff, faculty, and administration.

- d. The increase in technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will begin to deliver higher education via distance learning.
- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. The demands for the teaching of technological skills will continue to increase.
- k. Advanced technology will change the way some student services are delivered.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research. Each major may soon be evaluated with standardized test.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.

- f. There will be a high demand for newly certified teachers, special education teachers, math teachers, school counselors, and school psychologists.
- g. TDCJ needs for trained personnel will increase.
- h. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- i. The variety of community college programs seeking transferability will increase.
- j. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- k. Interdisciplinary programs will become more common (e.g., environmental science).
- l. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- m. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- n. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes to improve quality or shorten the traditional four-year program.
- o. The percentage of higher education students speaking English as a second language will increase.
- p. The demand for program-specific accreditation will increase.
- q. Pressure to improve student retention rates will increase.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.

5. Political/Legal Trends

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.

- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity will become increasingly complex in Texas.
- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which will negatively impact campus enrollments.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

6. Physical Facility Trends

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. The growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures.
- g. The importance of researching alumni and friends will increase as the university strives to increase and substantiate its pool of known major gift and planned gift prospects.

INSTITUTIONAL GOALS

Sam Houston State University, within the broad institutional directions established in 1991:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

President Bobby K. Marks established four major directions for **enhancement** through **strategic reallocation**. These four directions provide focus to the strategic planning process:

- (1) increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus,
- (2) improve student retention rates for first-time, full-time, degree-seeking freshmen,
- (3) increase gifts and grants to the University, and
- (4) broaden the institutional emphasis on international curriculum and activities.

DIVISION OF ACADEMIC AFFAIRS
Goals for 2001-2002 Academic Year Aligned With
Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

1. Integrate technology into administrative and instructional processes.

- a. Bring to delivery at least three Internet-based programs
- b. Establish a web site for every course offered by the university
- c. Move institutional coordination of electronic instruction activities to the Center for Innovative Learning
- d. Establish full-time electronic instruction support person in each college and build administrative structure to connect these with the director of the Center for Innovative Learning
- e. Establish institutional intellectual property and faculty workload and compensation policies for electronically-delivered courses
- f. Install wireless systems in the library and AB1 and point-to-point wireless connection to the Ag Complex
- g. Bring to operation two-way interactive classrooms that have been initiated
- h. Increase the number of classrooms that have docking station configuration by 50 percent
- i. Develop a coordination structure linking the Director, Academic Instructional Technology and Distance Learning to technology assistance personnel in each college and appropriately house that staff member

2. Increase student enrollment and retention success.

- a. Propose new PhD programs in forensic science and in counseling
- b. Propose new master's degree programs in victims services administration, security studies, and information technology
- c. Increase Academic Affairs scholarship and graduate fellowship base to \$500,000
- d. Have Honors Program reach a minimum of 175 students
- e. Implement the undergraduate research grant program
- f. Increase graduate enrollment by at least 10 percent
- g. Increase international student enrollment by at least 20 percent

- h. Study the results of freshman retention-enriched courses and integrate into learning community program
- i. Begin selection of intrusive advising staff and training for an intrusive advising system
- j. Inaugurate full learning community program
- k. Respond to initiatives of the Institutional Image Committee
- l. Increase the diversity of the faculty
- m. Academic colleges become more active in assisting students with career counseling and placement

3. Increase and enhance partnerships with the University's external constituencies.

- a. Expand connection for master's in reading from Conroe to other school districts
- b. Work with North Harris-Montgomery County Community College to finalize arrangements relating to outsourcing developmental education
- c. Increase the number of off-campus sites for curriculum delivery including Cypress-Fairbanks
- d. Expand program to deliver curriculum to prison guards on location
- e. Increase the number and operational smoothness of articulation agreements with area community colleges and develop strengthened alliances
- f. Increase externally funded research and creativity activity of faculty
- g. Examine the quality of preparation by each major community college partner and cooperate in program enhancement where appropriate
- h. Integrate professional certifications into the instructional programs of computer- and technology-related areas
- i. Continue to strengthen relationships with University Center partners
- j. Academic colleges become more proactive in developing partnerships with corporate and/or individual donors

4. Enhance the University's strategic planning, assessment, and curriculum development processes.

- a. Initiate study of integrating international content into the general education curriculum
- b. Strengthen or begin the process of closing low enrollment graduate programs
- c. Cooperate in increasing alumni giving to the SHSU foundation
- d. Implement the recommendation that Coordinator of Graduate Studies be changed to Director of Graduate Studies and the position be increased to a .75 FTE with expanded responsibilities and enhanced resources
- e. Improve accountability and assessment processes in line with new SACS criteria
- f. Finish revising mission statements flowing from the new institutional mission statement
- g. Make performance in ExCET a university-wide responsibility

5. Respond to initiatives of the new president.

DIVISION OF FINANCE AND OPERATIONS Goals for 2001-2002 Academic Year Aligned With Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Vice President for Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's five campus initiatives of critical concern. His five initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 2001-2002, was derived from the department directors of the business office, administrative accounting, physical plant, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their staff what they thought were the most important issues facing, their departments in the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 2002 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

1. Integrate computer technology into all administrative and instructional processes of the university.

Vice President for Finance and Operations:

- a. Continue assisting in the integration of computer technology in the administrative offices and instructional processes of SHSU including on-campus instruction, distance learning, library modernization, improvement of university infrastructure, faculty and staff development.
 - (1) Maintain the wiring of academic classrooms and faculty offices.
 - (2) Assist in the creation of additional two functional distance instruction classrooms.
 - (3) Review and determine additional annual funding sources for the university computer services departments (computer use fee, HEAF monies, general use fee, grants, etc...).
- b. Continue improving and developing a program of excellence at The University Center, The Woodlands, Texas. (Providing financial oversight and assistance.)
- c. Continue developing and equipping of two additional computer labs on campus, Huntsville, Texas by 08/31/2002.

- d. Assist Computer Services, Business Office, and Cashiers' Office in maintaining and improving the on-line cashiering function.
- e. Continue to provide employee training to promote the use of electronic data already available to all administrative employee/users.

Administrative Accounting:

- a. Administrative Accounting will continue to enhance and encourage the electronic payment of student accounts via credit card on the telephone and the internet.
- b. Contracts and Grants will develop a database which will contain contact information for granting foundations that have awarded grants to Sam Houston State University. This will facilitate report writing and information gathering especially for fiscal year end and calendar year end reports and surveys.
- c. Contracts and Grants will work with Computer Services to develop a more efficient and useful grant accounting report. This will aid our office in income and expense tracking and reporting to be more useful to existing and future grant personnel.
- d. Financial Aid will continue to update current Financial Aid Web-page and to add new/additional aid forms for print and submission.
- e. Financial Aid will assist Computer Services with on-line application and approval/denial for semester loans toward the result of moving long-term registration late payment periods out of the Coliseum.
- f. Payroll will continue to develop payroll procedures for electronic entry of hourly employee time.
- g. Payroll will initiate procedures to use laser printed W-2's for employees by coordinating with Computer Services for programming.
- h. Residence Life will purchase a laptop with presentation abilities.
- i. Residence Life will continue to implement a reorganization plan to better align job descriptions, job grades, and salaries with actual work performed in order to better utilize our current resources in providing effective and efficient service to our residence hall students by establishing 2-3 satellite offices within the residence hall areas to house area coordinators, resource center(s) and Residence Halls Association.
- j. Residence Life will complete ethernet wiring with the completion of Colony Apartments.
- k. Residence Life will develop a plan to use web pages for more actual business purposes (electronically applying for housing, meal plans, request hall and room changes, request maintenance, etc . . .)
- l. Residence Life will implement one-card system to control access to residence hall doors for security purposes, to enable access to vending machines, meal plans, the bookstore, the library, etc . . .)
- m. Residence Life will purchase an automated housing assignment software system.

Business Office:

- a. Continue to provide staff development in form of one personal computing class offered by Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full-time staff employee.

- b. Continue expanding the use of the web site for credit card payments of tuition and fees to accommodate for other types of credit card payments across the campus to areas such as Alumni Association.
- c. Accounts Payable will continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full-time staff employee.
- d. Cashier's Office will continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2001-02 will be attendance in one hour of class by 75% of the full time staff employee.

Computer Services:

- a. Establish Internet bandwidth to meet the demands.
- b. Replace or upgrade one-third of all faculty workstations during FY 2000.
- c. Develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by Computer Services from 2.00% in FY 1998 to 3.505% by FY 2003 in increments of 0.30%/year (in FY 2001 the percentage was 2.8%).
- d. Maintain a sufficient number of modems and bandwidth to the internet to provide a commercial grade of service for remote computer access to faculty, staff and students.
- e. Extend the faculty workstation program to designated administrative information employees.
- f. Increase the active participation of the faculty in the Blackboard program to 50%.
- g. Institutional Research will increase the awareness, use and quality of technical support services provided for institutional effectiveness.

Human Resources:

Continue to develop "Home Page" on the Internet to improve communications on-line and promote SHSU as a good place to work.

Physical Plant:

- a. Continue to support all campus projects to expand classroom technology.
- b. Continue to support individual work orders for the expansion of data lines to meet mission requirements.
- c. Minimize the processing of paper work by maximizing the use of office productivity software and maintenance management software programs.

Purchasing:

- a. Continue assisting in the integration of computer technology into the administrative and instructional processes of the university.
 - (1) Purchase the materials and construction services needed to wire classrooms and offices for computer and telecommunications.
 - (2) Purchase the equipment and services needed to develop distance instruction classrooms.

- (3) Purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology.
- (4) Purchase computer friendly desks, tables, and accessories when new or replacement furniture is needed.
- (5) Develop a review process for purchasing computer/telecommunications products. The review process will consist of a representative from the requesting department, Computer/Information Services and Purchasing.
- b. Coordinate with the General Services Commission and Computer Services to implement a computer-based purchasing system.
- c. Revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes.
 - (1) Work with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system.
 - (2) Work with Computer Services to create a Non-Resident Bidder Purchasing data collection and reporting system.

Sam Houston Press:

Continue to integrate computer technology into equipment and software acquisition by researching digital high speed copier to network within the University.

2. Support initiatives to increase student recruitment and retention.

Vice President for Finance and Operations:

- a. Continue to assist in developing and coordinating the process of a budget priority to be recommended by the SHSU Budget Committee for financial support of initiatives to improve retention rates of students.
- b. Improve the “user friendly” atmosphere and interaction with students by the Finance and Operations Division.

Administrative Accounting:

- a. Residence Life will add special housing options such as living/learning communities, all-freshman halls, freshman houses with no visitation.
- b. Residence Life will extend visitation hours in buildings housing older and more mature students (seniors, graduate students and older than average students).
- c. Residence Life will develop a plan to improve aesthetics of residence halls with landscaping, picnic tables, porch swings, recreation areas, etc . . .
- d. Residence Life will continue to work closely with Physical Plant in developing a plan for continued repairs and cosmetic renovations in all buildings until Campus Master Plan is adopted or adapted.

Business Office:

- a. Accounts Payable will continue staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2001-02 will be the attendance in one development class by 75% of full-time employees.

- b. Cashier's Office will continue to provide staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2001-02 will be the attendance in one development class by 75% of full-time employees.
- c. Cashier's Office will continue to train student workers according to the procedures and manuals so customer service provided is good and accurate as possible.
- d. Vending will continue to respond to college age consumer demands for products and services through surveys and research. Continue to use "point-of-scale" surveys in determining student needs and wants.
- e. Vending will continue placing modern computerized machines across campus so as to give faster, more efficient service.
- f. Vending will continue to provide monetary resources (from vending profits) for student recruitment office.
- g. Vending will continue to provide scholarships to students from vending profits for the College of Business.

Physical Plant:

- a. Assist departments in expediting delivery of maintenance services for classrooms and offices providing automated work request input and status capability.
- b. Enhance way finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community.
- c. Support the continuing work on developing a new campus master plan.
- d. Strive to enhance the quality of surface parking lots on campus and construct new lots as opportunities become available.
- e. Perform construction management responsibilities for the Lowman Student Center renovation project.
- f. Perform construction management responsibilities for the New Classroom and Office Building project.
- g. Develop a plan to enhance the beauty of our grounds and the interior of our buildings.
- h. Continue to train employees in customer service issues.

Purchasing:

Assist in the preparation of student recruitment materials by purchasing the materials and printing services needed to produce the annual viewbook recruiting brochure for Undergraduate Admissions, the Graduate and Undergraduate catalogs, and the annual Student Orientation Program.

3. Enhance external revenue sources available to the University (research, grants, donors).

Administrative Accounting:

Explore our capacity for collection non-student revenue via credit card on the internet. Examples to be considered are camp payments, alumni memberships and donations.

Business Office:

- a. Vending will continue to reevaluate charges made to students versus market competition in the Vending Department. Examine product and service lines that may be appropriate to be added to offerings at the University.
- b. Vending will continue to provide monetary resources (from vending profits) to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc.

Human Resources:

- a. Work with the Office of University Advancement and Contracts and Grants to receive and administer grants.
 - (1) Administer Affirmative Action Program to assure compliance with Federal laws and regulations.
 - (2) Administer personnel policies to assure compliance with labor and civil rights laws.
 - (3) Provide certification of compliance to granting agency.
- b. Provide HR services and support grant funded programs.

Purchasing:

- a. Assist in the application for the performance of research contracts and grants by coordinating with the faculty, the Department of Contracts and Grants and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications.
- b. Provide advanced support in the purchase of equipment, materials and services needed for research contracts and grants.

4. Enhance partnership with the University's external communities.

Administrative Accounting:

Financial Aid will research the feasibility of expanding the Federal Work-Study America Reads Program by placing math tutors beyond the elementary school level in our local and surrounding school districts.

Computer Services:

- a. Institutional Research will assist the university in meeting the reporting and accreditation requirements of the Commission of Colleges, Southern Association of Colleges and Schools.
- b. Institutional Research will submit complete and accurate assigned reports and surveys to the appropriate external agency according to external mandates and deadlines.

Physical Plant:

- a. Continue to support the startup of the Law Enforcement Institute facility through construction warranties, custodial services, utility services and maintenance work.
- b. Continue to pursue joint projects with the city and other organizations to achieve mutual benefits.

Purchasing:

- a. Continue assisting in conducting law enforcement and criminal justice training programs by purchasing the materials and services needed by the Bill Blackwood Law Enforcement Management Institute and the Correctional Management Institute.
- b. Continue assisting the business community in doing business with the university and other state agencies by attending expositions and economic opportunity forums.
- c. Assist the Small Business Development Center by conducting “How to do business with The State” seminars as requested.
- d. Conduct an annual Sam Houston State University HUB vendor show.

5. Continue integrating the University’s strategic plan and assessment processes with the instructional budgeting processes.

Vice President for Finance and Operations:

- a. Continue to develop and improve the budgetary process that addresses, with available new funds or reallocation of existing funds, the priorities and goals of the SHSU Strategic Plan.
- b. Expand and continue realistic budgeting of activities, allowing for capital improvements and other enhancements to the University community and departments.
- c. Provide, in budgeting, for technology enhancements on a regular and special basis.

Computer Services:

Institutional Research will increase the quality of and access to institutional data.

Physical Plant:

- a. Continue to improve the planning and overall management of the University's maintenance, renovation, and construction (MRC) program.
- b. Continue to support MRC project development and costing by the University Community for executive presentation.
- c. Assist with identifying fiscal year 2002 Maintenance, Renovation and Construction (MRC) projects which support strategic initiatives and department goals.

Purchasing:

Continue to develop and improve the budgetary process that addresses the priorities and goals of the SHSU Strategic Plan.

6. Other ongoing priorities and goals.

Administrative Accounting:

- a. Continue to provide training in the use of accounting tools to the University community.
- b. Monitor and enhance the reporting of all delinquent student accounts to the Comptroller’s Office Warrant Hold Section.

- c. Contracts and Grants will develop a more detailed set of policies and procedures. One manual that will be used in our office and one to be distributed to those faculty members and staff that are awarded grants. This will continue our good faith effort to aid in the training of grant personnel and ease their tracking initiatives.
- d. Financial Aid will continue to assist Computer Services with the Financial Aid Management (FAM) module of the SCT Plus 2000 Software updates to regain and maintain the reliability of the system.
- e. Financial Aid will update the Financial Aid Procedures Manual to include new computer system practices and procedures and recent changes in regulations.
- f. Payroll will provide training for administrative personnel updating federal and state regulations and updating payroll procedures.
- g. Residence Life will purchase a laptop with presentation capabilities.

Business Office:

- a. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file.
- b. Continue to establish a standard for the functions provided by the Business Office staff, the following goals have been determined.
 - (1) Reconciliation of bank statements - These will be completed no later than the last day of the following month. The measurement of this goal will be periodically (at least once a year) by reviewing the dates on the reconciliation reports to determine that they were completed timely. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness files.
 - (2) `Billings - The Business Office bills certain outside agencies for service provided by SHSU. The TDCJ billing will be mailed within 7 days from the date of receipt of funds for all units from the TDCJ Inmate Trust Fund. (All units are mailed on one billing, so we must wait for the Trust Funds to arrive for every unit before we can issue the one TDCJ billing.) The ROTC billing will be mailed within 48 days after the 1st class day. All of the other billings will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file.
- c. Accounts Payable will continue to establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice. Plan to measure efficiency by evaluating vouchers

- chosen at random, periodically during the fiscal year. Tracking interest payments charged on accounts to determine cost of late payments to the University and to determine if the late payment was beyond Accounts Payable staff's control. Continue to work with Computer Services to implement a program on outstanding purchase orders to run by a purchase order or vendor name.
- d. Cashier's Office will continue to develop and maintain current and accurate employee job procedures and manuals. Evaluate and review on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file.
 - e. Post Office will increase training made available for departmental personnel in use of bulk mail.
 - f. Post Office will increase packaging services available for the university.

Human Resources:

- a. Expand the use of the "Home Page" as a training and communication tool.
- b. Expand communication through Internet technology, giving employees a better understanding of benefit information, and having it readily accessible through the Human Resources Department's "Home Page."
- c. Improve the University's success in meeting Affirmative Action hiring goals.
- d. Improve the Risk Management Program.

Physical Plant:

- a. Enhance coordination of room assignment and facility inventory procedures for campus buildings.
- b. Continue to develop recreational site for VPFO at the Gibbs ranch.
- c. Develop and gain approval for a delivery order contract (DOC) to support the need for growing contract needs in the maintenance, renovation and construction program.
- d. Develop policy and gain approval for complete charge back to auxiliary activities for utility expenditures especially in the area of capital improvements to utility system.
- e. Work through a campus committee to improve the security of buildings through a complete review of key access and control procedures.
- f. Continue to expand and improve a crisis management plan for facilities' management.
- g. Develop a policy and gain approval for possible charge back of owner services on campus projects managed by the Physical Plant.
- h. Develop a campus vehicle management plan under a mandate by General Services Commission.

Purchasing:

- a. Continue to track all requisitions submitted, by utilizing a spreadsheet to catalog and identify, all requisitions. The spreadsheet will reside on the common software program enabling purchasers to update on a routine basis.
- b. Maintain the safeguard of incoming bids. Incoming bids will be documented, sealed and filed in a secure location.
- c. Acquire purchased goods and services in a fair, open and a competitive manner. Purchasing will obtain the best value on goods and services to maximize the financial resources on the university. Purchasing will also utilize term contracts and cooperative purchasing agreements to the extent possible.
- d. Make a good faith effort to increase the participation of small and historically underutilized businesses. Purchasing will assist minority-owned and woman-owned businesses in their efforts to obtain certification.
- e. Conduct an effective university warehouse program to support the needs of the Physical Plant by maintaining a stock of goods and materials routinely and repetitively needed.
- f. Conduct an effective central receiving and transportation program to support the needs of the entire campus by receiving goods, material, and equipment from freight carriers and delivering them to user departments.
- g. Conduct an effective property management program by maintaining accurate records of all property belonging to the university. The campus property management program will maintain accurate records of equipment with a minimum unity value of \$5,000.

Sam Houston Press:

Develop a survey from the Sam Houston Press and Copy Center to analyze the needs of the departments and students.

DIVISION OF STUDENT SERVICES
Goals for 2001-2002 Academic Year Aligned With
Institutional Strategic Goals

Vision Statement

Sam Houston State University Division of Students Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

Mission Statement

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

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Integrate computer technology into all administrative and instructional processes of the University.

Goal One: Expand the use of technology with departments in the division.

Objective A: Expand the use of computer networks for student services by linking the national data sources for student affairs professionals.

Objective B: Recreate a student services web page for students and prospective students to access current student services resources and information (i.e. EXCEL, Biofeedback, and Freshman Orientation Programs)

Objective C: Coordinate divisional technology with the Department of Computer Services.

Objective D: Continue updating departmental computers to keep current with changing technology.

- Objective E: Continue staff development training programs through university channels.
- Objective F: Improve co-curriculum transcripts access through computer services by including a comprehensive listing of students' activities and involvement on campus.
- Objective G: Continue to develop national surveys on the Internet for the National Association of Student Services Personnel access.
- Objective H: Develop an Ombudsman-Service Directory for Students' Satisfaction through university computer services for access by on-campus students, as well as satellite institutions.
- Objective I: Utilize technological advances to develop a paperless office system within various departments in the Division of Student Services.

2. Provide and create initiatives to increase student recruitment and retention.

Goal Two: Attract and develop students and encourage their persistence through school.

- Objective A: Continue to work with Physical Plant in campus planning of facility improvements for student services.
- Objective B: Continue to work on data collection of students' perceptions of student services with the longitudinal study implemented in 1995.
- Objective C: Continue working with the university committee to focus on retention efforts.
- Objective D: Enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.
- Objective E: Continue to provide student activities that will prepare our students holistically.
- Objective F: Continue to provide information, encouragement, and advice to students concerning university resources.
- Objective G: Develop a university-wide crisis plan and campus safety policy for student programs.

Objective H: Recognize student achievements on the student services website.

Objective I: List available scholarships on the student services website.

3. Enhance external revenue sources available to the University.

Goal Three: Increase involvement in university advancement activities.

Objective A: Continue to research and investigate alternative programs for funding sources.

Objective B: Continue to cultivate contacts of potential and current donors through university procedures.

Objective C: Continue to cultivate contacts for athletic support in the community through university procedures.

Objective D: Research the list of Freshman Leaders, Orange Key Leaders, and Student Government Leaders to cultivate potential donors.

Objective E: Coordinate, through the University Advancement Office, training techniques for student services staff in cultivating potential donors and developing current programs.

Objective F: Develop student services staff training opportunities in grant writing techniques through the offices of Research and Sponsored Programs and the Academic Enrichment Center.

4. Enhance partnerships with the University's external communities.

Goal Four: Create opportunities for collaboration with the university's external partnerships.

Objective A: Develop international opportunities for student exchange through national student services and university channels.

Objective B: Expand connections among regional and national universities.

Objective C: Establish opportunities for international partnerships.

Objective D: Continue to develop partnerships with the community.

5. Continue integrating the University's strategic plan and assessment processes with the institutional budgeting process.

Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.

Objective A: Create surveys to determine the quality of students' satisfaction through institutional effectiveness.

Objective B: Initiate strategies to determine students' satisfaction as mandated by Texas Legislature.

Objective C: Continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective D: Create surveys to determine the quality of staff satisfaction derived from their jobs.

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2001-2002 Academic Year Aligned With Institutional Strategic Goals

The purpose of this document is to articulate the goals of University Advancement and to integrate them into the institutional goals.

1. Integrate computer technology into all administrative and instructional processes of the University.

- a. Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations, including the management of constituent membership data using the Raiser's Edge database program.
- b. Expand the use of computer technology in Development to enable the segmentation of records for annual giving solicitation, tracking of visits and solicitations of major gift prospects and production of stewardship reports to current donors.
- c. Regularly monitor guidelines, policies and procedures regarding the use of the Raiser's Edge database program.
- d. Improve the scope and quality of Access Sam web page.
- e. Promote and encourage greater usage of Today@Sam faculty/staff electronic news page.
- f. List the University's experts with the National ProfNet Experts listing.
- g. Make the University's web page calendar more comprehensive and accurate.
- h. Improve the accuracy and quality of alumni addresses using NCOA address standardization and Zip+4 appending services offered by the U. S. Postal Service-lowering mail costs and assuring delivery of alumni mail.
- i. Use available software for special events planning, membership management, volunteer assignment and awards reports, and more.

2. Provide and create initiatives to increase student recruitment and retention.

- a. Participate in career programs, senior class events, college night programs, and other student activities when appropriate.
- b. Increase student awareness of scholarships administered by Alumni Relations and provide the application form on-line.
- c. Develop future alumni leadership among current students by encouraging them to belong to the student alumni association known as Alumni Alliance.
- d. Assist Undergraduate Admissions and others to design and place advertising in statewide magazines, high school newspapers, and programs for major statewide cultural and entertainment events.

3. Enhance external revenue sources available to the University.

- a. Continue to encourage University personnel to become involved in the development process at the University.
- b. Continue to develop University-wide donor stewardship events, such as the Scholarship Donor Appreciation Luncheon.
- c. Continue implementation of the University's first campus-wide annual giving program.
- d. Continue to develop a major gifts fund raising program.
- e. Continue to develop a planned giving fund raising program including the creation of an expectancy list of designated planned gifts to the University.
- f. Examine the creation of a private, non-profit 501c(3) foundation.
- g. Complete the creation of policies and procedures related to the University's development program.
- h. Provide training opportunities for University personnel interested in Development.
- i. Continue to conduct a premium-based direct marketing campaign to increase the percentage of dues-paying members to the Alumni Association.
- j. Continue to implement new programs to increase the Alumni Association's quasi-endowment.
- k. Use e-commerce opportunities to market alumni merchandise.
- l. Supplement institutional funding with outside resources, donated goods and services, etc.

4. Enhance partnerships with the University's external communities.

- a. Reach out to external constituents by making presentations, setting up an alumni information booth at conventions, using radio-TV spots, and create opportunities for direct spoken dialogue.
- b. Focus on delivering benefits to all people with whom we interact.
- c. Develop and direct a planned, systematic program of written communications, including the production of a fall and spring issue of the alumni publication, *Legacy*, and the publishing of a University magazine or annual report.
- d. Build a community service program and partner with county service agencies/organizations such as The United Way, Habitat for Humanity, Walker County Fair, Chamber of Commerce, etc.
- e. Emphasize availability of SHSU news on Access Sam and Today@Sam web pages in traditional communications with media and public.
- f. Handle traditional and Prof-Net media queries promptly.
- g. Disseminate 60 major news releases, 400 minor news releases, and 3,600 hometown news releases per year.
- h. Assist in the promotion of the University's Distinguished Lecturer Series.
- i. Be sensitive to constituent groups and the diversity of the alumni body.

5. Continue integrating the University's strategic planning and assessment processes and their integration with the institutional budgeting process.

- a. Special efforts will be made to encourage, receive, analyze, and use feedback from the University's alumni, donors, and administration.
- b. Continue "customer relations" strategies as mandated by the Texas Legislature.

SAM HOUSTON STATE UNIVERSITY



A Member of The Texas State University System

2001-2002 STRATEGIC PLANNING COMMITTEE FINAL REPORT

MARCH 2002

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2001-2002 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

MARCH 2002

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2003 - 2004

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral programs.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.

- d. More students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will grow.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will increase in Texas institutions of higher education.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase.
- l. Sensitivity toward diverse lifestyles and backgrounds will increase.
- m. Demand for certified teachers, school counselors, and school psychologists will grow and community colleges will be allowed to certify teachers. Alternative teacher education certification programs will need to be implemented by the University.
- n. National public health recommendations and trends will impact students and the university in the area of immunology. Stricter epidemiological regulations, public opinion, and changing trends of infectious diseases may require major review and action in university policy related to these areas.
- o. A growing number of students affected by mental health issues will enter college, requiring an increased need for counseling services.

2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.

- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will at best experience modest economic growth.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.
- i. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- j. TDCJ will continue as a major employer for this area.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education.
- b. More powerful computing devices will provide students, faculty, and staff access to an ever-expanding menu of information and computing resources.
- c. New technologies will require expanding development programs for staff, faculty, and administration.
- d. Technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning can lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will continue to deliver higher education via distance learning.

- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. The demands for the teaching of technological skills will continue to increase.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research. Each major may soon be evaluated with standardized tests and curricula.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The information explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program.
- f. TDCJ needs for trained personnel will increase.
- g. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- h. The variety of community college programs seeking transferability will increase.
- i. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- j. Interdisciplinary programs will become more common (e.g., environmental science).
- k. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.

- l. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes in order to improve quality or shorten the traditional four-year program.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. The need to improve student retention rates will increase.
- q. Professional academic advising will be a necessary component for recruitment and retention.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- s. Enrollment at The University Center will increase.
- t. Student security will be an increasingly important issue.

5. Political/Legal Trends

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity issues will become more prominent.
- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.

- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which could impact enrollment.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

6. Physical Facility Trends

- a. Technological needs will include updating classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.

- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance and estate tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. 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.
- g. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.

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 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

Divisional Mission Statement

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

1. Academic Standards and Programs

- a. Establish and bring to full operation an Academic Advising Center.
- b. Review and, if necessary, revise university tenure and promotion policies and all departmental policies.
- c. Clarify and adjust administrative connections between Correspondence, Continuing Education, and Distance Education.
- d. Reinvigorate assessment activities throughout the division.
- e. Analyze the organizational structure of the Division of Academic Affairs to see if a more useful structure should be adopted.
- f. Prepare for NCATE and begin preparations for SACS visit.
- g. Establish a web site for 50 percent of the courses on campus.
- h. Develop a proposal for a new Ph.D. program in math education and consider other possible new programs (e.g., athletic trainer certification, golf management, security studies, forensics).
- i. Begin to integrate international content into the general education curriculum.
- j. Increase the international presence at Sam Houston State University.
- k. Expand student opportunities for multicultural experiences.
- l. Increase the number of developmental leaves and other support for faculty scholarship.
- m. Finalize organizational arrangements for integrating college-based computer support with the Office of Academic Instructional Technology and Distance Learning.
- n. Examine the quality of preparation by each major community college partner and cooperate in program enhancement where appropriate.
- o. Support reallocation of staff within colleges to increase staff support allowing more effective use of faculty.
- p. Devise and implement strategies to ensure ExCET compliance.
- q. Expand emphasis on the Honors Program.
- r. Allocate any new fees to improve educational programs.

2. University Image and Exposure

- a. Establish external advisory committees in each college (to assist with fund raising, curriculum suggestions, and public relations).
- b. Begin to develop need statements to support fund raising efforts of the development office.
- c. Increase recruiting emphasis in community colleges.
- d. Examine all student recruitment materials for currency and quality.
- e. Increase the number of partnerships with community colleges, school districts, and other educational and noneducational entities.
- f. Strengthen connections with international alumni.
- g. Strengthen relations with national and state political figures.
- h. Put catalogue and recruitment materials on CD and web.
- i. Support recommendations of public affairs survey.
- j. Initiate activities in all colleges to increase the favorable public image.

3. Campus and Community Atmosphere and Culture

- a. Increase community interactions with the Huntsville community leadership through the joint community leadership-academic leadership council. (A first project of this council will be the systemization of community needs with institutional internship needs.)
- b. Increase faculty diversity.
- c. Work to improve the availability of campus housing during holiday periods, especially for international and out-of-state students.
- d. Expand weekend cultural, social, and service programs for students and continuing education activities on campus.
- e. Encourage, contribute to, and respond to recommendations of the Task Force on the Academic Culture.
- f. Design strategies to highlight the successes of our graduates both for current students on campus and in the larger community (e.g., kiosks with Broadway student performances, displays in various buildings of students' successes).
- g. Support the development of a faculty club or center.
- h. Work to improve university community support for international students.

DIVISION OF FINANCE AND OPERATIONS
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

Department Mission Statement

The mission of the Office of Vice President for Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy, and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the university. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students, and visitors.

We strive to assist in the accomplishment of the President's three campus initiatives of critical concern. His three initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 2002-2003, was derived from the department directors of the Business Office, Administrative Accounting, Physical Plant, Sam Houston Press and Copy Center, Human Resources, Purchasing and Stores, and Computer Services. These department directors were asked to obtain from their staff what they thought were the most important issues facing their departments in the Division of Finance and Operations. These issues provide the basis for determination of priorities and goals for fiscal year 2003 and are being integrated into one of the three major institutional priorities. The priorities and goals identified are listed in the following strategies:

1. Academic Standards and Programs

- a. The Business Office will continue to assist the College of Business Administration with the processing of the Smith-Hutson Banking Scholarship to recipients. The measurement of this goal will be the time saved to the College of Business Administration to perform other functions.
- b. Vending will continue to provide monetary resources from vending profits to the Office of Academic Affairs for expenses incurred in hiring, etc.
- c. Contracts and Grants will continue to improve faculty support for grants in progress. A new version of the online system-generated report will enable faculty to track their grants with greater ease.
- d. Financial Aid will be holding special early disbursement sessions for student teachers and interns. These students are already out of town at their assignments when Coliseum disbursement takes place. This approach will allow those students to come to campus prior to the start of their assignments to receive checks and interact with campus personnel if necessary.

- e. Financial Aid will continue meetings with interested deans and departments on campus to discuss and resolve financial aid issues.
- f. Physical Plant will partner whenever possible with our faculty and staff to improve academic teaching and research environments.
- g. Physical Plant will provide project design management for the proposed \$18 million Sciences Building.
- h. Physical Plant will support university departments with facility project development and cost estimates.
- i. Physical Plant will identify and seek funding for FY 2003 maintenance, renovation, and construction projects supporting the President's strategic initiatives.
- j. Physical Plant will work with the Registrar to ensure classroom scheduling and the facility inventory produce Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements.
- k. Human Resources is committed to providing the necessary support services to further the success and excellence of academic standards and programs. It is a goal of the Human Resources Department to support academic standards and programs by providing quality services in a responsive, courteous, and accurate manner in the functional areas of employee benefits, employee relations, staffing, employee records, compensation administration, equal employment opportunity/affirmative action, employee development, and risk management.
- l. Human Resources will coordinate services for faculty and staff employees with other state agencies such as the Employees Retirement System, Teacher Retirement System, State Office of Risk Management, Higher Education Coordinating Board, and Optional Retirement Program vendors.
- m. Human Resources will review and revise HR policies and procedures to assure compliance with current state and federal regulations so university personnel actions and activities are processed and handled properly.
- n. Computer Services will support The University Center programs by making available university resources over the WWW.
- o. Computer Services will support the distance education programs and enhance on-campus programs using the Blackboard software for more than 50 percent of sections.

2. University Image and Exposure

- a. The Business Office will continue to work with Computer Services and the Cashier's Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This would allow alumni membership and contributions to SHSU to be paid over the web.
- b. The Cashier's Office will continue to work with Computer Services and the Business Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This would allow alumni membership and contributions to SHSU to be paid over the web.
- c. Vending will continue to provide monetary resources from vending profits for student recruitment office.

- d. Vending will continue to provide monetary resources from vending profits to University Advancement Office, enabling them to be better able to search for and secure grants, donations, etc.
- e. Contracts and Grants plans to update our data storage so that we may provide information on closed grants without the hardship of paper storage. This will improve our relationship with sponsors and donors.
- f. Residence Life will continue to integrate computer technology into all residence hall buildings and administrative processes by:
 - (1) Completing residence halls ethernet wiring with the completion of Colony Apartments.
 - (2) Purchasing a data projector for presentations
 - (3) Increasing the use of web pages for actual business purposes
 - (4) Developing a plan to integrate the ID card to control access to exterior doors in the halls
- g. Payroll and Administrative Accounting will encourage employees to take advantage of available training in key areas of their expertise.
- h. Administrative Accounting will set up a tracking system on vouchers that are returned to departments due to inability to process them. This department will also monitor their three-day procedure for processing documents within three days of receipt.
- i. Physical Plant will seek project approval for creating new way finding and information signage on campus and in adjoining parking lots.
- j. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students.
- k. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni (paver project, etc.).
- l. Physical Plant will redesign the Physical Plant's world wide web page to provide information of interest to alumni, community, and other interest groups.
- m. Physical Plant will explore new ideas to raise the level of maintenance in our buildings and the attractiveness of our grounds.
- n. Physical Plant will work with all departments to improve the appearance of SHSU vehicles.
- o. Physical Plant will continue to train employees in customer service issues.
- p. Purchasing will continue to develop the university's relations with Historically Underutilized Businesses (HUB) through HUB forums and construction-related forums.
- q. Sam Houston State University will comply with both "the letter and the spirit" and with all applicable laws, regulations, and executive orders related to HUBs. (See Appendix.)
- r. Sam Houston Press and Copy Center will continue to work closely with the administration, deans, and departments in developing quality printed pieces in order to enhance the university's image. Our new film image setter will be totally functional this spring and will enable us to better serve our customers.
- s. Human Resources will promote a positive university image and exposure by delivering quality services in a responsive, courteous, and accurate manner. It is the goal of the Human Resources Department to attract quality employees by

adequately screening all applicants and to promote SHSU's image as a good place to work, with a good working environment, opportunity for professional growth, and a good benefit program. It is the goal of the Human Resources Department to promote goodwill toward all visitors and the university community and to use the Human Resources Department web site as a training and communication tool for students, staff, faculty, applicants, and other visitors. The Human Resources Department encourages all employees to achieve their personal and professional goals to their highest potential as they work toward achieving the university's mission.

- t. Computer Services will develop the university's WWW presence to communicate and develop our image and increase traffic visits to the home page from 3,600,000 in calendar 2001 to 5,000,000 for calendar 2002.
- u. Computer Services will assist especially the Advancement Division and the Admissions Office in developing a database of accurate addresses and in developing methods of communication.
- v. Computer Services will increase training and experience of university telephone operators. Provide more consulting to university departments on how to utilize telephone communication for a better image.
- w. The Office of Institutional Research will develop the image of the office and of the university by attending state and national meetings.
- x. The Office of Institutional Research will provide analysis of external reporting requirements to departments that will include suggestions of changes that would enhance the university's rating by outside organizations.

3. Campus and Community Atmosphere and Culture

- a. The Business, Accounts Payable, and Cashier's Offices will obtain training for employees who speak to sensitivity of diversity among SHSU population of employees and customers. The goal will be one hour of training for 75 percent of full-time staff.
- b. The Business Office will continue to work with Computer Services to expand the type of payment accepted over the web. This would include ACH and/or electronic check payments. This will provide other members of SHSU population the use of the web for making payments to the university.
- c. The Business Office, Accounts Payable, and Cashier's Offices will assist in university and community collaboration by the Business Office Staff volunteering two hours of their personal time in the name of Sam Houston State University Business Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other university and/or community event or function. The goal is 60 percent participation.
- d. Accounts Payable and Cashier's Offices will provide staff training in the area of telephone customer service to all employees in direct contact with the faculty, staff, and student population. The goal set for 2002-03 will be the attendance in one development class by 75 percent of full-time employees.

- e. Vending will continue responding to college-age consumer demands for products and services through surveys and research. Continue to use A point-of-sale@ surveys in determining student needs and wants.
- f. Vending will continue placing modern computerized machines across campus so as to give faster, more efficient service.
- g. Vending will continue the university's partnership, begun recently, in recycling with the City of Huntsville.
- h. Contracts and Grants will work to maintain and improve the university's efforts to assist faculty by offering workshops on the grant process. These workshops would also be open to members of the community who work with faculty on grant projects. We are looking at other ways to promote more support for grants to our campus.
- i. Residence Life will continue to fine tune the reorganization plan put in place in June 2001. We plan to improve service by establishing two satellite offices in the residence halls to house area coordinators, resource centers, and the Residence Hall Association.
- j. Residence Life will create initiatives to encourage student recruitment and retention in residence halls by:
 - (1) Developing a plan to improve the aesthetics of the exteriors of the halls with landscaping, picnic tables, porch swings, recreation areas, etc.
 - (2) Continuing to work closely with Physical Plant in planning and carrying out systematic repairs and cosmetic renovations of all existing buildings.
 - (3) Considering the installation of a microfridge in each room as renovations are made.
 - (4) Supporting and facilitating a new food service location to serve the south side of the campus.
- k. Residence Life will expand the surveillance system in residence halls by purchasing an additional system for placement in an additional hall for use beginning fall 2002 and planning for systematic purchases for other halls as renovations are made.
- l. Financial Aid will be testing Loans by Web in summer 2002 for full implementation in fall 2002.
- m. Financial Aid will be exploring the feasibility of Electronic Award Notifications and the feasibility and legality of electronic acceptance/rejection of these electronic awards.
- n. Payroll Office is striving to continue its level of excellence in serving the campus community. They are now currently finalizing electronic time sheets for hourly employees.
- o. Payroll Office is maintaining its high standard of protection of private information. A large crosscut shredder has been purchased to insure that sensitive information is not available to anyone handling trash containing this information. Administrative Accounting and Contracts and Grants will also utilize the shredder for this purpose.
- p. Physical Plant will work jointly with the City of Huntsville on projects and committees to achieve mutual benefits.
- q. Physical Plant will support the university's initiatives to improve campus residence halls whether internally or through privatization.

- r. Physical Plant will enhance the quality of surface parking lots on campus and construct new lots through construction projects and City of Huntsville resources.
- s. Physical Plant will support the implementation of the campus master plan.
- t. Physical Plant will conduct the university's business of maintenance, repair, and construction with greater respect for the university community and its programs.
- u. Purchasing will complete the furnishings required in the following buildings under construction or being renovated:
 - (1) Lowman Student Center (renovation).
 - (2) General Classroom and Office Building (new construction).
 - (3) Estill Building (renovations).
- v. Purchasing will process and evaluate Request for Proposals on Privatized On-Campus Housing for Students.
- w. Purchasing will orchestrate the 6th Annual Vendor/HUB Show with the Texas Department of Criminal Justice and the Small Business Development Center.
- x. Purchasing will inform all departments to the new dollar limits for purchasing directly relating to their departments. Clarify to the departments they are obligated, as is a purchaser, by all policies and procedures when processing their own spot purchase orders. Also inform departments, when processing informal bids within the department, they are subject to compliance audits by state, federal, and internal auditors.
- y. Purchasing will demonstrate to the departments how to employ the new Filemaker Pro software program to print purchasing forms.
- z. Purchasing will assist the Physical Plant with bids/RFPs relating to the development and construction of additional parking areas throughout the campus.
- aa. Purchasers will work closely with Physical Plant and Residence Life in the renovations of student dorms and apartments.
- bb. Purchasing will review and update the SHSU (3)c policies and procedures due to recent legislative amendments.
- cc. Receiving department will create a work order system for receiving to improve planning and scheduling deliveries.
- dd. Receiving department will make available additional safety classes for employees and student workers.
- ee. Property will conduct one spot inventory each quarter on departments to ensure accurate inventory records.
- ff. Property will set up a procedure to notify departments of useful items placed in surplus.
- gg. Property will convert the university's accounting system to encompass the modifications set forth in the last legislation (GASB 34 & 35 guidelines) concerning straight-line depreciation and new capital asset threshold.
- hh. Property will adjust the property records to properly reflect the capital asset threshold of \$5,000.
- ii. Sam Houston Press and Copy Center will finalize the university's customer service survey with Institutional Research and send out this semester (spring 2002) in order to better understand the university's customer needs.

- jj. Sam Houston Press and Copy Center will continue to improve student awareness of the department's operation and educating the students on what the department has to offer them in their printing, copying, report bindings, etc., through use of a newsletter, fliers, and posters.
- kk. Sam Houston Press and Copy Center will continue to research networkable digital high speed copiers and plan to have in operation by the fall 2002.
- ll. Sam Houston Press and Copy Center will continue to work closely with the community on printing projects that are university related.
- mm. Human Resources Department will contribute to a positive campus and community atmosphere and culture by developing programs and services that will improve the relationships between the campus, community, and culture.
- nn. Human Resources will work to achieve culture diversity by actively recruiting and hiring individuals in protected classes that are currently identified in our affirmative action hiring goals.
- oo. Human Resources will monitor employment actions to assure that policies and procedures are applied fairly and equally to all employees.
- pp. Human Resources will participate in community outreach programs, such as the Job Training Partnership Act, that are aimed at improving relations with the community and culture.
- qq. Computer Services will monitor Internet bandwidth usage and provide more bandwidth when needed.
- rr. Computer Services will monitor modem bank usage and provide more capacity when needed.
- ss. Computer Services will extend the faculty workstation program to designated administrative information employees.
- tt. Computer Services will replace or upgrade one-third of all faculty workstations during FY 2003.
- uu. Post Office will extend window hours.
- vv. Post Office will increase holiday service.
- ww. Post Office will correct university database addresses with return information.
- xx. Post Office will evaluate a plan for departmental delivery of mail.
- yy. The Office of Institutional Research will conduct surveys for departments to detect strengths, weaknesses, and opportunities.
- zz. The Office of Institutional Research will disseminate data about the university and assist with training on its use.

DIVISION OF STUDENT SERVICES
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

Vision Statement

Sam Houston State University Division of Students Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

Mission Statement

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

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

1. Academic Standards and Programs

Goal 1: Increase students' academic achievement.

Objective A: To provide innovative programs and services that will facilitate student success.

Objective B: To establish international opportunities for student exchange and collaborative partnerships.

Objective C: To continue to develop community, regional, national, and international partnerships.

Objective D: To assess student needs in program(s) development, quality, and effectiveness.

2. University Image and Exposure

Goal 2: Increase constituents' support and participation.

Objective A: To cultivate stakeholders interested in the success of the university through university procedures.

Objective B: To identify strategic student services programs in a capital campaign emphasis.

Objective C: To continue to cultivate contacts for student services departments' support in the community (e.g., Athletics, Career Services, etc.).

3. Campus and Community Atmosphere and Culture

Goal 3: Create a positive university and community culture.

Objective A: To continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective B: To enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.

Objective C: To continue to work with Physical Plant in campus planning of facility improvements for student services.

Objective D: To create surveys to determine students' satisfaction through institutional effectiveness.

DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2002-2003 Academic Year Aligned With
Institutional Strategic Goals

The purpose of this document is to articulate the goals of University Advancement for the 2002-2003 academic year and to integrate them into the broader institutional goals of the university.

1. Academic Standards and Programs

- a. Increase student awareness of scholarships administered by the Office of Alumni Relations.
- b. Continue to promote to donors, and prospective donors, the importance of scholarships to the University's academic standards and programs.
- c. Support, through internal and external communications, the importance of quality faculty members and programs.
- d. Identify media that can be used to help meet goals of the "Closing the Gaps" initiative.

2. University Image and Exposure

- a. Continue to build the membership of the SHSU Alumni Association, while continue to stress the "advantages" of membership.
- b. Continue to implement programs to increase the Alumni Association's quasi-endowment.
- c. Continue to offer alumni merchandise to all alumni, using e-commerce opportunities whenever possible.
- d. Continue to supplement institutional funding with outside sources, donated goods and services.
- e. Continue participation of the Alumni Relations office in such activities as career programs, senior class events, college night programs and other student activities when appropriate.
- f. Continue to provide a planned, systematic program of written communications to members of the SHSU Alumni Association.
- g. Improve the accuracy and quality of alumni addresses using the NCOA address standardization and Zip+4 appending services offered by the U.S. Postal Service, thereby lowering mailing costs and assuring delivery of alumni and development-related mail.
- h. Use available software for special events planning, membership management, volunteer assignment and awards reports, and more.
- i. Develop future alumni leadership among current students by encouraging them to belong to the Alumni Alliance, the University's newly reborn student alumni association.

- j. Begin implementation of a comprehensive capital campaign by initiating the various activities and elements commonly found in the quiet (silent) phase of a campaign.
- k. Continue to promote annual giving to the University through direct mail solicitation and the implementation of a phone program as a method of soliciting and stewarding annual gifts.
- l. Continue to encourage University personnel to become personally involved in the development process at the University by supporting their involvement in the cultivation, solicitation and stewardship of donors to their respective areas of the University.
- m. Continue to promote planned giving among alumni and friends as a means of giving to the University.
- n. Continue to organize and implement university-wide donor stewardship events, such as the annual Scholarship Donor Appreciation Luncheon.
- o. Continue to assess the need and financial feasibility of creating a private, non-profit 501(c)(3) foundation.
- p. Continue to publish the *Heritage* magazine, a high quality publication sent to over 5,000 alumni and friends that encourages giving to the University.
- q. Expand the use of computer technology in Development to enable the segmentation of records for annual giving solicitation, tracking of visits and solicitations of major gift prospects and production of stewardship reports to current donors.
- r. Improve the quality of alumni and donor records through dedicating the responsibility of a staff person to maintain current updates and expand on demographic information as available through the request for updated information in all publications and solicitations to alumni and donors.
- s. Identify and promote exemplary individuals and programs as part of a public relations visibility campaign.
- t. Track print and electronic media reports containing mention of Sam Houston State University through a clipping service.
- u. Improve quality of electronic media including Access Sam and Today@Sam Web pages to meet the growing usage of Web communications by SHSU alumni and others interested in information about SHSU.
- v. List the University's experts with the National ProfNet Experts listing.
- x. Encourage publication of a newsletter for entire SHSU alumni base.
- y. Continue to utilize ProfNet to make exemplary SHSU faculty known to media.
- z. Disseminate 75 or more major news releases and 250 or more minor news releases, and 3,800 hometown news releases to the media.
- aa. Continue "customer relations" strategies as mandated by the Texas Legislature.
- bb. Obtain coverage, whenever possible, in non-local media such as major Texas newspapers and the Associated Press wire service.
- cc. Update and maintain Public Relations Office Crisis Communications Plan.
- dd. Continue to encourage full use of toll-free number availability for all publics.
- ee. Obtain maximum coverage from "milestone" events such as presidential investitures, implementation of new speaker series, building dedications, anniversaries, etc.

3. Campus Community Atmosphere and Culture

- a. Do periodic news releases on campus/community activities as these opportunities become available.
- b. Do one major story yearly on summarized campus/community involvement.
- c. Encourage increased submission of information for the Today@Sam online calendar and usage by campus and community members.
- d. Emphasize progress in student life issues such as quality housing and adequate parking in news releases.
- e. Continue to promote historic nature of campus and community to overcome Huntsville's "prison town" image.
- f. Participate in projects such as design of pages for the Huntsville visitor's guide.
- g. Emphasize the university's commitment to good corporate citizenship through support of such projects as The Huntsville Item "Walker County Proud" edition, as funds are available.
- h. Continue close relationship with editorial staff of The Huntsville Item and other area news media.
- i. Maintain active memberships in important community organizations such as the Huntsville/Walker County Chamber of Commerce, and attend or co-sponsor events associated with such organizations where appropriate.

APPENDIX

APPENDIX

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



**2002-2003 STRATEGIC PLANNING COMMITTEE
FINAL REPORT**

DECEMBER 2002

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2002-2003 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

DECEMBER 2002

APPROVED:

David Payne, Chair

Troy Courville

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2003 - 2004

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral and master's programs.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.

- d. More students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will grow.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will increase in Texas institutions of higher education.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase.
- l. Sensitivity toward diverse lifestyles and backgrounds will increase.
- m. Demand for certified teachers, school counselors, school administrators, and school psychologists will grow and community colleges will be allowed to certify teachers. Alternative teacher education certification programs will need to be implemented by the University.
- n. Demand for more diversity in certified educational professionals will grow.
- o. National public health recommendations and trends will impact students and the university in the area of immunology.
- p. A growing number of students affected by mental health issues will enter college, requiring an increased need for counseling services.
- q. Alcohol consumption among students will continue to be an issue of concern for the university and local community.
- r. The need for trained correctional personnel will increase.

2. Economic Trends

- a. Total appropriation dollars will likely decline and dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will at best experience modest economic growth.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.
- i. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- j. TDCJ will continue as a major employer for this area.
- k. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- l. The current economy will continue to result in more students seeking financial assistance for college expenses.
- m. National and global uncertainties (terrorism) may discourage major donors from making financial commitments to the university.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education.
- b. More powerful computing devices will provide students, faculty, and staff access to an ever-expanding menu of information and computing resources.

- c. New technologies will require expanding development programs for staff, faculty, and administration.
- d. Technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning can lead to cooperative programs with secondary schools and community colleges.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will continue to deliver higher education via distance learning.
- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. The demands for the teaching of technological skills will continue to increase.
- k. More support services will become available over the Internet.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The information explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program.

- f. College curricula will be internationalized and exchange programs will be expanded as a result of an increasing need for global awareness.
- g. The variety of community college programs seeking transferability will increase.
- h. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- i. Interdisciplinary programs will become more common (e.g., environmental science).
- j. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- k. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- l. Student Service Fee allocations will continue to lag behind increasing operational expenses, thus limiting the range and scope of some services available to students.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes in order to improve quality or shorten the traditional four-year program.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. The need to improve student retention rates will increase.
- q. Professional academic advising will be a necessary component for recruitment and retention.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- s. Enrollment at The University Center and other remote locations will increase.
- t. Student security will be an increasingly important issue.
- u. Intrusion of out-of-state Internet competition for higher education programs will increase.

- v. Student retention measures will include more programs that enable students to identify a career path during the first year of enrollment.

5. **Political/Legal Trends**

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity issues will become more prominent.
- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which could impact enrollment.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.
- l. Universities will face increasing pressure to increase enrollment and graduation of minority students.

6. Physical Facility Trends

- a. Technological needs will include updating classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- e. New student housing may enhance new student recruitment and retention.
- f. Expanded construction will commit university fund.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance and estate tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. 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.
- g. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.

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 2003-2004 Academic Year Aligned With
Institutional Strategic Goals

1. Academic Standards and Programs

- a. Increase the variety of academic programs
 - (1) Implement three full degree programs online (CJ, history, reading)
 - (2) Implement the new Ph.D. program in mathematics education
 - (3) Bring to approval a new doctoral program in reading
 - (4) Consider new programs in golf management, athletic trainer, security studies, and forensics
 - (5) Begin offerings through NETnet
 - (6) Begin offering at least two certificate programs
 - (7) Increase graduate enrollment by 10 percent
 - (8) Increase performance on academics first indicators to levels to be determined before the beginning of the academic year

- b. Increase the quality of academic programs
 - (1) Establish a committee to study the enhancement of international content into the curriculum
 - (2) Increase retention over academic year 2001-2002 by 6 percent
 - (3) Bring 60 percent of courses to an online presence
 - (5) Establish new honors housing and increase honors enrollment to 200
 - (6) Nominate and promote a student for a national scholarship (Truman, Rhodes, etc.)
 - (7) Increase instructional and information services both on and off campus with the creation of a virtual reference desk
 - (8) Enhance all assessment programs in Academic to meet Southern Association of Colleges and Schools (SACS) standards
 - (9) Design activities to address issues from the National Survey of Student Engagement

- c. Improve organizational structure of Academic Affairs
 - (1) Increase international student enrollment by at least 10 percent
 - (2) Implement a new university promotion and tenure policy and bring all institutional policies in compliance with the revised university policy
 - (3) Implement academic restructuring
 - (4) Hire a graduate dean and redesign the operation of the Office of Graduate Studies
 - (5) Implement a new automated degree program (DARS)
 - (6) Examine the first year's allocation of course fees for appropriate expenditure
 - (7) Improve national standardized testing facilities on campus and improve flexibility in making arrangements for those tests
 - (8) Streamline the processes to apply for and to manage contracts and grants

- (9) Establish ten collaborative programs with industry, government laboratories, research institutions, and universities
- d. Increase research and scholarly activity
 - (1) Increase federal research and development expenditures by 10 percent
 - (2) Increase the submission of external grant proposals by 20 percent
 - (3) Increase external grant applications by new assistant professors by 25 percent
 - (4) Implement a university-wide “cradle to grave” electronic system to facilitate the development, submission, tracking, management, and reporting of contracts and grants
 - (5) Establish a program that recognizes and publicizes research accomplishment of the faculty

2. University Image and Exposure

- a. Increase public relations activities to prospective students
 - (1) Establish Encuentro as an annual event
 - (2) Develop and distribute a recruiting CD to be used for students who have been accepted in order to increase the acceptance-to-matriculation ratio
 - (3) Standardize all recruitment materials from departments
 - (4) Initiate construction of a new campus information and welcome center
- b. Increase articulation activities
 - (1) Establish and staff an office for student recruitment in North Harris Montgomery Community College
 - (2) Expand community college articulation and two-plus-two agreements to include all major feeder institutions
 - (3) Develop dual admission and advising process with North Harris Montgomery Community College and Blinn Community College
- c. Increase general public activities
 - (1) Propose STAR program recognition for SAM Center, Smith-Hutson Scholarship Program, and Encuentro
 - (2) Expand continuing education offerings and bring to profitability
 - (3) Provide Vice President for University Advancement with a list of possible needs to support the university capital campaign

3. Campus Community Atmosphere and Culture

- a. Increase involvement in the local community
Increase university involvement with the Huntsville’s Promise program

- b. Improve academic service culture
 - (1) Establish availability of campus housing for students during holiday periods
 - (2) Respond to initiatives for Academic Culture Committee

- c. Increase diversity
 - (1) Increase minority faculty to a total of at least 13 Black and 21 Hispanic (10 and 17 this year)
 - (2) Increase Hispanic student enrollment by 4 percent

DIVISION OF FINANCE AND OPERATIONS
Goals for 2003-2004 Academic Year Aligned With
Institutional Strategic Goals

1. Academic Standards and Programs

- a. Administrative Accounting will increase the electronic payment of student accounts via credit card on the telephone and the internet by 10 percent.
- b. Administrative Accounting will submit at least 1,500 delinquent accounts to credit bureau via electronic data transfer.
- c. Administrative Accounting will submit 3,500 delinquent accounts to the Comptroller's Office Warrant Hold Program via electronic file transfer.
- d. The Student Financial Aid Office will increase presentations, from the first annual to semiannual workshops, to Student Advisement Center staff and faculty regarding undated Financial Aid Reasonable Academic Progress (RAP) policy eligibility requirements. This provides support in student retention efforts and in assuring students stay on track toward graduation.
- e. Vending will provide monetary resources from vending profits to the offices of the Vice Presidents for Academic Affairs and for University Advancement for expenses incurred in hiring, etc. The goal for FY 2004 is to provide \$13,438 to Academic Affairs and \$29,093 to University Advancement.
- f. Computer Services will, by the end of calendar year 2003, acquire site licenses for the following academic software: Adobe Acrobat and GIS. Utilize cooperative agreements with other TSUS units.
- g. Computer Services will increase the number of sections using the Blackboard software from 369 to 500, and the number of professors from 141 to 200 by the end of calendar year 2003. Install and implement the Enterprise version of the Blackboard software.
- h. Human Resources will process 100 percent of ERS insurance enrollments and reports by the stated deadlines.
- i. Human Resources will process 100 percent of the Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline.
- j. Human Resources will post 100 percent of job openings within two working days of the receipt of a completed and approved Personnel Requisition Form.
- k. Human Resources will process 100 percent of the Texas Workers Compensation claims and reports within the stated deadlines.
- l. Human Resources will check for compliance 100 percent of all Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected.
- m. Human Resources will settle 80 percent of all employee grievances at the second step of the grievance procedure.
- n. Human Resources will file 100 percent of all state and federal reports by the stated deadlines.
- o. Physical Plant will partner with our faculty and staff to improve academic teaching and research environments in the new Smith-Hutson Business Building Addition,

- Teacher Education Center Addition, Farrington Addition and Renovation, and Library Renovation.
- p. Physical Plant will support university departments with facility project development and cost estimates for any new proposed project for FY 2003 and FY 2004.
 - q. Physical Plant will identify and seek funding for FY 2004 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2004 MRC program submittal).
 - r. Physical Plant will work with the university Registrar to ensure classroom scheduling and the facility inventory to achieve Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements of 38.0 AWHU and 25.0 AWHU respectively.
 - s. Physical Plant will support design initiatives for the expansion of the East Central Plant to support the expansive capital improvement program by submitting a project to the Board of Regents for approval in August 2003.
 - t. Physical Plant will provide construction management for the following projects: Farrington Building Renovation and Addition, Library Renovation, Estill Building Renovation, Smith-Hutson Business Building Addition, Visitors Center, Teacher Education Center Addition, Recreational Sports Facility and Pool, Southside Dining Facility, Bearkat Village Apartments, Parking Garage, Card Access Implementation, Campus Signage Installation, Jackson Shaver Renovation, eight Co-Ops Renovation, Baseball and Softball Complex, and the Agricultural Facilities Expansion at Gibbs Ranch.
 - u. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
 - v. Purchasing will have members of departments with delegated purchasing authority receive purchasing training from their assigned purchaser biannually or upon request. Each individual who successfully completes the training class will receive a certificate of training from the Purchasing Department.
 - w. Purchasing will update the purchasing policies and procedures annually and update the policies and procedures website within two weeks from the approval date of the President.
 - x. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
 - y. All university Warehouse employees will attend a minimum of two safety-related classes annually.
 - z. All university Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
 - aa. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.

2. University Image and Exposure

- a. Administrative Accounting will facilitate retrieving of information and enhance image of user-friendly student accounts processes by increasing web traffic on Student Accounts' website by 15 percent . (Install counter to track number of hits.)

- b. The Student Financial Aid Office will continue to work toward designing and implementing a more interactive Financial Aid web page and increase by 20 percent aid applications and data forms in PDF document format. This will continue to improve aid processing and accessibility for current and prospective students.
- c. Residence Life will continue integrating computer technology into all residence life buildings and administrative processes by completing by August 2004 Residence Life Ethernet wiring with the wiring of 50 Colony Apartments.
- d. The Payroll Office will convert the reporting of Teachers Retirement System of Texas information from a manual system to a web-based system. This conversion will provide all reports, files, etc. electronically to the Teachers Retirement System. The Payroll Office will convert 250 records to the web-based system.
- e. The Business Office will continue to work with Computer Services and the Cashiers Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This will allow alumni membership and contributions to SHSU to be paid over the web. Our goal for 2003-2004 will be to establish two departments with credit card payment capabilities.
- f. The Cashier's Office will work with Computer Services and the Business Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development. This would allow alumni membership and contributions to SHSU to be paid over the web. Our goal for 2003-2004 will be to establish two departments with credit card payment capabilities.
- g. Vending will provide monetary resources from vending profits for the student recruitment office. The goal for FY 2004 is to provide \$13,438 to Academic Affairs.
- h. Vending will provide monetary resources from vending profits to the University Advancement Office, enabling the staff to be better able to search for and secure grants, donations, etc. The goal for FY 2004 is to provide \$29,093 to University Advancement.
- i. Computer Services will develop the University's WWW presence to communicate and develop our image. Increase traffic visits to the home page from 5,000,000 in calendar 2002 to 7,000,000 for calendar 2003.
- j. Human Resources will courteously receive all visitors to the department within thirty seconds. No more than one complaint per year.
- k. 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.
- l. Human Resources will keep website information updated as necessary to stay current. All updated information will be entered within two working days.
- m. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.
- n. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students by including accessibility issues in the Campus Signage Project and all construction projects.
- o. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni including football games and other events yet to be named.

- p. Physical Plant will complete a Physical Plant World Wide Web page to provide information of interest to alumni, community, and other interest groups.
- q. Physical Plant will work with all departments to improve the appearance of SHSU vehicles by conducting at least three general meetings to explain the new vehicle policy.
- r. Physical Plant will train a minimum of twelve employees in customer service issues.
- s. Physical Plant will support energy conservation initiatives identified by new state requirements by completing a Resource Efficiency Plan by March 1, 2003.
- t. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 10 percent in FY 2003.
- u. Purchasing will within one year develop, complete, and maintain a website to advertise bids and proposals for the Purchasing Department.
- v. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUB) forums annually and provide a minimum of five "spot purchases" to be awarded at each forum.
- w. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses in classes on "How to do business with state agencies."
- x. University Warehouse employees will dress 100 percent in appropriate attire for identification purposes when making deliveries and pickups across campus.
- y. University Warehouse employees will ensure 100 percent of Central Stores vehicles are clean and well maintained.
- z. 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 on public bids per year.
- aa. Property will increase the number of buyers in attendance at the surplus sales by 10 percent of the average attendance of 125 registered buyers. Develop new means of advertising, such as a web page for surplus property for this fiscal year.
- bb. Sam Houston Press and Copy Center will host two seminars, one in fall 2003 and one in spring 2004, to educate the administration, deans, and departments in printing technology and printing procedures to increase quality printed pieces to enhance the university's image with the expectation of ten people per seminar.

3. Campus and Community Atmosphere and Culture

- a. Administrative Accounting will enhance relationships with departments across campus by providing training in the use of accounting tools to the university community - host at least two workshops in FY 2003-2004.
- b. The Student Financial Aid Office will expand participation in area high school and area community-based organizations in their ACollege Night@ programs by 10 percent. These presentations assist prospective students in making early enrollment decisions regarding cost of attendance and available financial assistance.
- c. Residence Life will create initiatives to increase student recruitment and retention by furnishing 126 residence hall rooms with a microfridge as Estill Hall is renovated in spring 2004 and provide a minimum of 150 educational and/or social programs per semester in the residence halls for the academic year.

- d. The Payroll Office is striving to convert the paper system for internal reports and file retention to a computer output to laser disc system that will enable the Payroll Office to retain internal files on a laser disc. Sam Houston State University departments will be able to access their reports for reviewing or printing directly from the files, creating a more time efficient and cost-effective system. The Payroll Office will convert three reports to the laser disc system.
- e. The Business Office will assist in university and community collaboration by the Business Office Staff volunteering two hours of personal time in the name of Sam Houston State University Business Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other university and/or community event or function. The goal is 60 percent participation.
- f. Accounts Payable will provide staff training in the area of telephone customer service to all employees in direct contact with the faculty, staff, and student population. The goal set for 2003-04 will be the attendance in one development class by 75 percent of full-time employees.
- g. Accounts Payable will assist in university and community collaboration by the Accounts Payable Staff volunteering two hours of personal time in the name of Sam Houston State University Accounts Payable Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other university and/or community event or function. The goal is 60 percent participation.
- h. The Cashier's Office will provide staff training in the area of telephone customer service to all employees in direct contact with the faculty, staff, and student population. The goal set for 2003-04 will be the attendance in one development class by 75 percent of full-time employees.
- i. The Cashier's Office will assist in university and community collaboration by the Cashiers Office Staff volunteering two hours of personal time in the name of Sam Houston State University Cashier's Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other university and/or community event or function. The goal is 60 percent participation.
- j. Vending will place modern computerized machines across campus so as to give faster, more efficient service. A goal of five new machines to be placed in fiscal year 2004 has been set.
- k. Computer Services will increase Internet bandwidth for the campus from 20Mb/sec to 20Mb/sec by the end of calendar year 2003.
- l. Computer Services will replace or upgrade one-third of all faculty workstations during FY 2004.
- m. The Post Office will increase customer satisfaction survey results by five percentage points from FY 2003 to FY 2004.
- n. Human Resources will participate in the Summer Youth Employment Program by training at least one program participant.
- o. Human Resources will send at least one HR professional staff member to important professional meetings.
- p. Human Resources will meet at least 80 percent of the Affirmative Action Plan annual hiring goals.
- q. Human Resources will receive less than three written EEO complaints during a twelve month period.

- r. Human Resources will complete Human Resources Policy E-6, Employment of Non-resident Aliens.
- s. Human Resources will complete 50 percent of the Business Continuity Plan.
- t. Human Resources will apply all HR policies in a fair and equitable manner. No more than one complaint per quarter.
- u. Physical Plant will support the university's initiatives to improve campus residence halls through internal renovations and construction projects or through privatization programs including Bearkat Village, Jackson Shaver Renovations, and eight co-ops Renovations.
- v. Physical Plant will make additional improvements to parking facilities by utilizing the services of the City of Huntsville and local contractors in the renewal of the library parking lot and repairs to the four west residence hall lot.
- w. Physical Plant will conduct business of maintenance, repair, and construction with greater respect for the university community and programs by compiling checklists for implementing different stages of design and construction of projects.
- x. Physical Plant will, by the end of FY 2003, provide web access to campus customers for input of work orders electronically and receipt of updates to work order information.
- y. Physical Plant will continue re-keying interior doors in all campus educational buildings to achieve 75 percent completion by end of FY 2003.
- z. Purchasing will provide a minimum of one Historically Underutilized Business (HUB) Vendor Fair a year with a minimum of two other state and/or local government agencies participating.
- aa. Purchasing will develop an alliance of a minimum of three other local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HU's.
- bb. University Warehouse will coordinate annually with the President's Office in scheduling the dates and times to assist in setting up for special events held throughout the year. Develop and maintain a written schedule for the fiscal year. Review monthly for possible changes, additions, or deletions.
- cc. Sam Houston Press and Copy Center has at present three departments using the SHSU bulk mailing services. To increase the bulk mailing operations by 100 percent, the Press is working directly with the Post Office to encourage all departments to use the bulk mailing preparation services and labeling services.
- dd. Sam Houston Press and Copy Center will produce a customer service survey with Institutional Research to send out in spring 2003 in order to better understand our customer's needs. We are expecting a 10 percent response rate.
- ee. Sam Houston Press and Copy Center will increase its awareness of its operation and services; two fliers will be sent to new students (January, August) and two fliers at the end of each semester (April/November).
- ff. Sam Houston Press and Copy Center will acquire in the summer 2003 a digital high speed copier.
- gg. Sam Houston Press and Copy Center will send monthly "welcome packets" to an average of ten new faculty and staff.

- hh. Institutional Research will increase the quality of and access to institutional data by (1) posting 80 percent of the reports produced by the Office of Institutional Research on the IR website; (2) increasing 40 percent number of web hits to the IR website; (3) having 80 percent of the IR reports on the new SPSS web server; (4) having 100 percent of the IR reports follow JCAR Technical Conventions.
- ii. Institutional Research will take a proactive approach to institutional research by (1) compiling 40 percent of all reports initiated by OIR; (2) developing a policy-study initiative (100 percent); (3) developing a newsletter to cover and provide analysis of Texas higher education legislative initiatives, delivering it to 100 percent of the faculty and staff at the university.
- jj. Institutional Research will help to enhance its image and the university's image by (1) having four papers accepted for presentation; (2) submitting four papers for publication; (3) developing a newsletter covering recent office developments and articles covering various topics, delivering it to 100 percent of the faculty and staff at the university.
- kk. Institutional Research will conduct surveys to detect strengths, weaknesses, and opportunities of the university by receiving an average return rate of 50 percent across all surveys conducted; (2) developing and completing (100 percent) a website that is particularly suited for the dispersal of survey information; (3) developing a longitudinal survey system (100 percent) by fall 2003.
- ll. Institutional Research will increase awareness, use, and quality of technical support services by (1) working with Computer Services to develop an online institutional effectiveness handbook; (2) developing an institutional effectiveness online training module; (3) working with the student newspaper and television station to have tri-monthly reporting on the institutional effectiveness campus happenings; (4) familiarize 75 percent of the departments on campus with the technical support provided by the office for institutional effectiveness; (5) assist 90 percent of the persons that have used the technical services of the office to support their institutional effectiveness will rate the support as good or better.
- mm. Institutional Research will increase the use of electronic databases for information storage by (1) developing (100 percent) a web sight that will allow users to enter the necessary institutional effectiveness information via the web and see how the information relates to the area they support; (2) working with Computer Services to develop databases that will handle all the information needed to meet the SACS criteria; (3) creating an electronic database for the university's "Closing the Gaps" initiatives; (4) working with Academic Affairs to create (100 percent) an accurate faculty database.
- nn. Institutional Research will ensure consistent and accurate information used for planning and assessment by (1) assisting Computer Services in transforming any necessary reports to meet JCAR definitions; (2) Contacting other IR offices to ascertain their data collection methods; (3) working with the Registrar's Office, Computer Services, and Academic Affairs to develop must statements that eliminate some frequent data errors.

DIVISION OF STUDENT SERVICES
Goals for 2003-2004 Academic Year Aligned With
Institutional Strategic Goals

1. Academic Standards and Programs

VPSS Goal 1: Increase students' academic achievement.

Objective A: Provide innovative programs for student success.

- a. Establish an Ombudsman Service Program that will facilitate customer service and invoke a formal institutional process to address student concerns.
- b. Create a committee to organize and complete all of the collaborations and procedures necessary to have the Co-Curricular Transcript Program available and operational for the fall 2003 semester.
- c. Create a Freshman Leadership Course in collaboration with the academic components.
- d. Prepare EXCEL (**E**ncouraging **X**-cellence through **C**o-curriculum **E**ducation and **L**eadership) and Transition Track leadership training workshops to incorporate new faculty staff presentations and to collaborate with the Student Advising and Mentoring Center (SAM Center) which will increase the student participation rate.
- e. Increase visibility of the SAM C.A.R.E.S. (**C**ommitted **A**ttitude, **R**esponsible **E**ducated **S**ervice) Program. This university-wide program directly addresses student safety.
- f. Reorganize the Orientation Program to include collaboration with the newly established Student Advising and Mentoring Center (SAM Center), the use of students as peer mentors, and programming in areas that address the social and cultural development of new and transfer students.
- g. Collaborate with the Department of Residence Life, Counseling Services, and the Division of Academic Affairs to enhance and increase the learning opportunities for the campus residents participating in the Bearkat Learning Community Program.
- h. Work in conjunction with the Department of Student Activities to create a new Community and Campus Volunteer Program for students and campus organizations that coordinates efforts, records the work that has been done, and recognizes the participants for their efforts.
- i. Develop and present programs that encourage students to make healthy lifestyle choices.

Objective B: Establish international opportunities for student exchange and collaborative partnerships.

- a. Develop a Student Leadership/Service Exchange Program with an international institution of higher education.
- b. Enhance collaborative opportunities with the Multicultural and International Student Service Program and the International Program Office.
- c. Involve staff in international opportunities that will enhance their exposure, education, and insight of globalization of higher education.

- d. Maintain relationships with the Fulbright Commission in Germany which was established as a German Fulbright Scholar. German Fulbright students are studying at Sam Houston State University due to this collaborative partnership.

Objective C: Develop community, regional, national, and international partnerships.

- a. Create a collaborative brochure highlighting educational partnerships between Academic Affairs and Student Services.
- b. Cultivate relationships with new and existing companies to provide career opportunities for students and alumni.
- c. Interact with other organizations from the community. Interaction with those from the Health Department, Fire Department, State Licensing, etc. will keep information flowing from the daycare at the university throughout the community.
- d. Utilize Alumni Relations as a partner in job development.
- e. Participate in health-related programs and presentations within student organizations, the local school district, and other community groups.
- f. Host at least one intern per year as available from the Department of Health Education.

Objective D: Assess student needs in program development, quality, and effectiveness by collaborating with the Office of Institutional Research.

- a. Distribute the Longitudinal Student Assessment Paradigm Survey established in 1994 to determine students' perceptions.
- b. Encourage the creation of program surveys to determine students' satisfaction through institutional effectiveness. Focus will be on specific programs such as BearFACTS Forum, Bearkat Bucks, Freshman Orientation, etc.
- c. Collect data on predictors of academic success and upgrade educational training in the Learning Enhancement Center to assist in the recruitment of student-athletes who will graduate.

2. University Image and Exposure

VPSS Goal 2: Increase constituents' support and participation

Objective A: Cultivate stakeholders interested in the success of the university.

- a. Participate in community- and university-oriented projects and campaigns.
- b. Target potential donors interested in developing student service-oriented programs.
- c. Utilize resources and stakeholders in the community to work collaboratively on projects of joint interest.

Objective B: Identify strategic student services programs in a capital campaign.

- a. Assemble a database of all students who were participants in student life programs such as Orange Keys, Freshman Leadership, Student Government Association, Orientation, and Alpha Lambda Delta for future contact.
- b. Work in collaboration with the Vice President for Student Services, President's Office, and the Office of Alumni Relations to host the first ever Former Student Leaders Alumni Reception at the 2003 Homecoming Weekend.
- c. Work in collaboration with the Vice President for Student Services and the Vice President for University Advancement to create the Division of Student Services Student Leadership Endowment that will provide scholarships for active SHSU Student Leaders.
- d. Implement winning athletic teams, complimented by innovative and aggressive marketing and fundraising activities that produces conference championships and the Southland Conference Commissioner's Cup.

Objective C: Cultivate contacts for student services departments.

- a. Provide publicity for the University and students via the Career Services web site, career fairs, and special events.
- b. Nurture relationships with the local medical community by engaging in face-to-face interactions.

3. Campus and Community Atmosphere and Culture

VPSS Goal 3: Create a positive university and community culture.

Objective A: Provide staff development programs.

- a. Focus on team building, educational enjoyment during the fall semester and provide a program that emphasizes the educational environment during the spring semester.
- b. Develop a staff survey to receive feedback on programs and management within the division.
- c. Provide a broad-based leisure service program for the university community.

Objective B: Enhance and refocus departmentally sponsored student retention programs.

- a. Develop a proposal, Promoting Academic Leadership and Success (P.A.L.S.) which is currently under legislative consideration, that addresses the recruitment of students disadvantaged by academic, economic, geographical, or cultural circumstances.
- b. Target and recruit first generation college students in the Houston Metropolitan area in collaboration with the Admissions Office.
- c. Assist education majors in obtaining the required observation hours in their academic endeavors.

- d. Become more involved in professional training to better serve the non-traditional students at Sam Houston State University.
- e. Provide psycho-educational programs that promote healthy lifestyles and support students in attaining their academic goals.
- f. Provide support for students with disabilities such that these students are retained and graduate.
- g. Develop high impact educational tools for use in the health counseling and education process.
- h. Expand services to include the treatment of common chronic conditions (i.e., asthma, diabetes, and hypertension).
- i. Work collaboratively and in support with the academic component by providing facilities, programs, and adjunct faculty.

Objective C: Collaborate with the Physical Plant in campus planning of student services facilities.

- a. Support the building of a new state-of-the-art facility for the childcare center, Bearkitten Academy.
- b. Support the expansion of the Health and Kinesiology Center for Recreational Sports facilities, i.e., natatorium, gymnasium, and weight room.
- c. Support the construction of a baseball and softball complex facility for the Athletics program.

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2003-2004 Academic Year Aligned With Institutional Strategic Goals

The purpose of this document is to list a number of University Advancement goals for the 2003-2004 academic year and to integrate the goals into the broader institutional goals of the university. There may well be additions or other changes to this document with the arrival January 1 of a new Vice President for University Advancement.

1. Academic Standards and Programs

- a. Progress toward university's first capital fund campaign, with goals to be set when appropriate
- b. Conduct fourth annual faculty/staff annual fund campaign, with proceeds benefiting various academic programs, with increase of 15 percent in participation
- c. Contact 40,000 prospects for second annual alumni telephone solicitation program, with proceeds benefiting each college
- d. Contact 45,000 prospects for fourth annual fund campaign with printed mailing piece
- e. Do one news release for area media and the university webpage in fall of 2003 marking SHSU's participation in College for Texans campaign activities in support of the Closing the Gaps initiative by the Texas Higher Education Coordinating Board
- f. Do one news release for area media and the university webpage to increase awareness of students and potential students in the scholarship and other financial aid available at SHSU and other Texas universities in accordance with Closing the Gaps initiative
- g. Do one article in an Advancement publication promoting planned giving among alumni and friends as a means of building stronger academics and programs and attracting better students and faculty
- h. Implement official class ring program in fall, with first presentation ceremony in spring
- i. Increase Senior Signup program by 20 percent
- j. Create a private, non-profit 501(c)(3) foundation, if assessment of the need and feasibility of creating such a vehicle is positive
- k. Increase staffing within the development area by four full-time positions and alumni relations by three full-time positions to increase effectiveness and scope of programs

2. University Image and Exposure

- a. Increase by 10 percent the number of alumni addresses using the NCOA address standardization and Zip+4 appending services offered by the U. S. Postal Service
- b. Increase by 10 percent donated goods and services to the university
- c. Increase staffing within public relations by three full-time positions to more fully serve the communication needs of the campus community and to support overall advancement activities

- d. Improve relationships by periodic contacts with editorial staff of *The Huntsville Item* (weekly), the *Houston Chronicle* (monthly), and Associated Press (monthly), as well as others
- e. Use ProfNet media query service to increase exposure of programs and personnel through state and national media at the rate of four per month
- f. Update Public Relations Office crisis communications plan two times in twelve-month period to assure contacts are accurate
- g. Assist in communications/visibility initiatives of President's Office through preparation of one president's guest editorial per semester for *The Houstonian*, Today@Sam, and *The Huntsville Item*
- h. Post 150 major news stories concerning SHSU people, events, and programs on Today@Sam and release when appropriate to area, state, and national media
- i. Post 220 minor news stories concerning SHSU people, events, and programs on Today@Sam and release when appropriate to area media
- j. Increase listings of SHSU experts on Today@Sam web page by 5 percent and evaluate listings twice yearly for accuracy and appropriateness
- k. Encourage faculty to report information for Today@Sam "In the News" section with goal of one new listing per week
- l. Hold interviews with forty SHSU faculty for updates on key areas of activity
- m. Compile faculty and staff photo file of 300 employees
- n. Use public relations graphics coordinator to support special communication efforts within the advancement division and other high-level university offices on one donor/friends/ alumni member magazine (7,000 circulation) published twice per year and one general interest newsletter (45,000 circulation) published twice per year
- o. Use public relations graphics coordinator to create campus publications guidelines

3. Campus Community Atmosphere and Culture

- a. Hold four SamWorks alumni relations receptions in Houston
- b. Hold twelve SamWorks alumni relations receptions in Huntsville
- c. Hold alumni golf tournament
- d. Hold alumni tailgate type receptions in all major spectator sports in addition to football tailgate receptions at each home game
- e. Enhance campus/community atmosphere and culture through preparation of one president's guest editorial per semester for *The Houstonian*, Today@Sam and *The Huntsville Item*
- f. Produce two news releases per semester relating to campus and community relationships
- g. Continue to promote historic nature of campus and community to counter Huntsville's "Prison Town" image through one major or minor news release per month on Sam Houston Memorial Museum
- h. Participate in two community projects and two *Huntsville Item* special publications through advertising as funding permits
- i. Maintain active memberships in important community organizations such as Huntsville/ Walker County Chamber of Commerce, and attend or co-sponsor one Business After Hours event on campus

APPENDIX

APPENDIX

HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS)

A. GOAL - Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations, and executive orders related to Historically Underutilized Businesses (HUBs).

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 Sam Houston State University and System components informed of latest development in the areas of HUBs.
- Update the University HUBAP as necessary.
- Develop models of educational in-reach and out-reach activities for use by the University in developing HUB programs.
- Share successful methods of increasing the participation of HUBs with departments and other agencies.
- Serve as liaison between University departments and computer services to ensure accuracy and timely availability of data.
- Review all HUB-related reports prepared by the University’s computer services.
- Develop and update policy statements.
- Monitor the University’s goals and objectives.
- Document and submit good faith efforts to the President.
- Maintain reports on HUB activity for future reference.
- Monitor areas that appear to be non-productive and develop new strategies to increase HUB participation.

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

- 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 that will measure the effectiveness of this program and report the progress on goals to the HUB Coordinator.

- Coordinate the completion and filing of all reports required by law through the HUB Coordinator.
- Keep administrators of the University informed of the latest developments in the area of construction relating to HUBs.

A.4 Strategy – In order to implement the University HUBAP, the component HUB program shall include, to the greatest extent possible, good faith efforts:

- Ensure that the Texas HUB Certification Electronic Database provided by the Texas Building and Procurement Commission (the “Commission”) is accessible to all employees and encourage use of the directory in procurement activities.
- Identify and assist potential HUB applicants in obtaining state certification through the Commission.
- Distribute 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 for potential buyers.
 - >> actively participating in the local Chamber of Commerce and/or economic development.
- Develop and participate in educational in-reach activities, such as:
 - >> Incorporating into the formal training program of the professional buying staff a training program designed to improve their business skills which will encourage HUB participation.
 - >> Including requisitioning representatives in the organization and participation of trade fairs for HUBs.
 - >> Developing and distributing information related to HUBs for use in departmental purchases not being processed through the purchasing department.
- Participate in programs that consolidate information 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.
- Disseminate the HUBAP to all appropriate personnel within the University.

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. Nothing in this policy shall be construed to require otherwise.

A.6 Strategy – Reporting requirements. A copy of this policy will be included in the University strategic plan as required by Texas Government Code, Sec. 2161.123. The General Services Act requires that a consolidated report be issued by the Commission based, in part, on information provided by each state agency. In accordance with this requirement, each component will:

- 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.
- Report to the Commission through the HUB Coordinator the total number and dollar amount of the purchases of goods and services awarded and actually paid from non-treasury funds by the component. This report will be in a form prescribed by the Commission and will be due no later than March 15 for the previous six-month period and September 15 for the previous fiscal year.
- Report to the Commission through the HUB Coordinator the total number and dollar amount of certified HUBs 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:

- 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.
- Total number of businesses submitting bids or proposals relating to the issuance of bonds and to the items to be financed by those bonds.

A.8 Strategy – Historically Underutilized Businesses (HUB) Advocacy Program. Sam Houston State University is a residential, state-supported institution providing both undergraduate and graduate education through three doctoral programs. The University is organized into four colleges: the College of Arts and Sciences, the College of Business Administration, the College of Criminal Justice, and the College of Education and Applied Science. The University offers 86 bachelor's, 54 master's, and 4 doctoral degree programs.

Procurement opportunities include supplies, materials, services, equipment, construction contracting and professional services. Sam Houston State University is committed to both “the letter and spirit” to make a good faith effort to assist HUBs in the procurement process in accordance with the goals and rules established under law by the Texas Building and Procurement Commission.

A.9 Strategy – Purchasing procedures. The rules that govern Sam Houston State University purchasing can be located under “Policies,” then “Purchasing and Stores,” on the following website: <http://www.shsu.edu/administrative>.

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



**2003-2004 STRATEGIC PLANNING COMMITTEE
FINAL REPORT**

MARCH 2004

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2003-2004 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

FEBRUARY 2004

APPROVED:

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphasis on preparation in a variety of fields.

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

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

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984
 APB: January 24, 1986
 APB: April 19, 1991
 APB: October 27, 1995
 UPD: January 17, 1997
 UPD: October 17, 1997
 APB: January 25, 2001
 UPD: April 18, 2002
 UPD: February 24, 2004

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

FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A: Environmental Science (03.0104.00) only
- B: Interior Architecture (04.0501.00) only
- C: Educational Leadership and Administration, General (13.0401.00) and Counselor Education/School Counseling and Guidance Services (13.1101.00) only
- D: Electrical, Electronic and Communications Engineering Technology/Technician (15.0303.00), Industrial Technology/Technician (15.0612.00), Manufacturing Technology/Technician (15.0613.00), Construction Engineering Technology/Technician (15.1001.00), and Drafting and Design Technology/Technician, General (15.1301.00) only
- E: Industrial Technology/Technician (15.0612.00) only
- F: Combinations of previously approved programs only
- G: Biological and Physical Sciences (30.0101.00), Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H: Combinations of previously approved programs only
- I: Fitness & Sports (31.0501.10) only
- J: Forensic Psychology (42.2601.00) only
- K: Public Administration (44.0401.00) only
- L: Health Studies (51.0000.01), Clinical Laboratory Science/Medical Technology/Technologist (51.1005.00), and Music Therapy/Therapist (51.2305.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2004 - 2005

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral and master's programs.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American, and other minority student populations will continue to grow.

- d. More students will be employed and more students will be working more hours while attending school. Affordable child care will become a necessity for students with children.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The university will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will increase.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will moderate in Texas institutions of higher education due to INS and Federal Regulations.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase.
- l. Sensitivity toward diverse lifestyles and backgrounds will increase.
- m. Demand for certified teachers, school counselors, school administrators, and school psychologists will grow, and community colleges will be allowed to certify teachers.
- n. There will be growing populations of students who are best being served by web-based programs.
- o. Demand for more diversity in certified educational professionals will grow.
- p. National public health recommendations and trends will impact students and the university in the area of immunology.
- q. Demand for health care providers will increase as the population ages.
- r. Alcohol consumption among students will continue to be an issue of concern for the university and local community.
- s. The need for trained correctional personnel will increase.

- t. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health center.
- u. The need for financial aid will increase.
- v. Terrorism will open new instructional and research opportunities and demand more institutional caution.

2. Economic Trends

- a. Total appropriation dollars will likely decline and dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of noneducational services statewide will increase.
- c. The information and service sectors of the economy will increase in importance.
- d. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.
- e. Loans or prepaid tuition plans will increasingly supplement federal grant programs as primary support sources of student financial support. State-sponsored prepaid education programs will diminish in enrollment barring improvement in state budgetary status.
- f. The Texas economy will at best experience modest economic growth.
- g. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.
- h. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- i. TDCJ will continue as a major employer for this area.
- j. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- k. The current economy will continue to result in more students seeking financial assistance for college expenses.
- l. The increase in the number of students with disabilities requesting services will strain existing resources for both services for students with disabilities and academic departments.

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

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education.
- b. More powerful computing devices will provide students, faculty, and staff access to an ever-expanding menu of information and computing resources, mandating computer/web literacy.
- c. New technologies will require expanding development programs for staff, faculty, and administration.
- d. Technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will lead to cooperative programs with secondary schools and community colleges.
- f. Gradually advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will expand their delivery of higher education via distance learning.
- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. Gradually the demands for the teaching of technological skills will increase and online expertise will become a basic necessity for faculty.
- k. More support services will become available over the Internet.
- l. The frequency of e-mail viruses and Internet worms will increase in frequency and complexity.
- m. Technological needs will increase.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability will require more outcomes assessment, benchmarking, and institutional research.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The information explosion will lead to greater difficulty in keeping the baccalaureate degree within a traditional four-year program.
- f. College curricula will be internationalized and exchange programs will be expanded as a result of an increasing need for global awareness.
- g. The variety of community college programs seeking transferability will increase.
- h. There will be greater pressure on universities to understand and market their niche.
- i. Interdisciplinary programs will become more common.
- j. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- k. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- l. Student Service Fee allocations will continue to lag behind increasing operational expenses, thus limiting the range and scope of some services available to students.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes in order to improve quality or shorten the traditional four-year program.

- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. The need to improve student retention rates will increase.
- q. Professional academic advising will be a necessary component for recruitment and retention.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- s. Enrollment at The University Center and other remote locations will increase.
- t. Student security will be an increasingly important issue.
- u. Intrusion of out-of-state Internet competition for higher education programs will increase.
- v. Student retention measures will include more programs that enable students to identify a career path during the first year of enrollment.
- w. Decreased state assistance will facilitate substantial increases in tuition and fees.

5. Political/Legal Trends

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity issues will become more prominent.
- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.

- g. The trend toward regionalization will result in the emergence of more multi-institutional teaching centers (MITCs), which could impact enrollment.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.
- l. Universities will face increasing pressure to increase enrollment and graduation of minority students.
- m. Insurance rates will rise.

6. Physical Facility Trends

- a. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- b. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- c. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- d. New construction will enhance new student recruitment.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance and estate tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. 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.
- g. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- h. Broadening the base of support for the annual giving program will lead to greatly enhanced university development activities.
- i. National and global uncertainties (terrorism) may discourage major donors from making financial commitments to the university.

INSTITUTIONAL GOALS

President James F. Gaertner has established three major categories of goals which will provide focus for the strategic planning process:

Academic Standards and Programs

Academics must be the first order of business at Sam Houston State University. A university can be no better than its faculty and its programs. Examples of important issues in this area include: faculty hiring and promotion policy, expectations for and support of scholarly activity, adding new and innovative programming, international collaborations, continuing and executive education, and distance learning. Additionally, the “Closing the Gaps” initiatives, including graduation rates and retention, are important considerations in the academic standards genre.

University Image and Exposure

Sam Houston State University is a wonderful institution with an almost unparalleled history in the state. We currently are not benefiting adequately from this heritage. Examples of issues in the area include: improved alumni relations, a 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 2004-2005 Academic Year Aligned With
Institutional Strategic Goals

Vision

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

Mission

Provide an educational environment that nurtures, develops, promotes, and rewards academic excellence and responsiveness through:

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

Strategic Goals

The Division of Academic Affairs is committed to achieving the following strategic goals as measured by the “Indicators of Academic Progress”:

- Exceed state norms for admission standards
- Increase contract and grants activities
- Recruit and retain quality faculty and reward their commitment to life-long learning
- Produce skilled graduates who serve as ambassadors for SHSU
- Demonstrate continuous improvement in programmatic development and program recognition
- Provide physical facilities and financial support to foster excellence in academic programs
- Promote diversity among faculty and students

ACADEMIC AFFAIRS PERFORMANCE INDICATORS

Admissions

- Average SAT or ACT of new freshmen
- Average standardized admission score and GPA of graduate students for admission
- Graduate enrollment in masters programs
- Graduate enrollment in doctoral programs (use percent of capacity, when appropriate)
- Undergraduate and graduate enrollment
- Size and quality of Honors Program (measured by GPA or entrance level requirements)

Research

- Number of external grants and contracts received
- Number of dollars received in external grants and contracts
- Number of proposals for external grants submitted
- Number of faculty publications and presentations
- Percent of teachers who are above the nationally standardized mean on faculty evaluations

Faculty Quality

- Average number of publications and presentations for faculty being granted tenure (only for those being promoted from assistant to associate professor)
- Percent of new faculty hires from research extensive (Carnegie) universities
- Percent of departments with faculty members serving as officers for regional/state organizations
- Percent of departments with faculty members serving as officers for national/international organizations
- Number of visiting scholars brought to campus
- Number of special lecturers brought to campus
- Number of students with professional presentations, publications, or external performances

Student Quality

- One-year retention rates
- Undergraduate six-year graduation rates
- TexES passage rate and state teacher certification rate
- Graduate exit survey and follow-up surveys
- Employer surveys
- Size of Honors Program

Programmatic Development

- Number of students enrolled in continuing education courses
- Revenue generated from continuing education courses
- List of programs with new delivery mechanisms
- List of programs with new certificate programs
- List of new programs under consideration
- Number of new or revised baccalaureate programs
- Number of new or revised masters-level programs
- Number of new or revised doctoral programs
- Listing of state and national rankings and recognitions for programs

Facilities and Support

- Average amount of graduate assistantships
- Library use rates
- Amount and number of scholarships awarded to undergraduate and graduate students
- Number of graduate assistants – report by state and local money
- Nonsalaried expenditures for academic support
- Square footage for academic space

Diversity

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

DIVISION OF FINANCE AND OPERATIONS Goals for 2004-2005 Academic Year Aligned With Institutional Strategic Goals

Vision

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

Mission

The Division of Finance and Operations at Sam Houston State University is committed to assuring the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy, and its strategic plan initiatives.

The office of the Vice President for Finance and Operations is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the university. We are also constantly striving to provide a healthy, safe, well-maintained campus for our faculty, staff, students, and visitors.

We strive to assist in the accomplishment of the President's four campus initiatives of critical concern. His four initiatives are being mirrored by the Vice President for Finance and Operations.

Strategic Goals

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

FINANCE AND OPERATIONS PERFORMANCE INDICATORS

Academic Standards and Programs

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

17. Physical Plant will work with the University Registrar to ensure classroom scheduling and the facility inventory to achieve Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements.
18. Physical Plant will complete initiatives for the expansion of the East Central Plant to support the expansive capital improvement program by the end of FY 2005.
19. Physical Plant will provide construction management for the following projects: Farrington Building Renovation, Business Administration Annex, Science Building, Sam Houston Village, Baseball/Softball Complex, and the Agricultural Facilities Expansion at Gibbs Ranch.
20. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
21. Purchasing will have members of departments with delegated purchasing authority receive purchasing training from their assigned purchaser biannually or upon request. Each individual who successfully completes the training class will receive a certificate of training from the Purchasing Department.
22. Purchasing will update the purchasing policies and procedures annually and update the policies and procedures website within two weeks from the approval date of the President.
23. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
24. All University Warehouse employees will attend a minimum of two safety related classes annually.
25. All University Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
26. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.

University Image and Exposure

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

5. The Business Office will continue to work with Computer Services and the Cashiers Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development.
6. Cashier's Office will work with Computer Services and the Business Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development.
7. Vending will provide monetary resources from vending profits for student recruitment office. The goal for FY 2005 is to provide \$13,500 to Academic Affairs.
8. Human Resources will courteously receive all visitors to the department within 30 seconds. No more than one complaint per year.
9. Human Resources will answer all telephone calls using good telephone manners within three rings when available. Use voice mail message when not available that includes a referral to a backup person. Answer all voice mail messages within one working day. Keep complaints from callers below one per quarter.
10. Human Resources will keep website information updated as necessary. All updated information entered within two working days.
11. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.
12. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students by including accessibility issues in the Campus Signage Project and all construction projects.
13. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni including football games and other events yet to be named.
14. Physical Plant will complete a Physical Plant World Wide Web page to provide information of interest to alumni, community, and other interest groups.
15. Physical Plant will train a minimum of twelve employees in customer service issues.
16. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 5 percent in FY 2005.
17. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUBs) forums annually and provide a minimum of five "spot purchases" to be awarded at each forum.
18. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses in classes on "How to do business with state agencies."
19. University Warehouse employees will ensure 100 percent of Central Stores vehicles are clean and well maintained.
20. Property will dispose of 100 percent of all equipment belonging to the University that is no longer needed on campus thru a minimum of two public auctions on public bids per year.
21. Property will increase the number of buyers in attendance at the surplus sales by 10 percent of the average attendance of 125 registered buyers. Develop new means of advertising, such as a web page for surplus property for this fiscal year.
22. Sam Houston Press and Copy Center will host two seminars, one in fall 2005 and one in spring 2006, to educate the administration, deans, and departments in printing technology and printing procedures to increase quality printed pieces to enhance the University's image with the expectation of 12 people per seminar.

Campus and Community Atmosphere and Culture

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

14. Purchasing will develop an alliance of a minimum of three additional local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HUBs.
15. Sam Houston Press and Copy Center will produce a customer service survey with Institutional Research to send out in spring 2005 in order to better understand the customer's needs.
16. Sam Houston Press and Copy Center will increase their awareness of its operation and services; two fliers will be sent to new students in January and August and two at the end of each semester (April/November) during FY 2005.
17. Sam Houston Press and Copy Center will send monthly "welcome packets" to an average of ten new faculty and staff.

DIVISION OF STUDENT SERVICES Goals for 2004-2005 Academic Year Aligned With Institutional Strategic Goals

Vision

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

Philosophy

The role of the Division of Student Services is to complement the total educational mission of the university by providing opportunities for students to develop and grow in an academic environment. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of Student Services programs are designed to foster such interaction with students, faculty, staff, and the university community. The goal of the division is to contribute to the learning experiences of our students, helping them to become educated, enlightened, and empowered in ways that they can achieve and contribute as productive citizens in their college, community, and country.

Mission

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

Strategic Goals

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

STUDENT SERVICES PERFORMANCE INDICATORS

Program Development

- Increase student participation in The University Center
- Number of collaborative programs
- Number of student diversity programs
- Number of officially recognized student organizations
- Number of crimes
- Commissioner's Cup ranking
- Women's All Sports Ranking
- Men's All Sports Ranking
- Number of honors and awards presentations

Student Development

- Graduation rates of student athletes
- Grade point average of student athletes
- Number of students using counseling services
- Percentage of students in student government who are non-Caucasian
- Number of students who attend Orientation
- Number of members in registered student organizations
- Number of students involved in fraternities and sororities
- Number of students using student service programs
- Number of students recognized through Who's Who

Staff Development

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

Financial Development

- Number of donors
- Number of donors contacted
- Amount contributed

DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2004-2005 Academic Year Aligned With Institutional Strategic Goals

Mission

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

Vision

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

Objectives

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

UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS

Alumni Relations

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

Development

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

Public Relations

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

APPENDIX

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



**2004-2005 STRATEGIC PLANNING COMMITTEE
FINAL REPORT**

MARCH 2005

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2004-2005 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

MARCH 2005

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

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

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

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

In the decades of the 1970s, 1980s, and 1990s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs at all levels. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into five colleges: Arts and Sciences, Business Administration, Criminal Justice, Education, and Humanities and Social Sciences. Students are offered an extensive range of bachelor's and master's degrees, as well as doctorates in selected areas. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

APB: October 27, 1995
 UPD: October 17, 1997
 APB: January 25, 2001
 UPD: April 18, 2002
 UPD: February 24, 2004
 APB: January 27, 2005
 APB: April 21, 2005

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

FOOTNOTES

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

- A. Environmental Science (03.0104.00) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Leadership and Administration, General (13.0401.00), Special Education and Teaching, General (13.1001.00), Counselor Education/School Counseling and Guidance Services (13.1101.00), Mathematics Teacher Education (13.1311.00), and Reading Teacher Education (13.1315.00) only
- D. Electrical, Electronic and Communications Engineering Technology/Technician (15.0303.00), Industrial Technology/Technician (15.0612.00), Manufacturing Technology/Technician (15.0613.00), Construction Engineering Technology/Technician (15.1001.00), and Drafting and Design Technology/Technician, General (15.1301.00) only
- E. Industrial Technology/Technician (15.0612.00) only
- F. Combinations of previously approved programs only
- G. Biological and Physical Sciences (30.0101.00), Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Clinical Psychology (42.0201.20) only
- K. Public Administration (44.0401.00) only
- L. Health Studies (51.0000.01), Clinical Laboratory Science/Medical Technology/Technologist (51.1005.00), and Music Therapy/Therapist (51.2305.00) only

SUMMARY OF CODING SYSTEM

<u>CODE</u>	<u>SUMMARY</u>
APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2005 - 2006

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral and master's programs.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, Asian, and Native American, and other minority student populations will continue to grow.

- d. More students will be employed and more students will be working more hours while attending school. Affordable child care will become a necessity for students with children. Academic scheduling will need to be more flexible to meet the needs of students.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The university will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, and alcohol issues will increase.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education from bordering states will increase due to the out-of-state tuition waiver agreements by Texas and the other states.
- i. The expansion of online courses and programs will increase the number of out-of-state and international students.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase. Teacher certificate renewal requirements will provide a new market for “continuing educational” offerings.
- l. Sensitivity toward diverse lifestyles and backgrounds will increase.
- m. Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow, and community colleges will be allowed to certify teachers. Candidates for these programs will be nontraditional, with growing participation in alternative programs.
- n. There will be growing populations of students who are best being served by web-based programs.
- o. Demand for more diversity in certified educational professionals will grow.
- p. National public health recommendations and trends will impact students and the university in the area of immunology.
- q. Demand for health care providers will increase as the population ages.
- r. Alcohol and illegal drug consumption among students will continue to be an issue of concern for the university and local community.

- s. An increasing number of students will need special accommodations, including mental health accommodations.
- t. The need for trained correctional personnel will increase.
- u. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health center, as well as services provided by the counseling center.
- v. The need for financial aid will increase.
- w. Terrorism will open new instructional and research opportunities and demand more institutional caution.
- x. A higher number of minority students will be first-generation students as enrollment increases.
- y. A growing number of students, especially nontraditional students, will be affected by legal issues.
- z. Religious traditions will come into conflict with one another and with the delivery of information in courses.

2. Economic Trends

- a. Appropriation dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of noneducational services statewide will increase.
- c. The information and service sectors of the economy will increase in importance.
- d. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.
- e. The Texas economy will at best experience modest economic growth.
- f. Small entrepreneurial businesses between Huntsville and North Houston will increase in number.
- g. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

- h. TDCJ will continue as a major employer for this area.
- i. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- j. The current economy will continue to result in more students seeking financial assistance for college expenses.
- k. The increase in the number of students with disabilities requesting services will strain existing resources for both services for students with disabilities and academic departments.
- l. Lack of funding and budget cuts will hinder staffing patterns and decrease student programs.
- m. Increasing fuel costs will impact university budgets and students' college choice based on distance from home.
- n. The need for money management training will increase for all students.
- o. Students working while attending school will take longer to graduate.
- p. Electronic transcripts from high school to institutions of higher education will decrease cost of printing, supplies, and manpower across the state.
- q. Designated student fees will continue to increase.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education.
- b. More powerful computing devices will provide students, faculty, and staff access to an ever-expanding menu of information and computing resources, mandating computer information literacy.
- c. New technologies will require expanding development programs for staff, faculty, and administration.
- d. Technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will lead to cooperative programs with secondary schools and community colleges.

- f. Advanced technology will change the way classroom instruction, library services, and enrollment management programs are delivered. Increased resources will be needed to make technology available to all classrooms and support the technology.
- g. Nontraditional educational organizations will expand their delivery of higher education via distance learning.
- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. Gradually the demands for the teaching of technological skills will increase and online expertise will become a basic necessity for faculty.
- k. More support services will become available over the Internet.
- l. The ongoing challenges presented by viruses, worms, spyware, etc. will require constant vigilance in order to maintain the effective use of computer technology.
- m. Technological needs will increase.
- n. Technological changes will continue to present challenges for control of academic dishonesty and intellectual property.
- o. Access to state-of-the-art technology for all students, faculty, and staff will become more essential.
- p. The work place will increase demand for technological skills.
- q. The growing number of students engaged in the institution through the Internet will need new and innovative services.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability will require more outcomes assessment, benchmarking, and institutional research.
- c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.

- d. More institutional partnerships will be forged for flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The information explosion will lead to greater difficulty in keeping the baccalaureate degree within a traditional four-year program.
- f. College curricula will be internationalized and exchange programs will be expanded as a result of an increasing need for global awareness.
- g. The variety of community college programs seeking transferability will increase.
- h. There will be greater pressure on universities to understand and market their niche.
- i. Interdisciplinary programs will become more common.
- j. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
- k. Increased salary competition from the public schools and private agencies as well as aging of the workforce will make attracting and retaining faculty and staff more difficult.
- l. Student Service Fee allocations will continue to lag behind increasing operational expenses, thus limiting the range and scope of some services available to students.
- m. There will be increasing pressure to integrate high school and university programs.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. The need to improve student retention rates will increase.
- q. Professional academic advising will be a necessary component for recruitment and retention.
- r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- s. Enrollment at The University Center and other remote locations will increase.
- t. Student security will be an increasingly important issue.

- u. Intrusion of out-of-state Internet competition for higher education programs will increase.
- v. Student retention measures will include more programs that enable students to identify a career path during the first year of enrollment.
- w. Enrollment caps at large universities will increase the potential pool of students at Sam Houston State University.
- x. Demand for internships will increase.
- y. Accountability requirements will increase.
- z. Timeliness of financial assistance will become an increasing factor of retention.
- aa. More quantitative and qualitative research data will be needed to substantiate ongoing student retention programs.
- bb. Enrollment increases will impact all areas of the university.

5. Political/Legal Trends

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity issues will become more prominent.
- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- g. The trend toward regionalization will result in the emergence of more multi-institutional teaching centers (MITCs), which could impact enrollment.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.

- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.
- l. Universities will face increasing pressure to increase enrollment and graduation of minority students.
- m. Insurance rates will rise.
- n. Using the students' social security number as an identifier in the state of Texas will be gradually eliminated.
- o. More scrutiny by the Texas Legislature will take place when new facilities are being recommended.

6. Physical Facility Trends

- a. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- b. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- c. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- d. New construction, especially on-campus housing, will enhance student recruitment.
- e. Greater development of nontraditional teaching (distance learning) could alleviate physical plant congestion concerns following increasing enrollment.
- f. Fees for nonstate funded facilities will need to be increased.
- g. Student enrollment increases will require additional university facilities.
- h. New construction will address the rising costs of utilities.
- i. Parking will continue to be a source of frustration.

7. Trends in Philanthropy

- a. Providing funding for the university is increasingly important.
- b. The university operation will draw an increasing portion of its support from philanthropic sources.
- c. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- d. The growth of the annual giving program will lead to greatly enhanced university development activities.
- e. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- f. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance and estate tax laws could affect the size of charitable gifts through planned giving vehicles.
- g. The importance of researching alumni and friends will increase as the university strives to increase and substantiate its pool of known major gift and planned gift prospects.
- h. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- i. National and global uncertainties (terrorism) may discourage major donors from making financial commitments to the university.

INSTITUTIONAL GOALS

President James F. Gaertner has established three major categories of goals which will provide focus for the strategic planning process:

Academic Standards and Programs

Academics must be the first order of business at Sam Houston State University. A university can be no better than its faculty and its programs. Examples of important issues in this area include: faculty hiring and promotion policy, expectations for and support of scholarly activity, adding new and innovative programming, international collaborations, continuing and executive education, and distance learning. Additionally, the “Closing the Gaps” initiatives, including graduation rates and retention, are important considerations in the academic standards genre.

University Image and Exposure

Sam Houston State University is a wonderful institution with an almost unparalleled history in the state. We currently are not benefiting adequately from this heritage. Examples of issues in the area include: improved alumni relations, a 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 2005-2006 Academic Year Aligned With
Institutional Strategic Goals

Vision

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

Mission

Provide an educational environment that nurtures, develops, promotes, and rewards academic excellence, integrity, and responsiveness through:

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

Strategic Goals

The Division of Academic Affairs is committed to achieving the following strategic goals as measured by the “Indicators of Academic Progress”:

- Exceed state norms for admission standards
- Increase contract and grants activities
- Recruit and retain quality faculty and reward their commitment to life-long learning
- Produce skilled graduates who serve as ambassadors for SHSU
- Demonstrate continuous programmatic development and improvement in program recognition
- Provide physical facilities and financial support to foster excellence in academic programs
- Promote diversity among faculty and students
- Meet state academic accountability goals

ACADEMIC AFFAIRS PERFORMANCE INDICATORS

Research

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

Faculty Quality

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

Student Quality

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

Programmatic Development

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

Facilities and Support

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

Diversity

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

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

Vision

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

Mission

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

Strategic Goals

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

ENROLLMENT MANAGEMENT PERFORMANCE INDICATORS

Program Development

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

Staff Development

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

Technology Advancement

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

Student Recruitment

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

Student Quality and Retention

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

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

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

Vision

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

Mission

The Division of Finance and Operations at Sam Houston State University is committed to assuring the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy, and its strategic plan initiatives.

The office of the Vice President for Finance and Operations is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the university. We are also constantly striving to provide a healthy, safe, well-maintained campus for our faculty, staff, students, and visitors.

We strive to assist in the accomplishment of the President's four campus initiatives of critical concern. His four initiatives are being mirrored by the Vice President for Finance and Operations.

Strategic Goals

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

FINANCE AND OPERATIONS PERFORMANCE INDICATORS

Academic Standards and Programs

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

17. Physical Plant will work with the University Registrar to ensure classroom scheduling and the facility inventory to achieve Classroom and Class Lab Utilization rates that exceed the Texas Higher Education Coordinating Board benchmark measurements.
18. Physical Plant will complete initiatives for the expansion of the East Central Plant to support the expansive capital improvement program by the end of FY 2005.
19. Physical Plant will provide construction management for the following projects: Farrington Building Renovation, Business Administration Annex, Science Building, Sam Houston Village, Baseball/Softball Complex, and the Agricultural Facilities Expansion at Gibbs Ranch.
20. Purchasing will have each purchaser within the Purchasing Department attend a minimum of one procurement training class per year.
21. Purchasing will have members of departments with delegated purchasing authority receive purchasing training from their assigned purchaser biannually or upon request. Each individual who successfully completes the training class will receive a certificate of training from the Purchasing Department.
22. Purchasing will update the purchasing policies and procedures annually and update the policies and procedures website within two weeks from the approval date of the President.
23. University Warehouse purchasing personnel will attend a minimum of one procurement related workshop annually.
24. All University Warehouse employees will attend a minimum of two safety related classes annually.
25. All University Warehouse employees that are required to drive a forklift will be certified annually on forklift safety.
26. Property will complete a spot inventory check on one department each quarter to ensure accurate inventory on all their capital equipment.

University Image and Exposure

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

5. The Business Office will continue to work with Computer Services and the Cashiers Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development.
6. Cashier's Office will work with Computer Services and the Business Office to expand usage of credit card payment on the web across campus to areas such as Alumni Association and University Development.
7. Vending will provide monetary resources from vending profits for student recruitment office. The goal for FY 2005 is to provide \$13,500 to Academic Affairs.
8. Human Resources will courteously receive all visitors to the department within 30 seconds. No more than one complaint per year.
9. Human Resources will answer all telephone calls using good telephone manners within three rings when available. Use voice mail message when not available that includes a referral to a backup person. Answer all voice mail messages within one working day. Keep complaints from callers below one per quarter.
10. Human Resources will keep website information updated as necessary. All updated information entered within two working days.
11. Human Resources will give out accurate information in a courteous manner. No more than one complaint per quarter.
12. Physical Plant will continue to improve accessibility to SHSU facilities and programs to encourage greater enrollment of physically challenged students by including accessibility issues in the Campus Signage Project and all construction projects.
13. Physical Plant will support the Office of Alumni Relations in all campus activities related to university alumni including football games and other events yet to be named.
14. Physical Plant will complete a Physical Plant World Wide Web page to provide information of interest to alumni, community, and other interest groups.
15. Physical Plant will train a minimum of twelve employees in customer service issues.
16. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 5 percent in FY 2005.
17. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUBs) forums annually and provide a minimum of five "spot purchases" to be awarded at each forum.
18. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses in classes on "How to do business with state agencies."
19. University Warehouse employees will ensure 100 percent of Central Stores vehicles are clean and well maintained.
20. Property will dispose of 100 percent of all equipment belonging to the University that is no longer needed on campus thru a minimum of two public auctions on public bids per year.
21. Property will increase the number of buyers in attendance at the surplus sales by 10 percent of the average attendance of 125 registered buyers. Develop new means of advertising, such as a web page for surplus property for this fiscal year.
22. Sam Houston Press and Copy Center will host two seminars, one in fall 2005 and one in spring 2006, to educate the administration, deans, and departments in printing technology and printing procedures to increase quality printed pieces to enhance the University's image with the expectation of 12 people per seminar.

Campus and Community Atmosphere and Culture

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

14. Purchasing will develop an alliance of a minimum of three additional local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HUBs.
15. Sam Houston Press and Copy Center will produce a customer service survey with Institutional Research to send out in spring 2005 in order to better understand the customer's needs.
16. Sam Houston Press and Copy Center will increase their awareness of its operation and services; two fliers will be sent to new students in January and August and two at the end of each semester (April/November) during FY 2005.
17. Sam Houston Press and Copy Center will send monthly "welcome packets" to an average of ten new faculty and staff.

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

Vision

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

Philosophy

The role of the Division of Student Services is to complement the total educational mission of the university by providing opportunities for students to develop and grow in an academic environment. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of Student Services programs are designed to foster such interaction with students, faculty, staff, and the university community. The goal of the division is to contribute to the learning experiences of our students, helping them to become educated, enlightened, and empowered in ways that they can achieve and contribute as productive citizens in their college, community, and country.

Mission

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

Strategic Goals

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

STUDENT SERVICES PERFORMANCE INDICATORS

Program Development

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

Student Development

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

Staff Development

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

Financial Development

- Number of donors
- Number of donors contacted
- Amount contributed

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

Mission

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

Vision

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

Objectives

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

UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS

Alumni Relations

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

Development

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

Public Relations

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

ATHLETIC DEPARTMENT PERFORMANCE INDICATORS

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

Program Development

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

Student Development

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

Staff Development

- Percentage of staff who are non-Caucasian

Financial Development

- Donor contributions
- Advertising revenue

APPENDIX

APPENDIX

HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS)

- A.** **GOAL** – Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations and executive orders related to Historically Underutilized Businesses (HUBs). It is the goal of the University to foster a positive and working relationship with HUBs whenever possible.
- A.1** **Objective** – Sam Houston State University will make a good faith effort to assist historically underutilized businesses to receive opportunities for awards on purchase of construction, professional services, supplies, materials, equipment, and services, including those relating to the issuance of bonds. Sam Houston State University will develop a written HUB Advocacy Program (HUBAP) to carry out these commitments.
- A.2** **Strategy** – The President will appoint a HUB Coordinator who will have the responsibility for monitoring and lending assistance to all programs dealing with HUBs.
The HUB Coordinator will:
- Keep the President and all division heads informed of the latest development in the area of HUBs;
 - Update the University HUBAP as necessary.
 - Develop models of education in reach and outreach activities for use by the University in development HUB programs;
 - Share successful methods of increasing the participation of HUBs with departments and other agencies;
 - Serve as liaison between universities’ computer services to ensure accuracy and timely availability of data;
 - Review all HUB related reports prepared by the University’s Computer Services Department.
 - Develop and update policy statements;
 - Monitor the University’s goals and objectives.
 - Document and submit good faith efforts to the President;
 - Maintain reports on HUB activity for future reference;
 - Monitor areas that appear to be non-productive, and develop new strategies to increase HUB participation.
- A.3** **Strategy** – The Vice President for Finance and Operations will appoint an Assistant HUB Coordinator who will have responsibility for implementing all programs dealing with HUB activities relating to construction.

- Report good faith efforts in the field of construction to the HUB Coordinator;
- Serve as liaison between the Physical Plant and the HUB Coordinator; and identify areas in construction requiring special attention in the HUB program and recommend action.
- Administer record-keeping systems (monthly updates to the President and division heads) that will measure the effectiveness of this program and report the progress on Good Faith Efforts to the HUB Coordinator.
- Coordinate the completion and filing of all reports required by law through the HUB Coordinator.
- Keep administrators of the University informed of the latest developments in the area of construction relating to HUBs.

A.4 Strategy – In order to implement the University HUBAP, the component HUB program shall include, to the greatest extent possible, good faith efforts.

- Ensure that the Texas HUB Certification Electronic Database provided by The Texas Building and Procurement Commission (the “Commission”) is accessible to all employees and encourage use of the directory in procurement activities;
- Provide access to procurement policies and procedures to HUBs in an effective process so as to encourage participation of those businesses;
- Develop and participate in educational outreach activities, such as:
- Staging periodic trade fairs to HUBs to demonstrate their products and services to potential buyers.
- Actively working with the Small Business Development Center (SBDC) to encourage potential HUBs to go through the HUB Certification Program under the SBDC Certification Program.
- Invite other agencies to HUB Vendor Forums which are given to our purchasers.
- Participate in programs that consolidate information (example: The Walker County Alliance - website) about upcoming contracting opportunities and allow potential bidders to discover upcoming opportunities.
- Actively encourage potential contractors to use HUB subcontractors through wording in bid and proposal documents and through information given at pre-bid conferences, meetings.

A.5 Strategy – Compliance with state law; current state law requires that all purchases, except as specifically provided, be based whenever possible on competitive bids.

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

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

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

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

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

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

Procurement opportunities include supplies, materials, services, equipment, construction contracting and professional services. Sam Houston State University is committed to both “the letter and spirit” to make a Good Faith Effort to assist HUBs in the procurement process in accordance with the goals and rules established under law by the Texas Building and Procurement Commission 2161.003 – Agency Rules (TAC 111.15)

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

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



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

MARCH 2006

SAM HOUSTON STATE UNIVERSITY

HUNTSVILLE, TEXAS 77341

2005-2006 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

MARCH 2006

APPROVED:

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Flowchart for Strategic Planning Process*

**The flowchart is an oversized document and will be available in administrative offices.*

SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

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

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

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

In the decades of the 1970s, 1980s, and 1990s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs at all levels. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into five colleges: Arts and Sciences, Business Administration, Criminal Justice, Education, and Humanities and Social Sciences. Students are offered an extensive range of bachelor's and master's degrees, as well as doctorates in selected areas. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

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

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

FOOTNOTES

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

- A. Environmental Science (03.0104.00) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Leadership and Administration, General (13.0401.00), Special Education and Teaching, General (13.1001.00), Counselor Education/School Counseling and Guidance Services (13.1101.00), Mathematics Teacher Education (13.1311.00), and Reading Teacher Education (13.1315.00) only
- D. Electrical, Electronic and Communications Engineering Technology/Technician (15.0303.00), Industrial Technology/Technician (15.0612.00), Manufacturing Technology/Technician (15.0613.00), Construction Engineering Technology/Technician (15.1001.00), and Drafting and Design Technology/Technician, General (15.1301.00) only
- E. Industrial Technology/Technician (15.0612.00) only
- F. Combinations of previously approved programs only
- G. Biological and Physical Sciences (30.0101.00), Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10), and Sport and Fitness Administration/Management (31.0504.00) only
- J. Sport and Fitness Administration/Management (31.0504.00) only
- K. Forensic Clinical Psychology (42.0201.20) only
- L. Public Administration (44.0401.00) only
- M. Health Studies (51.0000.01), and Music Therapy/Therapist (51.2305.00) only
- N. History, General (54.0101.00) only

SUMMARY OF CODING SYSTEM

CODE

SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends influence institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is integrated into the budget planning process.

ENVIRONMENTAL SCAN 2006-2007

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. Career changes will attract more nontraditional students and graduate enrollment will increase due to the addition of new doctoral and master's programs and new delivery sites.
- c. The SHSU student body will become more diversified during the next decade.

- d. More students will be employed and more students will be working more hours while attending school. Affordable child care will become a necessity for students with children.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at all locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- g. Public concerns related to safety, crime, mental health, and alcohol issues will increase.
- h. The expansion of online courses and programs will increase the number of out-of-state and international students.
- i. The current gender ratio in colleges and universities will remain relatively stable.
- j. The need for continuing professional education will increase.
- k. Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow.
- l. There will be growing populations of students who are best served by web-based programs.
- m. Demand for health care providers and the demand for allied health programs will increase.
- n. Alcohol and illegal drug consumption among students will continue to be an issue of concern for the university and local community.
- o. The need for trained correctional personnel will increase.
- p. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health and counseling centers.
- q. Terrorism or natural disasters will open new instructional and research opportunities and demand more institutional caution.
- r. A higher number of minority students will be first-generation students as enrollment increases.

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

2. Economic Trends

- a. Appropriation dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of noneducational services statewide will increase.
- c. The information and service sectors of the economy will increase in importance.
- d. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.
- e. The Texas economy will at best experience modest economic growth.
- f. Small entrepreneurial businesses, shopping, and entertainment between Huntsville and North Houston will increase in number.
- g. TDCJ will continue as a major employer for this area.
- h. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- i. The current economy will continue to result in more students seeking financial assistance for college expenses.
- j. Lack of funding and budget cuts will affect staffing patterns and student programs.
- k. Increasing fuel costs will impact university budgets and students' college choice based on distance from home.
- l. The need for money management training will increase for all students.
- m. A statewide educational database for K-12 and higher education will provide for student outreach and contact opportunities to include the recording and reporting of data.
- n. Designated student fees will continue to increase.

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

3. **Technological Trends**

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

4. Trends in Higher Education

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

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

5. Political/Legal Trends

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Diversity and equity issues will become more prominent.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- f. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- g. The university community will increasingly be tested by compliance issues with state and federal laws.
- h. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- i. Universities will play a more active role in addressing student loan default rates.

- j Universities will face increasing pressure to increase enrollment and graduation of minority students.
- k Insurance rates for university employees will rise.
- l More scrutiny by the Texas Legislature will take place when new facilities are being recommended.

6. Physical Facility Trends

- a. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- b. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- c. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- d. New construction, especially on-campus housing, will enhance student recruitment.
- e. Fees for nonstate funded facilities will need to be increased.
- f. Student enrollment increases will require enhanced university infrastructure.
- g. New construction will address the rising costs of utilities.
- h. There is a need to develop a long-range plan for parking as the university grows.

7. Trends in Philanthropy

- a. Providing private funding for the university is increasingly important.
- b. The university will draw an increasing portion of its support from philanthropic sources.
- c. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- d. The growth of the annual giving program will expand the University's donor base and lead to greatly enhanced development activities.

- e. The University's first capital campaign will significantly increase private support that will continue beyond the duration of the campaign.
- f. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- g. Changes in tax laws, both income and estate, will impact fund raising.
- h. The importance of researching alumni and friends will increase as the university strives to increase and substantiate its pool of known major gift and planned gift prospects.
- i. A greater emphasis will be placed on donor relations and stewardship activities.
- j. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- k. National and global uncertainties (terrorism and natural disasters) may discourage major donors from making financial commitments to the university.
- l. Private donors will want increased input in the university and expect better returns from their contributions.

INSTITUTIONAL GOALS

President James F. Gaertner has established three major categories of goals which will provide focus for the strategic planning process:

Academic Standards and Programs

Academics must be the first order of business at Sam Houston State University. A university can be no better than its faculty and its programs. Examples of important issues in this area include: faculty hiring and promotion policy, expectations for and support of scholarly activity, adding new and innovative programming, international collaborations, continuing and executive education, and distance learning. Additionally, the “Closing the Gaps” initiatives, including graduation rates and retention, are important considerations in the academic standards genre.

University Image and Exposure

Sam Houston State University is a wonderful institution with an almost unparalleled history in the state. We currently are not benefiting adequately from this heritage. Examples of issues in the area include: improved alumni relations, a major capital campaign, and a strong public relations campaign.

Campus and Community Atmosphere and Culture

Areas for consideration here include: university and community collaboration; appropriate sensitivity to student, faculty, and staff diversity; and student life issues, such as quality housing and adequate parking.

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

DIVISION OF ACADEMIC AFFAIRS
Goals for 2006-2007 Academic Year Aligned With
Institutional Strategic Goals

Vision

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

Mission

Provide an educational environment that nurtures, develops, promotes, and rewards academic excellence, integrity, and responsiveness through:

- the development of critical thinking
- a commitment to life-long learning
- an active academic, civically-engaged, and globally-aware student body and faculty
- the application of knowledge toward promoting a more democratic society
- the creation of a culture whereby all students and faculty are challenged to enhance their skills/potential
- the attraction and retention of a quality faculty and student body
- the production of employable and satisfied graduates
- the encouragement of ethical behavior by all members of the university community

Strategic Goals

The Division of Academic Affairs is committed to achieving the following strategic goals as measured by the “Indicators of Academic Progress”:

- Exceed state norms for admission standards
- Increase contract and grants activities
- Recruit and retain quality faculty and reward their commitment to life-long learning
- Produce qualified graduates who serve as ambassadors for SHSU
- Encourage and respect the free and open exchange of ideas
- Demonstrate continuous programmatic development and improvement in program recognition
- Provide physical facilities and financial support to foster excellence in academic programs
- Promote diversity among faculty and students
- Meet state academic accountability goals

ACADEMIC AFFAIRS PERFORMANCE INDICATORS

Research

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

Faculty Quality

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

Student Quality

- One-year retention rates
- Undergraduate six-year graduation rates
- TexES passage rate and state teacher certification rate
- Average SAT or ACT of new freshmen
- Average standardized admission score and GPA of entering graduate students
- Undergraduate and graduate enrollments
- Size and quality of Honors Program
- Size and quality of student community service programs

Programmatic Development

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

Facilities and Support

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

Diversity

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

DIVISION OF ENROLLMENT MANAGEMENT

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

Vision

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

Mission

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

Strategic Goals

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

ENROLLMENT MANAGEMENT PERFORMANCE INDICATORS

Program Development

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

Staff Development

- Increase of employee retention rates, professional development opportunities and promotions
- Train employees to insure accurate information to students and university community

Technology Advancement

- Maintain a 48-72 hour processing/response time for admissions applications and transcripts
- Development and improve web page for all areas of Enrollment Management
- Implement and utilize DARS
- Implement fully document imaging
- Increase the use of One-Card by Residence Life
- Develop a more interactive and user-friendly Student Financial Aid website
- Develop a new student portal for prospective and current students
- Create a new surveillance system for residence halls
- Develop a formal retention program (software and program)

Student Recruitment

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

Student Quality and Retention

- Exceed state average of ACT/SAT test scores
- Monitor PREP students through mandatory orientation attendance and enrollment in SAM 136
- Retain freshman at a rate of $\geq 70\%$
- Maintain a six-year graduation rate $\geq 40\%$
- Increase diversity of student body as shown by demographic data
- Assist students to identify career path their first academic year
- Retain quality students by offering special housing options such as living/learning communities, all-freshman halls, international student house and faculty-in-residence program
- Improve communication to students via on-line publications and letters informing them of up-to-date policy/procedure implementation

DIVISION OF FINANCE AND OPERATIONS
Goals for 2006-2007 Academic Year Aligned With
Institutional Strategic Goals

Vision

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

Mission

The Division of Finance and Operations at Sam Houston State University is committed to assuring the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy, and its strategic plan initiatives.

The office of the Vice President for Finance and Operations is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the university. We are also constantly striving to provide a healthy, safe, well-maintained campus for our faculty, staff, students, and visitors.

We strive to assist in the accomplishment of the President's four campus initiatives of critical concern. His four initiatives are being mirrored by the Vice President for Finance and Operations.

Strategic Goals

- Assist in achieving classroom and class lab utilization rates that equal or exceed the Texas Higher Education Coordinating Board benchmark measurements
- Implement amore interactive web pages for all departments within the Division of Finance and Operations
- Expand usage of credit card payment on the web across campus
- Improve accessibility to SHSU facilities and programs to encourage greater enrollment for physically challenged students

FINANCE AND OPERATIONS PERFORMANCE INDICATORS

Academic Standards and Programs

1. Administrative Accounting will increase the electronic payment of student accounts via credit card on the telephone and the internet by 5 percent.
2. Administrative Accounting will submit at least 1,000 delinquent accounts to credit bureau via electronic data transfer.
3. Administrative Accounting will submit 2,500 delinquent accounts to the Comptroller's Office Warrant Hold Program via electronic file transfer.
4. Administrative Accounting will investigate the possibility of engaging a collection agency that specializes in collecting student debt.
5. Administrative Accounting will purchase computer software which will manage the income tax withholding on non-resident aliens.
6. Vending will provide monetary resources from vending profits to the office of Academic and Advancement Vice Presidents for expenses incurred in hiring, etc. The goal for FY 2006 is to provide \$97,500 to Academic Affairs and \$29,100 to University Advancement.
7. Computer Services will increase the percentage of faculty using Blackboard to 65.0%.
8. Computer Services will provide access from the campus to the Internet @ collaboration network.
9. Computer Services will provide access from the campus to the new National Lambda Rail research network.
10. Human Resources will process 100% of ERS insurance enrollments and reports by the stated deadlines.
11. Human Resources will process 100% of the Payroll Action Forms received by the cutoff date and forward to Payroll by the payroll deadline.
12. Human Resources will post 100% of job openings within two working days of the receipt of a completed and approved Personnel Requisition Form.
13. Human Resources will process 100% of the Texas Workers Compensation claims and reports within the stated deadlines.
14. Human Resources will check for compliance 100% of all Supplemental Retirement Program Tax-Sheltered salary reduction agreements before the first payroll affected.
15. Human Resources will settle 80% of all employee grievances at the second step of the grievance procedure.
16. Human Resources will file 100% of all state and federal reports by the stated deadlines.
17. Physical Plant will partner with the faculty and staff to improve academic teaching and research environments in the new Science Building.
18. Physical Plant will support university departments with facility project development and cost estimates for any new proposed projects.
19. Physical Plant will identify and seek funding for FY 2007 maintenance, renovation, and construction projects which support the President's strategic initiatives (FY 2007 MRC program submittal).

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

University Image and Exposure

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

17. Physical Plant will complete a Physical Plant Web page to provide information of interest to alumni, community, and other interest groups.
18. Physical Plant will train a minimum of twelve employees in customer service issues.
19. Physical Plant will become more cost effective with grounds and custodial resources by reducing resource use by 5% in FY 2007.
20. Purchasing will attend a minimum of four Historically Underutilized Businesses (HUBs) forums annually and provide a minimum of three “spot purchases” to be awarded at each forum.
21. Purchasing will meet with the Small Business Development Center at least once a year to assist businesses on “How to do business with state agencies.”
22. University Warehouse employees will ensure 100% of Central Stores vehicles are clean and well maintained.
23. Property will dispose of 100% of all equipment belonging to the University that is no longer needed on campus thru a minimum of two public auctions on public bids per year.
24. Property will increase the number of buyers in attendance at the surplus sales by 10 percent of the average attendance of 125 registered buyers. Develop new means of advertising, such as a web page for surplus property for this fiscal year.
25. Public Safety will adequately aid our division to cultivate stakeholders interested in the success of the university through proper university procedures.
26. Sam Houston Press and Copy Center will host a seminar, in the spring, to educate the administration, deans, and departments in printing and mailing technology and procedures. Participants will also learn how to lower their printing costs while improving the quality of their printed pieces, to enhance the University’s image with the expectation of 10-12 participants.

Campus and Community Atmosphere and Culture

1. Administrative Accounting will enhance relationships with departments across campus by providing training in the use of accounting tools to the University community - host at least two workshops.
2. Administrative Accounting will accomplish some more cross training and write formal procedures for some of the more critical processes.
3. Contracts & Grants will streamline and strengthen procedures to ensure good management of the department.
4. The Business Office will assist in University and community collaboration by the Business Office Staff volunteering two hours of their personal time in the name of Sam Houston State University Business Office in some form of community activity such as “Fair on the Square,” “Sam Houston Folk Festival,” “Relay for Life” or some other University and/or community event or function. The goal is 50% participation.
5. Accounts Payable will assist in University and community collaboration by the Accounts Payable Staff volunteering two hours of their personal time in the name of Sam Houston State University Accounts Payable Office in some form of community activity such as “Fair on the Square,” “Sam Houston Folk Festival,” or some other University and/or community event or function. The goal is 50% percent participation.

6. Cashier's Office will provide staff training in the area of telephone customer service to all employees in direct contact with the faculty, staff, and student population. The goal set for 60% of full-time employees will be the attendance in one development class.
7. Cashier's Office will assist in University and community collaboration, by the Cashier's Office Staff volunteering two hours of their personal time in the name of Sam Houston State University Cashier's Office in some form of community activity such as "Fair on the Square," "Sam Houston Folk Festival," or some other University and/or community event or function. The goal is 50% participation.
8. Computer Services will increase internet bandwidth for the campus from 40Mb/sec to 200 Mb/sec by end of the year.
9. Computer Services will replace or upgrade one-third of all faculty workstations by end of the year.
10. Computer Services will complete conversion of administrative data to a relational database (Mimer) by the end of the year.
11. The Post Office will construct and implement a plan to move the Mail Services operations from the current facilities to temporary space and finally to permanent space in a new Academic Building V.
12. Human Resources will send at least one HR professional staff member to important professional meetings.
13. Human Resources will apply all HR policies in a fair and equitable manner. No more than one complaint per quarter.
14. Physical Plant will make additional improvements to campus parking by improving the condition of existing lots.
15. Purchasing will provide a minimum of one Historically Underutilized Businesses (HUB) Vendor Fair a year with a minimum of two other state and/or local government agencies participating.
16. Purchasing will develop an alliance of a minimum of three additional local and/or state government agencies to promote and encourage the purchase of goods and services provided by certified HUBs.
17. Public Safety's staff will continue to attend developmental programs presented by the university to enhance staff understanding and knowledge of academic programs and services offered within the university.
18. Public Safety will assist the division in any helpful matter requested that may determine student's satisfaction through institutional effectiveness.
19. Public Safety will continue to work closely with our courts, local agencies, local governmental bodies to create a positive relationship.
20. Sam Houston Press and Copy Center will conduct a customer service survey with the help of Institutional Research in the spring to better understand the customer's needs and find ways to improve service.
21. Sam Houston Press and Copy Center will increase student awareness of its services by putting a promotional flyer in the boxes of incoming Freshmen and advertising in the KSAM/Student Activities Coupon Book.
22. Sam Houston Press and Copy Center will send monthly "welcome packets" to new faculty and staff that might have an interest in knowing about its services.

DIVISION OF STUDENT SERVICES

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

Vision

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

Philosophy

The role of the Division of Student Services is to complement the total educational mission of the University by providing opportunities for students to develop and grow in an academic environment. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of Student Services programs are designed to foster such interaction with students, faculty, staff, and the university community. The division contributes to the learning experiences of our students, by helping them to become educated, enlightened, and empowered in ways that they can achieve and contribute as productive citizens in a global society.

Mission

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

Goals

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

DIVISION OF STUDENT SERVICES PERFORMANCE INDICATORS

Program Development

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

Student Development

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

Staff Development

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

**DIVISION OF UNIVERSITY ADVANCEMENT
Goals for 2006-2007 Academic Year Aligned With
Institutional Strategic Goals**

Mission

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

Vision

The vision for University Advancement is to be an effective and quality resource.

Objectives:

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

UNIVERSITY ADVANCEMENT PERFORMANCE INDICATORS

Alumni Relations

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

Development & Advancement Services

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

Public Relations & Marketing

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

DEPARTMENT OF ATHLETICS
Goals for 2006-2007 Academic Year Aligned With
Institutional Strategic Goals

Mission

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

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

Strategic Goals

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

Objectives

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

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

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

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

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

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

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

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

Continue to develop partnerships with marketing and licensing entities.

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

Department of Athletics Performance Indicators

- Department
 - Commissioner's Cup Ranking
 - Men's All Sports Ranking
 - Women's All Sports Ranking
 - Graduation Rates of Student Athletes
 - Grade Point Average of Student Athletes
 - Number of Academic Conference/National Awards
 - Number of Secondary Violations
 - Number of Major Violations
 - Percentage of Non-Caucasian Staff

- Team
 - Overall Record of Individual Sports Teams
 - Overall Winning Percentage of Individual Sports Teams
 - Conference Ranking of Individual Sports Teams
 - NCAA Academic Performance Program (APR)

- Outside Sources Revenues
 - NCAA
 - Game Guarantees
 - Ticket Sales
 - Concessions
 - Royalties
 - Corporate Sales
 - Bearkat Partners
 - Facilities Operations
 - Camp Operations
 - Program/Advertising
 - Other Income (fund raisers, novelty sales, broadcast fees, entry fees, misc.)

**REPORT OF
PERFORMANCE INDICATORS
2004-2005**

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

Executive Summary

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

Key Indicators

Students

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

Faculty

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

Curriculum

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

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

Support

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

Diversity

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

Areas for Improvement

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

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

Admissions

1. Average SAT or ACT of new freshmen

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

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

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

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

- 3. Graduate enrollment in master's programs**
- 4. Graduate enrollment in doctoral programs**
- 5. Undergraduate and graduate enrollment**

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

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

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

Research

7. Number of external grants and contracts received: 48

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

9. Number of proposals for external grants submitted: 90

10. Number of faculty publications and presentations

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

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

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

Faculty Quality

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

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

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

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

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

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

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

16. Number of visiting scholars brought to campus

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

17. Number of special lecturers brought to campus

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

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

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

Student Quality

19. One-year retention rates

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

20. Undergraduate six-year graduation rates

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

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

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

State teacher certification rate: 97%

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

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

23. Employer surveys: Still being collected

Programmatic Development

24. Number of students enrolled in continuing education courses

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

25. Revenue generated from continuing education courses

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

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

26. List of programs with new delivery mechanisms:

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

27. List of programs with new certificate programs: None

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

29. Number of new or revised baccalaureate programs: 1

- Mass Communication revisions

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

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

31. Number of new or revised doctoral programs: 2

- Math Education
- Reading

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

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

Facilities and Support

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

34. Library use rates

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

*includes only eleven months

35. Amount of scholarships awarded to undergraduate and graduate students

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

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

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

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

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

Diversity

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

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

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

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

41. Diversity of student body as measured by demographic profiles

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

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

- Deans (1 of 5)
 - Genevieve Brown—Dean, College of Education

- Associate Deans (5 of 9)
 - Janet Mullings*—Associate Dean, College of Criminal Justice
 - Mary Plishker—Associate Dean, College of Arts and Sciences
 - Keri Rogers*—Associate Dean, College of Arts and Sciences and Director—(First-Year Experience)
 - Karen Smith*—Associate Dean, College of Education
 - Kandi Tayebi*—Associate Dean, College of Humanities and Social Sciences

- Chairs (10 of 27)
 - Mary Berry—Chair, Department of Library Science
 - Janet Bridges*—Chair, Department of Mass Communication
 - Charlene Crocker*—Chair, Department of Curriculum and Instruction
 - Donna Desforges—Chair, Department of Psychology and Philosophy
 - Alice Fisher*—Chair, Department of Health and Kinesiology
 - Penny Hasekoester*—Chair, Department of Theatre and Dance
 - Beverly Irby—Chair, Department of Educational Leadership and Counseling
 - Sharon King—Chair, Department of Art
 - Mary Robbins—Chair, Department of Language, Literacy and Special Populations
 - Janis White—Chair, Department of Family and Consumer Sciences

- Directors
 - Rita Caso*—Director, Institutional Research
 - Jo Ann Duffy—Director, Gibson D. Lewis Center for Business and Economic Development
 - Dina Flores-Mejorado—Director, Academic Services, The University Center
 - Ann Holder—Director of Library Services, Newton Gresham Library
 - Rita Watkins—Director, Bill Blackwood Law Enforcement Institute of Texas (LEMIT)

*appointment made within the last two years

**DIVISION OF ENROLLMENT MANAGEMENT
PERFORMANCE INDICATORS
2004-2005**

A. Admissions for Fall 2005:

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

Fall 2005:

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

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

Fall 2004:

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

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

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

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

C. Financial Aid:

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

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

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

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

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

E. Registrar’s Office:

Registration:

See registration report.

Graduation:

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

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

Fall 2004:

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

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

Fall 2004 New Freshman Returning in Fall 2005

High School Class Rank

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

G. Orientation:

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

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

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

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

Vending Operations

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

COMPUTER SERVICES**Computer Services**

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

Mail Services

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

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

Staffing

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

Other HR Services

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

PHYSICAL PLANT

Physical Plant

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

PURCHASING

Purchasing

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

University Store

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

PUBLIC SAFETY SERVICES

Police Activity

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

Campus Security Act (Offences)

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

Campus Security Act (Arrests)

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

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

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

STUDENT ACCOUNTS**Student Accounts**

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

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

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

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

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

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

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

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

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

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

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

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

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

President

Faculty Athletic Representative Athletic Advisory Council

External Operations Coordinator

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

Director of Athletics

Strategic planning and budgets
Capital improvements
Construction Programming & Supervision

Development

Reports external and internal
Supervision of Personnel
Discipline Policy

Director of Sports Areas

Baseball, Basketball (m), Basketball

Football, Golf (m&w), Soccer,

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

Assistant AD/ Media Services

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

Athletic Budget Manager

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

Assistant AD/Academic Compliance Services (SWA)

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

Compliance Coordinator

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

Academic Advisor

Advisement
LEC
Eligibility

Office Supervisor

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

d) Payroll
University Policies
Correspondence/Errands

Support Staff

Secretary
Secretary
Secretary
Secretary

Internal Operations Coordinator

Game Day Management
Security
Maintenance
Scheduling
Liaison w/ Athletic

Equipment/Inventory

Custodian

Student Workers

(last update 9/1/2005)

President

Faculty Athletic Representative Athletic Advisory Council

Director of Athletics

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

Assistant AD/Marketing Operations

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

Athletic Budget Manager

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

Directors of Sports Areas

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

Assistant AD Academic/ Compliance Services (SWA)

Advisement
LEC
Champs Life Skills
SA Welfare
SAAC
Eligibility

Compliance Coordinator

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

Assistant AD Media Services

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

Facilities (Custodian)

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

Development/ Marketing Coordinator

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

Office Supervisor

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

Support Staff

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

Last Update (8/1/2004)

DIVISIONAL FIVE-YEAR PRIORITIES

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

GOALS AND JUSTIFICATION

COST

2006-2007

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

Add operating budget item for doctoral program in reading.	\$10,000 (base)
Increase graduate assistantship number and size from its current 89 at approximately \$10,000 each to 125 at \$15,000 each per year. This would be an increase from \$890,000 to \$1,875,000 or an increase of almost \$1,000,000. We believe that approximately half of that cost can be absorbed by replacing pool and adjunct faculty with graduate students.	Increased cost to University would be \$500,000 (base)
Hire a grant writer. One of the limitations of our current research program is the lack of a person personally familiar with a wide variety of granting agencies and experienced in writing grants to those agencies. Such a person will help new faculty members get started in the grantsmanship activity by helping them put their good ideas in fundable form.	\$50,000 per year (base)
2007-2008	
Add 9 faculty positions for 12-to-9 load adjustment. This is the fourth year of a five-year program.	\$500,000 per year (base)
Add 41 faculty positions for enrollment growth and new programs at \$69,680 per position (4% increase from the 2006-2007 year). Part of five-year enrollment projected growth to 20,000.	\$2,857,000 per year (base)
Add 15 FTE staff positions in Academic Affairs at \$42,640 per position (4% increase over 2006-2007 year); part of a planned 25% growth in staff as we move to 20,000 students over five years.	\$640,000 (base)
Convert 2 classrooms to 4 faculty science labs.	\$90,000 (1 time)
Begin construction on Woodlands Center. This is a critical construction project to serve as anchor to our enrollment base in The Woodlands.	\$25,000,000 (1 time)

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

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

\$30,000
(base)

2008-2009

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

\$275,000
(base)

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

\$2,898,000
(base)

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

\$665,000
(base)

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

N/A

Convert 2 classrooms to 4 faculty science labs.

\$90,000
(1 time)

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

\$40,000,000
(1 time)

Begin additions on Criminal Justice and Education buildings.

\$25,000,000
(1 time)

Increase graduate assistantships from 150 to 175 at \$15,000 per assistantship. This is necessary to increase the number and quality of graduate students, especially as doctoral programs develop.

\$375,000
(base)

Create a College of Fine and Performing Arts.

\$500,000
(base)

Split the Department of Educational Leadership and Counseling into two departments. The new chair and secretary could be taken from positions already allocated. An adjunct position would be required to teach classes currently taught by new chair position. This would require a chair and secretarial suite.

\$80,000
(1 time)
\$10,000
(base)

Increase undergraduate scholarship fund to support more and higher quality students.

\$250,000
(base)

Improve Mass Communication broadcast facility.

\$250,000
(1 time)
\$150,000
(thereafter)

2009-2010

Add 40 faculty positions for enrollment growth and new programs at \$75,365 per position (4% increase in cost per position from last year).

\$3,015,000
(base)

Add 15 FTE staff positions in Academic Affairs at \$46,118 per position (4% increase in cost per position from last year).

\$692,000
(base)

Convert 2 classrooms to 4 faculty science labs.

\$90,000
(1 time)

Increase graduate assistantships from \$15,000 per assistantship to \$18,000 per assistantship for all 175 positions. This is necessary to increase the number and quality of graduate students, especially as doctoral programs develop.

\$525,000
(base)

Create a Department of Special Education. As the Department of Language, Literacy and Special Populations (LLSP) grows and becomes even more diversified, its focus and identification becomes ever more complex. Removing Special Education from LLSP and creating a separate department would promote better focus on the research and teaching agendas of those departments. This would require a secretarial and chair suite.	\$80,000 (1 time) \$10,000 (base)
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Begin construction on conference center and hotel. A university of 20,000 should be able to host meetings on campus. A conference center and hotel would serve this desirable outcome. Also, since the university has taken over the golf course, there will be more opportunities to host events.	\$ _____
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Add operating budget item for doctoral programs in Special Education and in History	\$10,000 (base)
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2010-2011

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

Academic Year: 2005-2006

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

Approximate Cost: \$97,300

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

Approximate Cost: \$9,000

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

Approximate Cost: \$20,000

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

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

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

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

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

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

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

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

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

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

Academic Year: 2006-2007

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

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

AND

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

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

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

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

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

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

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

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

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

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

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

Approximate Cost: \$50,000

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

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

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

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

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

Approximate Cost: \$20,000 each X 2

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

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

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

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

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

Approximate Cost: \$15,000

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

Approximate Cost: \$7,000

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

Approximate Cost: \$4,000

Academic Year: 2007-2008

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

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

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

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

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

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

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

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

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

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

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

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

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

Approximate Cost: \$25,000

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

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

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

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

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

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

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

Approximate Cost: \$15,000

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

Approximate Cost: \$600,000

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

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

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

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

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

Approximate Cost: \$60,000

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

Approximate Cost: \$20,000 each X 2

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

Approximate Cost: \$84,500

Academic Year: 2008-2009

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

Approximate Cost: \$18 million

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

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

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

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

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

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

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

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

Academic Year: 2009-2010

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

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

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

Approximate Cost: \$20,000 each X 2

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

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

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

Payroll

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

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

Physical Plant

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

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

Purchasing, Stores & Property

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

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

Sam Houston Press & Copy Center

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

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

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

Human Resources

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

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

Computer Services

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

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

Public Safety Services

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

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

GOALS AND JUSTIFICATIONS 2007-2008

COST

Business Office

(1) Accountant II

\$37,000

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

(1) Cashier

\$32,000

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

Administrative Accounting

(1) Accountant II

\$29,472

(1) O&M

5,000

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

Contracts & Grants

(1) O&M

\$2,000

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

Payroll

(1) Payroll Clerk

\$21,336

(1) O&M

\$4,000

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

Physical Plant

(1) Electronic System Specialist

\$36,000

(1) Electrician

\$36,000

(1) AC & Refrigeration Mechanic

\$36,000

(1) Clerk II

\$25,000

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

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

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

Purchasing, Stores & Property

(1) Special Events Coordinator **\$32,000**
(1) Labor II **\$23,000**

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

Sam Houston Press

(1) Hourly Wages **\$21,438**
(1) O&M **\$18,630**

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

Human Resources

(1) Human Resources Clerk **\$25,000**
(1) Hourly Wages **\$1,000**
(1) O&M **\$1,000**

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

Computer Services

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

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

Public Safety Services

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

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

GOALS AND JUSTIFICATIONS 2008-2009

COST

Business Office

The Business Office has no requests for Academic Year 2009.

Administrative Accounting

(1) O&M

\$10,000

With increased enrollment expectations additional operating funds will be needed.

Contracts & Grants

(1) Hourly Wages

\$10,000

(1) O&M

\$3,000

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

Payroll

(1) O&M

\$5,000

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

Physical Plant

None

Purchasing, Stores & Property

(1) Purchaser II

\$35,000

(1) Hourly Wages

\$10,000

(1) Assistant Property Coordinator

\$37,000

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

Sam Houston Press & Copy Center

(1) Hourly Wages

\$22,725

(1) O&M

\$19,747

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

Human Resources

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

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

Computer Services

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

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

Public Safety Services

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

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

GOALS AND JUSTIFICATIONS 2009-2010

COST

Business Office

(1) Accounting Clerk II

\$34,000

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

(1) Accounting Clerk II

\$34,000

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

Administrative Accounting

(1) O&M

\$10,000

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

Contracts & Grants

(1) O&M

\$5,000

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

Payroll

(1) O&M

\$6,000

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

Physical Plant

None

Purchasing, Stores & Property

(1) O&M

\$6,000

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

Sam Houston Press & Copy Center

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

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

Human Resources

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

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

Computer Services

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

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

Public Safety Services

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

GOALS AND JUSTIFICATIONS 2010-2011

COST

Business Office

None.

Administrative Accounting

(1) Accounting Clerk II

\$25,934

(1) O&M

\$15,000

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

Contracts & Grants

(1) O&M

\$5,000

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

Payroll

(1) O&M

\$5,000

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

Physical Plant

None

Purchasing, Stores & Property

(1) Purchaser II

\$37,000

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

Sam Houston Press & Copy Center

(1) Hourly Wages

\$25,533

(1) O&M

\$22,188

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

Human Resources

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

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

Computer Services

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

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

Public Safety Services

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

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

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

FY 2006-2007 SUMMARY

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

FY 2007-2008 SUMMARY

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

FY 2008-2009 SUMMARY

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

FY 2009-2010 SUMMARY

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

FY 2010-2011 SUMMARY

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

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

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

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

II. Fiscal Year '08

Cost

A. Add (16) Positions to Staff	
1. Accountant II	\$ 37,000
2. Cashier	\$ 32,000
3. Accountant II	\$ 29,472
4. Payroll Clerk	\$ 21,336
5. Electronic System Specialist	\$ 36,000
6. Electrician	\$ 36,000
7. A/C & Refrigeration Mechanic	\$ 36,000
8. Clerk II	\$ 25,000
9. Laborer II	\$ 23,000
10. Clerk I	\$ 25,000
11. Special Events Coordinator	\$ 32,000
12. Programmer III	\$ 56,400
13. Programmer I	\$ 43,900
14. Technician	\$ 34,100
15. Parking Management Director	\$ 50,000
16. Police Officer	\$ 32,000
Total Salaries, Wages and Benefits	<u>\$ 549,208</u>

Goal: *To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.*

B. Increase Hourly Wages for Departments	<u>\$ 102,438</u>
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Goal: *To meet increased workload of departments.*

C. Increase Operations and Maintenance of departments	<u>\$ 258,590</u>
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Goal: *To provide additional operating funds to growing departments due to the growth of students, faculty and staff.*

Total for FY '08	<u><u>\$ 910,236</u></u>
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III. Fiscal Year '09

Cost

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

IV. Fiscal Year '10

Cost

A.	Add (8) Positions to Staff	
1.	Accounting Clerk II	\$ 34,000
2.	Programmer III	\$ 56,400
3.	Accounting Clerk II	\$ 34,000
4.	Programmer I	\$ 43,900
5.	Bindery Worker	\$ 22,000
6.	Human Resources Assistant	\$ 36,000
7.	Technician	\$ 34,100
8.	Police Officer	\$ 35,000
	Total Salaries, Wages and Benefits	<u>\$ 295,400</u>

Goal: *To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.*

B.	Increase Hourly Wages for Departments	<u>\$ 103,088</u>
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Goal: *To meet increased workload of departments.*

C.	Increase Operations and Maintenance of departments	<u>\$ 734,683</u>
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Goal: *To provide additional operating funds to growing departments due to the growth of students, faculty and staff.*

Total for FY '10 \$ 1,133,171

V. Fiscal Year '11

Cost

A.	Add (5) Positions to Staff	
1.	Purchaser II	\$ 25,934
2.	Accounting Clerk	\$ 37,000
3.	Police Officer	\$ 35,000
4.	Programmer III	\$ 56,400
5.	Programmer I	\$ 43,900
	Total Salaries, Wages and Benefits	<u>\$ 198,234</u>

Goal: *To increase staff positions for maintenance of level of service to growing population of students, faculty and staff.*

B.	Increase Hourly Wages for Departments	<u>\$ 108,533</u>
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Goal: *To meet increased workload of departments.*

C.	Increase Operations and Maintenance of departments	<u>\$ 563,588</u>
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Goal: *To provide additional operating funds to growing departments due to the growth of students, faculty and staff.*

Total for FY '11 \$ 870,355

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

ACADEMIC YEAR 2007

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

6. ***The Dean of Students' Office will purchase a national questionnaire as a means of benchmarking and collaborating with other universities, institutions and constituencies.*** Routine assessment of students will address several of the University's goals by collaborating within and outside the University, by assisting in providing an inclusive educational environment that will encourage systematic inquiry and research, and by promoting students' intellectual, social, and leadership growth with quality programming.
Approximate Cost: \$10,000 *annual requirement
7. ***The Dean of Students' Office will add one full-time support staff position.*** This position will assist in realizing the University's goals of supporting quality research and providing an educational environment that encourages systematic inquiry and research by providing clerical and secretarial support to the Associate Dean in reporting assessment and research efforts. Increasing enrollment will require more divisional assessment and retention efforts by all Student Services departments.
Approximate Cost: \$39,405
8. ***Recreational Sports will construct a softball complex for recreational use.*** As the student population grows, softball will continue to evolve as one of the highest participatory activities beyond the classroom. There is a strong possibility that a partnership between Texas Department of Criminal Justice, the City of Huntsville, and the University could occur with the development of a softball complex. This facility will assist in meeting student needs thus benefiting the University.
Approximate Cost: \$1,000,000
9. ***The LSC will add a full-time Audio/Video Coordinator and an additional Secretary.*** Considering the projected student population increases, greater demands and expectations of the student center personnel and services are expected. Staffing to meet the growing needs is critical.
Approximate Cost: \$100,000
10. ***Recreational Sports proposes to purchase a permanent cover for the outdoor swimming pool using alternative funding sources.*** As the student population grows, the demand on the swimming pool will increase. Enclosing the swimming pool with a permanent cover will allow for academic use throughout the year.
Approximate Cost: \$500,000

The following items exist at the same priority level:

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

Approximate Cost: \$62,200

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

Approximate Cost: \$60,000

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

Approximate Cost: \$150,000

ACADEMIC YEAR 2008

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

Approximate Cost: \$160,000

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

Approximate Cost: \$55,000

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

Approximate Cost: \$93,000

ACADEMIC YEAR 2009

1. ***The LSC proposes to create a covered walkway from the parking garage to the student center.*** The student center serves as the hub for all major functions on campus, and the proximity of the University's only parking garage is a great benefit to the facility; however, there is no way to access the student center and be protected from inclement weather. The project will address the growing needs of the student population, visitors, and dignitaries thus benefiting the University.
Approximate Cost: \$500,000

2. ***Counseling Services will add a second post-doctoral or pre-licensure LPC position to the Counseling Services staff.*** This proposed goal is based on the estimate that the projected enrollment at SHSU for 2008-09 will be at 17,711. This position would essentially be at .9 FTE for a 12-month period. The expanding enrollment will necessitate an increase in staff. Creating an additional post-doctoral or pre-licensure LPC offers a more affordable and flexible manner to address staffing and provides an additional training opportunity for staff. The resulting student to Counseling Services staff ratio would be 2,270:1.
Approximate Cost: \$41,000

3. ***The Dean of Students' Office will add an Assistant Dean, a full-time professional staff position.*** With the University's projected enrollment increase, an additional position will enable the Office of the Dean of Students to provide more services pertaining to judicial matters and leadership endeavors in keeping with the University's goal of promoting students' intellectual, social, ethical, and leadership growth. This position will provide an additional resource by providing guidance to students in integrating academic achievements into learning experiences resulting in students becoming intentional learners.
Approximate Cost: \$54,312

4. ***Recreational Sports will add a full-time Groundskeeper, a full-time Secretary, and a full-time evening/weekend Building Supervisor for the recreation complex.*** As the institution continues to grow, the programs and facilities will be stretched to the maximum. These positions will address the needs at that time given the program and facility growth and the expectations of high quality.
Approximate Cost: \$150,000

5. ***Recreational Sports will purchase and install artificial turf on the Intramural Fields.*** The Intramural Fields are located in the center of campus and are used for a wide variety of institutional programs. Artificial turf will allow for maximum use of the area during the rainy seasons. These improvements will assist in meeting student needs thus benefiting the University.
Approximate Cost: \$750,000

ACADEMIC YEAR 2010

1. ***Counseling Services will add a Disabilities Specialist position and a Clerk II position.***
If the existing office is able to house both the Counseling Services and Services for Students with Disabilities personnel in 2010, Counseling Services could likely be able to function effectively with the addition of only one Clerk II position. (If the department is relocated, there may be a need for an additional support position.) These proposed goals are based on the estimate that the projected enrollment at SHSU for 2009-10 will be at 18,597. The expanding enrollment and the likelihood that the population of students with disabilities will increase as well will necessitate an increase in Services for Students with Disabilities staff. This will result in a student to Disabilities Services staff ratio of 9,298:1. The student to Counseling Services staff ratio will change to 2,384:1.
Approximate Cost: \$60,000

2. ***Health Services will hire a fourth medical practitioner in order to increase patient volume capacity.***
Approximate Cost: \$121,888

3. ***Health Services will hire an additional nurse to support increased patient volume.***
Approximate Cost: \$69,180

4. ***The LSC and Recreational Sports departments propose to create a keyless entry environment abandoning the use of hard keys.*** The hard key process is difficult to administer. The keyless concept will allow for greater security and easier administration.
Approximate Cost: \$350,000

ACADEMIC YEAR 2011

1. ***The LSC proposes to replace and upgrade all facility interior furnishings.*** In order to keep the student center modern, current and appealing to students, revisiting the interior furnishings is critical to student appeal.
Approximate Cost: \$250,000

2. ***Health Services will increase the Medical Service Fee by 10% to provide funding necessary to keep pace with enrollment increases and to expand the facility to accommodate additional patient volume.***
Approximate Cost: \$250,000

3. ***Counseling Services will add a permanent staff person in a counseling position, which would bring total staffing to seven full-time, permanent counselors (two of whom are administrators) and two post-doctoral/pre-licensure LPC positions.*** This proposed goal is based on the estimate that the projected enrollment at SHSU for 2010-11 will be at 19,527. Further expansion of the student enrollment will require additional staffing, and it is inappropriate to have too much of the expansion satisfied through additional trainees. The resulting student to Counseling Services staff ratio would be 2,219:1.

Approximate Cost: \$55,000

4. ***Recreational Sports proposes to renovate the Coliseum to better address the growing student population and the growing University needs.*** The Coliseum will be over 25 years old and will need major renovation to include but not be limited to an elevator, additional wheel chair seating, fixed seating on the south-side floor, and additional storage. This facility will assist in meeting student needs thus benefiting the University.

Approximate Cost: \$6,000,000

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

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

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

2006-07 Academic Year

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

Approximate Cost: \$36,000

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

Approximate Cost: \$33,000

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

Approximate Cost: \$75,000

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

Approximate Cost: \$50,000

TOTAL APPROX COST: \$194,000

2007-08 Academic Year

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

Approximate Cost: \$36,000

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

Approximate Cost: \$36,000

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

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

Approximate Cost: \$50,000

TOTAL APPROX. COST: \$122,000

2008-09 Academic Year

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

Approximate Cost: \$220,000

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

Approximate Cost: \$250,000

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

Approximate Cost: \$50,000

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

Approximate Cost: \$35,000

TOTAL APPROX. COST: \$555,000

2009-10 Academic Year

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

Approximate Cost: \$38,000

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

Approximate Cost: \$38,000

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

Approximate Cost: \$36,000

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

Approximate Cost: \$25,000

TOTAL APPROX. COST: \$137,000

2010-11 Academic Year

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

Approximate Cost: \$38,000

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

Approximate Cost: \$36,000

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

Approximate Cost: \$50,000

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

Approximate Cost: \$75,000

TOTAL APPROX. COST: \$199,000

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

APPENDIX

APPENDIX

HUB

- A.** **GOAL** – Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations and executive orders related to Historically Underutilized Businesses (HUBs). It is the goal of the University to foster a positive and working relationship with HUBs whenever possible.
- A.1** **Objective** – Sam Houston State University will make a good faith effort to assist Historically Underutilized Businesses to receive opportunities for awards on purchase of construction, professional services, supplies, materials, equipment, and services, including those relating to the issuance of bonds. Sam Houston State University will develop a written HUB Advocacy Program (HUBAP) to carry out these commitments.
- A.2** **Strategy** – The President will appoint a HUB Coordinator who will have the responsibility for monitoring and lending assistance to all programs dealing with HUBs.
The HUB Coordinator will:
- Keep the President and all division heads informed of the latest development in the area of HUBs;
 - Update the University HUBAP as necessary.
 - Develop models of education in reach and outreach activities for use by the University in development HUB programs;
 - Share successful methods of increasing the participation of HUBs with departments and other agencies;
 - Serve as liaison between universities’ Computer Services to ensure accuracy and timely availability of data;
 - Review all HUB related reports prepared by the University’s Computer Services Department.
 - Develop and update policy statements;
 - Monitor the University’s goals and objectives.
 - Document and submit good faith efforts to the President;
 - Maintain reports on HUB activity for future reference;
 - Monitor areas that appear to be non-productive, and develop new strategies to increase HUB participation.
- A.3** **Strategy** – The Vice President for Finance and Operations and the Director of Physical Plant will appoint a HUB Coordinator for construction, who will have responsibility for implementing all programs dealing with HUB activities relating to construction.
- Report good faith efforts in the field of construction to the HUB Coordinator;

- Serve as liaison between the Physical Plant and the HUB Coordinator; and identify areas in construction requiring special attention in the HUB program and recommend action.
- Administer record-keeping systems (monthly updates to the President and division heads) that will measure the effectiveness of this program and report the progress on Good Faith Efforts to the HUB Coordinator.
- Coordinate the completion and filing of all reports required by law through the HUB Coordinator.
- Keep administrators of the University informed of the latest developments in the area of construction relating to HUBs.

A.4 Strategy – In order to implement the University HUBAP, the component HUB program shall include, to the greatest extent possible, good faith efforts.

- Ensure that the Texas HUB Certification Electronic Database provided by The Texas Building and Procurement Commission (the “Commission”) is accessible to all employees and encourage use of the directory in procurement activities;
- Provide access to procurement policies and procedures to HUBs in an effective process so as to encourage participation of those businesses;
- Develop and participate in educational outreach activities, such as:
 - Staging periodic trade fairs to HUBs to demonstrate their products and services to potential buyers.
 - Actively working with the Small Business Development Center (SBDC) to encourage potential HUBs to go through the HUB Certification Program under the SBDC Certification Program.
 - Invite other agencies to HUB Vendor Forums which are given to our purchaser.
 - Participate in programs that consolidate information (example: The Walker County Alliance - website) about upcoming contracting opportunities and allow potential bidders to discover upcoming opportunities.
 - Actively encourage potential contractors to use HUB subcontractors through wording in bid and proposal documents and through information given at pre-bid conferences, meetings.

A.5 Strategy – Compliance with state law; current state law requires that all purchases, except as specifically provided, be based whenever possible on competitive bids.

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

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

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

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

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

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

Procurement opportunities include supplies, materials, services, equipment, construction contracting and professional services. Sam Houston State University is committed to both “the letter and spirit” to make a Good Faith Effort to assist HUBs in the procurement process in accordance with the goals and rules established under law by the Texas Building and Procurement Commission 2161.003 – Agency Rules (TAC 111.15)

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

A.10 Strategy – HUB Strategic Plan Progress Report.

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

SAM HOUSTON STATE UNIVERSITY

A Member of The Texas State University System



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

MAY 2007

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SAM HOUSTON STATE UNIVERSITY
A Member of The Texas State University System

HUNTSVILLE, TEXAS 77341

2006-2007 STRATEGIC PLANNING COMMITTEE

FINAL REPORT

MARCH 2007

APPROVED:

David Payne, Chair

Philip Morris

Heather Crowson

Debra Price

Jack Parker

Bill Fleming

Frank Parker

Kristi Kreier

Frank Holmes

Chris Whitaker

Rita Caso

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SAM HOUSTON STATE UNIVERSITY

INSTITUTIONAL MISSION STATEMENT

UNIVERSITY MISSION

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

UNIVERSITY GOALS

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

HISTORY

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

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

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

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

In the decade of the 1970s, 1980s, and 1990s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs at all levels. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into five colleges: Arts and Sciences, Business Administration, Criminal Justice, Education, and Humanities and Social Sciences. Students are offered an extensive range of bachelor's and master's degrees, as well as doctorates in selected areas. The faculty and the university are recognized regionally, nationally, and internationally.

TABLE OF PROGRAMS

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

X - Degree programs offered.

P - Preliminary authority only. No degree programs offered.

C - Any combinations of currently approved programs in program inventory.

Note: Two digit CIP Codes in ALL CAPS indicates broad authority. All others are limited.

CIP Code Names Used in the Table of Programs can be found at www.theccb.state.tx.us/aar/top/.

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is the process of constructing a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends influence institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is integrated into the budget planning process.

ENVIRONMENTAL SCAN 2007-2008

1. Social/Demographic Trends

- a. Population will continue to grow in The Woodlands and Conroe increasing student demand for offerings in that area.
- b. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- c. A higher percentage of high school students will seek dual enrollment opportunities.
- d. The potential student body will increasingly become more Hispanic.

- e. More students will be employed and more students will be working more hours while attending school. Affordable child care will become a necessity for students with children.
- f. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at all locations.
- g. The University will face more competition for students from an increasing number and diversity of providers of educational services.
- h. Public concerns related to safety, crime, mental health, and alcohol issues will increase.
- i. The expansion of online courses and programs will increase the number of out-of-state and international students.
- j. The current gender ratio in colleges and universities will remain relatively stable.
- k. The need for continuing professional education will increase.
- l. Demand for certified teachers, school counselors, school administrators, librarians, and school psychologists will grow.
- m. There will be growing populations of students who are best served by web-based programs.
- n. Demand for health care providers and the demand for allied health programs will increase.
- o. Alcohol and illegal drug consumption among students will continue to be an issue of concern for the University and local community.
- p. The need for trained correctional personnel will increase.
- q. Reductions in healthcare benefits will increase the students' dependence upon the student health insurance and the services offered by the student health and counseling centers.
- r. Terrorism or natural disasters will open new instructional and research opportunities and demand more institutional caution.
- s. A higher number of minority students will be first-generation students as enrollment increases.

- t. Religious traditions will come into conflict with one another and with the delivery of information in courses.
- u. More students will use the aid of academic support programs in order to achieve academic goals.
- v. The shortage of qualified faculty will continue to increase in specific disciplines.
- w. Students are becoming more technologically sophisticated.

2. **Economic Trends**

- a. Appropriation dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. The information and service sectors of the economy will increase in importance.
- d. Universities will continue to increase scholarship funds in order to provide more financial aid and increase diversity.
- e. Prospective students will increasingly seek student loans and financial aid to finance their education, and their enrollment decisions will be affected by the level of support and advice offered by universities.
- f. The Texas economy will experience modest economic growth.
- g. The Houston economy is experiencing rapid growth.
- h. Small entrepreneurial businesses, shopping, and entertainment between Huntsville and North Houston will increase in number.
- i. TDCJ will continue as a major employer for this area.
- j. Economic changes within the state will impact the types of services provided to students that will result in the reevaluation of existing programs offered.
- k. The current economy will continue to result in more students seeking financial assistance for college expenses.
- l. Lack of funding and budget cuts will affect staffing patterns and student programs.
- m. Increasing fuel costs will impact University budgets and students' college choice based on distance from home.

- n. The need for money management training will increase for all students.
- o. A statewide educational database for K-12 and higher education will provide for student outreach and contact opportunities to include the recording and reporting of data.
- p. Off-site instructional delivery will increase, especially in The Woodlands, to meet growing student demands.
- q. Insurance rates for University employees will rise.
- r. The City of Huntsville economic development activities will increase.

3. **Technological Trends**

- a. Technological options will increase in complexity and diversity.
- b. A substantial increase in information resources will demand more technological support.
- c. Nontraditional educational organizations will expand their delivery of higher education via distance learning.
- d. Computer applications will become more user-friendly.
- e. The demands for the teaching of technological skills will increase.
- f. More support services will become available over the Internet.
- g. Challenges presented by viruses, worms, spyware, etc. will grow.
- h. Technological needs will increase as well as the need for increasing the computer services staff to accommodate the expanded technology.
- i. Technological changes will continue to present challenges for control of academic dishonesty and intellectual property.
- j. Access to state-of-the-art technology for all students, faculty, and staff will become more essential.
- k. The growing number of students engaged in the institution through the Internet will need services.

- l. A growing number of students are using cell phones at SHSU, which, in turn, causes long distance charges for the University to increase.
- m. Identity theft will continue to be a security concern.
- n. The growing social use of technology will lead to decreased participation in traditional campus organizations and activities.

4. Trends in Higher Education

- a. Universities will face increasing pressure for assessment.
- b. New innovations in instructional technology will create alternative methods and locations for instructors and will force alternative services.
- c. College curricula will be internationalized and exchange programs will be expanded.
- d. The variety of community college programs seeking transferability will continue to increase.
- e. There will be greater pressure on universities to understand and to develop their market niche(s).
- f. Interdisciplinary programs will become more common.
- g. Community colleges and alternate routes to teacher certification programs will continue to grow.
- h. Community colleges will continue to seek approval to offer baccalaureate degrees.
- i. Increased salary competition from the public schools and private agencies as well as aging of the workforce will make attracting and retaining faculty and staff more difficult.
- j. There will be increasing pressure to integrate high school and University programs.
- k. The percentage of higher education students speaking English as a second language will increase.
- l. The demand for program-specific accreditation will increase.
- m. Pressure to improve student retention rates will increase.

- n. The traditional definition of faculty workload and productivity expectations will change.
- o. Enrollment at The University Center and other off-campus locations will increase.
- p. Student security will be an increasingly important issue.
- q. Internet competition for higher education programs will increase.
- r. Demand for internships will increase.
- s. Timeliness of financial assistance will become an increasing factor of retention.
- t. Enrollment increases will impact all areas of the University.
- u. Students concurrently enrolling at universities and community colleges will increase.
- v. Legislative action will force restructuring and reduction in size of some programs.
- w. There will be growing competition for students.
- x. There will be more cooperative programs with secondary schools, community colleges, and major corporations.
- y. The need for financial literacy education will increase.
- z. Public school calendars will change.

5. Political/Legal Trends

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance and quality.
- b. Diversity and equity issues will become more prominent.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.

- f. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- g. The demand to purchase University goods and services from historically underutilized businesses (HUBs) will increase.
- h. Universities will play a more active role in addressing student loan default rates.
- i. Universities will face increasing pressure to increase enrollment and graduation of minority students.
- j. More scrutiny by the Texas Legislature will take place when new facilities are being recommended.
- k. The Texas State University System is becoming increasingly centralized.
- l. State appropriates will decrease.
- m. Institutional charges to students will increase.
- n. Legislators will begin to utilize student-learning outcomes assessment as a method of ensuring that colleges and universities are performing at expected levels with respect to the education of students both inside and outside the classroom.

6. Physical Facility Trends

- a. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- b. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- c. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.
- d. New construction, especially on-campus housing, will enhance student recruitment.
- e. Fees for nonstate funded facilities will need to be increased.
- f. Student enrollment increases will require enhanced University infrastructure.
- g. Research infrastructure needs will increase.

- h New construction will address the rising costs of utilities.
- i There is a need to develop a long-range plan for parking and off-campus and on-campus transportation systems.

7. Trends in Philanthropy

- a Providing private funding for the University is increasingly important.
- b The University will draw an increasing portion of its support from philanthropic sources.
- c The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- d The growth of the annual giving program will expand the University's donor base and lead to greatly enhanced development activities.
- e The University's first capital campaign will significantly increase private support that will continue beyond the duration of the campaign.
- f An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- g Changes in tax laws, both income and estate, will impact fund raising.
- h The importance of researching alumni and friends will increase as the University strives to increase and substantiate its pool of known major gift and planned gift prospects.
- i A greater emphasis will be placed on donor relations and stewardship activities.
- j Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- k National and global uncertainties (terrorism and natural disasters) may discourage major donors from making financial commitments to the University.
- l Private donors will want increased input in the University and expect better returns from their contributions.
- m Gifts for endowment from individuals will increase, while such gifts will be reduced by foundations.

INSTITUTIONAL GOALS

President James F. Gaertner has established three major categories of goals which will provide focus for the strategic planning process:

Academic Standards and Programs

Academics must be the first order of business at Sam Houston State University. A university can be no better than its faculty and its programs. Examples of important issues in this area include: faculty hiring and promotion policy, expectations for and support of scholarly activity, adding new and innovative programming, international collaborations, continuing and executive education, and distance learning. Additionally, the “Closing the Gaps” initiatives, including graduation rates and retention, are important considerations in the academic standards genre.

University Image and Exposure

Sam Houston State University is a wonderful institution with an almost unparalleled history in the state. We currently are not benefiting adequately from this heritage. Examples of issues in the area include: improved alumni relations, a major capital campaign, and a strong public relations campaign.

Campus and Community Atmosphere and Culture

Areas for consideration here include: university and community collaboration; appropriate sensitivity to student, faculty, and staff diversity; and student life issues, such as quality housing and adequate parking.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX

APPENDIX

HUB

- A. GOAL** – Sam Houston State University will comply with both “the letter and the spirit” and with all applicable laws, regulations and executive orders related to Historically Underutilized Businesses (HUBs). It is the goal of the University to foster a positive and working relationship with HUBs whenever possible.
- A.1 Objective** – Sam Houston State University will make a good faith effort to assist Historically Underutilized Businesses to receive opportunities for awards on purchase of construction, professional services, supplies, materials, equipment, and services, including those relating to the issuance of bonds. Sam Houston State University will develop a written HUB Advocacy Program (HUBAP) to carry out these commitments.
- A.2 Strategy** – The President will appoint a HUB Coordinator who will have the responsibility for monitoring and lending assistance to all programs dealing with HUBs.
The HUB Coordinator will:
- Keep the President and all division heads informed of the latest development in the area of HUBs;
 - Update the University HUBAP as necessary.
 - Develop models of education in reach and outreach activities for use by the University in development HUB programs;
 - Share successful methods of increasing the participation of HUBs with departments and other agencies;
 - Serve as liaison between universities’ Computer Services to ensure accuracy and timely availability of data;
 - Review all HUB related reports prepared by the University’s Computer Services Department.
 - Develop and update policy statements;
 - Monitor the University’s goals and objectives.
 - Document and submit good faith efforts to the President;
 - Maintain reports on HUB activity for future reference;
 - Monitor areas that appear to be non-productive, and develop new strategies to increase HUB participation.
- A.3 Strategy** – The Vice President for Finance and Operations and the Director of Physical Plant will appoint a HUB Coordinator for construction, who will have responsibility for implementing all programs dealing with HUB activities relating to construction.
- Report good faith efforts in the field of construction to the HUB Coordinator;
 - Serve as liaison between the Physical Plant and the HUB Coordinator; and identify areas in construction requiring special attention in the HUB program and recommend action.

- Administer record-keeping systems (monthly updates to the President and division heads) that will measure the effectiveness of this program and report the progress on Good Faith Efforts to the HUB Coordinator.
- Coordinate the completion and filing of all reports required by law through the HUB Coordinator.
- Keep administrators of the University informed of the latest developments in the area of construction relating to HUBs.

- A.4 Strategy** – In order to implement the University HUBAP, the component HUB program shall include, to the greatest extent possible, good faith efforts.
- Ensure that the Texas HUB Certification Electronic Database provided by The Texas Building and Procurement Commission (the “Commission”) is accessible to all employees and encourage use of the directory in procurement activities;
 - Provide access to procurement policies and procedures to HUBs in an effective process so as to encourage participation of those businesses;
 - Develop and participate in educational outreach activities, such as:
 - Staging periodic trade fairs to HUBs to demonstrate their products and services to potential buyers.
 - Actively working with the Small Business Development Center (SBDC) to encourage potential HUBs to go through the HUB Certification Program under the SBDC Certification Program.
 - Invite other agencies to HUB Vendor Forums which are given to our purchaser.
 - Participate in programs that consolidate information (example: The Walker County Alliance - website) about upcoming contracting opportunities and allow potential bidders to discover upcoming opportunities.
 - Actively encourage potential contractors to use HUB subcontractors through wording in bid and proposal documents and through information given at pre-bid conferences, meetings.
 - Maintain membership with the Texas Universities HUB Coordinators Alliance (TUHCA) and attend quarterly meetings.

- A.5 Strategy** – Compliance with state law; current state law requires that all purchases, except as specifically provided, be based whenever possible on competitive bids.

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

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

1. Continuously maintain, and compile monthly, information relating to its use and the use of HUBs by each operating division of the component, including information regarding subcontractors and suppliers.

2. Report to the Commission through the HUB Coordinator the total number and dollar amount of the purchases of goods and services awarded and actually paid from non-treasury funds by the component. This report will be in a form prescribed by the Commission and will be due no later than March 15 for the previous six-month period and September 15 for the previous fiscal year.
3. Report to the Commission through the HUB Coordinator the total number and dollar amount of certified HUB subcontracting in all of the component's contracts for the purchase of goods and services. This report may include subcontracting participation paid from treasury and non-treasury funds. The report will be due not later than March 15 for the previous six-month period and September 15 for the previous fiscal year.

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

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

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

Procurement opportunities include supplies, materials, services, equipment, construction contracting and professional services. Sam Houston State University is committed to both “the letter and spirit” to make a Good Faith Effort to assist HUBs in the procurement process in accordance with the goals and rules established under law by the Texas Building and Procurement Commission 2161.003 – Agency Rules (TAC 111.15)

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

A.10 Strategy – HUB Strategic Plan Progress Report.

Goal = Strategic Plan HUB Goal Actual = % Spent with HUBs from HUB Report	Actual for FY '05	Actual for FY '06	Goal for FY '07
Heavy Construction other than building contracts	91.8%	0.0%	11.9%
Building construction, including general contractors and operative builders contracts	12.8%	27.5%	26.1%
Special trade construction contracts	43.1%	48.3%	57.2%
Professional services contract	30.2%	34.2%	20.0%
Other services contract	3.8%	4.5%	33.0%
Commodities contract	20.5%	23.4%	12.6%

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

University's Action Plan

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

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