

College: College of Applied Arts
Academic Plan 2012-2017

I. Introduction



State your department/school/college mission statement.

The mission of the College of Applied Arts is to prepare undergraduate and graduate students for careers through programs of high quality in academic, professional, and technical areas; to further faculty excellence in teaching supported by quality scholarship; and to enhance our involvement with local, state, national, and international constituencies.

Outline briefly your “vision” for the 2012-2017 planning cycle.

Our vision of the College of Applied Arts is to continue to offer and develop the highest quality of academic programs that are complimented with research and service opportunities for faculty and students. We project to increase annual enrollment at a rate of three to five percent and serve new and emerging student populations using traditional and technological instructional delivery modes. Students will be provided guidance and advice to ensure that we retain them and they reach their highest potential personally, socially and professionally. We will continue to strategically review our infrastructure needs as we incrementally identify faculty offices, enhance labs, add graduate assistants as we selectively enhance or add new programs. In addition, we will continue to solicit external funding opportunities to leverage the research skills of the faculty and students, build our research infrastructure and use our designation as a Hispanic Serving Institution.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit’s initiative is linked.

1. The College will promote quality by building and supporting a distinguished faculty, managing enrollment growth and strengthening the University culture of research. (Goal 1, 3)
2. The College will increase enrollment at a rate of 3-5% per year during this planning cycle with an emphasis on maintaining undergraduate enrollment, and building and strengthening graduate education programs by adding programs, improving quality and using technology to deliver instruction to meet emerging demands. (Goal 2, 3)
3. Expand funded research by collaborating with state and federal agencies, corporations and foundations, leveraging indirect costs and our Hispanic Servicing Institution status to impact diversity, and the economic and cultural development of the region. (Goal 2, 4)
4. Promote collaboration between students, faculty, and agencies to enhance learning opportunities and internships, and promote student-centered education that will prepare students for professional opportunities. (Goal 3, 4)
5. Engage faculty and graduate students in the solicitation of external funding to expand the research infrastructure and build interdisciplinary collaborative teams with Nutrition, Agriculture, Psychology, Biology, and Exercise Science that will achieve maximum use of research facilities. (Goal 5)

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2012-2013 academic year and in the remaining 2-5 years.

	<u>2012-2013</u>	<u>2013-2017</u>	
Criminal Justice	1 2 GAs	4 10	Hire five new faculty and 12 (8 PhD & 4 Masters) additional graduate assistantships over a five year period to become a leader in environmental criminology and expand graduate program offerings.
Social Work	1 2 GAs	3	New faculty to expand curriculum offerings and begin planning for a doctoral program by the end of the planning cycle. Develop and expand virtual lab facilities to improve the quality of teaching, research and learning opportunities.
Family & Consumer	3 (Senior Lecturers)	5	Provide additional lecturers to meet program growth and add three

Sciences	3 GAs	9	graduate assistantships to support new Masters degree in Merchandising and Consumer Studies. Expand lab facilities to increase external funding and strengthen inter-disciplinary research opportunities in nutrition.
Agriculture	1 1 GA	0	Increase undergraduate and graduate enrollment and add one faculty member to develop a Master graduate degree in Sustainable Agriculture.
Occupational Education	1	2 4 GAs	Increase enrollment especially for graduate online with a new MSIS. All faculty will be Sloan-C certified to improve quality and the number of non-traditional students. Add full-time GA's to expand the enrollment of graduate students.
Advising Center	1 Advisor	1 Advisor	

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 academic year and in the remaining 2-5 years.

Estimated funds needed for:	<u>2012-2013</u>	<u>2013-2017</u>
Criminal Justice	\$75,000 52,000 (2 Doctoral GAs)	\$300,000 218,000 (10 GAs)
Social Work	57,000 25,000 (2 GAs)	242,000
Family & Consumer Sciences	135,000 37,500 (3 GAs)	350,000 105,000 (9 GAs)
Agriculture	70,000	0

	12,500 (1 GA)	
Occupational Education	60,000	120,000 50,000 (4 GA's)
Advising Center	30,811 (1 advisor) 5,000 *	31,325 (1 advisor) 6,000 *
*Office furniture and supplies estimate		

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new initiatives.

	<u>Faculty Offices</u>	<u>Other</u>	<u>Estimated Cost</u>
Criminal Justice	5	Improve Facilities Faculty Offices	\$250,000
		8 PhD & 4 Masters	270,000
Social Work	4	Virtual Lab (2017)	300,000
		2 Graduate Research Assistants	25,000
Family & Consumer Sciences	8	Renovations, Maintenance	180,000
		Equipment Art Supplies	
		Vivarium Lab	3,275,000
		Expanded Space & Research Labs	2,500,000
Agriculture	1	Lab Equipment	500,000
Occupational Education	3	Maintenance & Operations	18,000

II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

The College disseminated to department chairs and faculty the initial first draft of the strategic plan and comments and suggestions were submitted on behalf of the college.

Secondly, the College Dean and Chairs reviewed the goals of the strategic plan and assessed the State of the College during the last five years to review achievements in terms of new programs, faculty positions, research and training grants received, learning outcomes, faculty, scholarship, service, teaching and enrollment patterns for each undergraduate and graduate program.

Chairs met with faculty to discuss specific departmental needs and projections. They reviewed, passed results and growth patterns to identify their top departmental priorities in terms of faculty positions, graduate assistantships, new programs, and physical space needs and infrastructure.

The Dean listened to the Chairs and reviewed the priorities of each department in terms of new faculty, graduate assistantships, enrollment growth, new program development, external funding opportunities, international activities, Hispanic Serving Institution status and improving and expanding learning opportunities for students. A final draft was shared with Chairs for additional comments.

III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
CJ - Increased funding for 8 PhD stipends plus 4 Master student stipends	Graduate programs currently are underfunded given the rapid growth of Criminal Justice over time. The lack of adequate graduate stipends could	\$270,000	Increased funding of doctoral students will ensure meeting required THECB targets for the PhD program; increased funding of MSCJ teaching assistants to a level which will ensure every large class will have adequate instructional support.
SOWK - The virtual reality lab will need space, a lab coordinator, a computer design expert, and computer products	The virtual reality lab has great potential to strengthen our teaching in military social work, leadership development, teaching skills in disaster maintenance and other	\$300,000 over 5 years	The virtual reality lab will make the School much more contemporary and competitive in external research funds, as well as in teaching strength and ability to collaborate with community partners.
FCS - M&O	Increased lab sections require additional food and other supplies to be purchased.	\$2,500	Cover operating costs.
FCS - M&O	Funds to maintain and repair laboratory equipment.	\$15,000	Maintain equipment function.
FCS - Costs associated with CIDA accreditation and site visit	Maintain CIDA accreditation of the ID program.	\$13,000	Program will be prepared for site visit of accrediting body to assure accreditation.
FCS - Card swipe/reader technology	For student access to studios and resource room 24/7. Current system of key checking is becoming difficult to manage.	\$15,000	Easy and secure access to studios and resource room for ID students.
FCS - Renovation of 3 design studios	To bring them up to date with industry and accreditation requirements.	\$50,000	State of the art facilities to facilitate innovative pedagogy.

FCS - Expansion of the Child Development Center	The CDC has a waiting list for child care of 222 kids including 33 not born yet. Demand for the observation/research/teaching components has also increased with increased university enrollment.	TBD	Facilities that match the demand for multiple services/roles of the Child Development Center.
AG - Animal Science lab equipment	New equipment to replace old equipment.	\$75,000	Attract more students, complements proposed graduate program, and to produce competent graduates trained in biotechnology area.
AG - Plant and soil science lab equipment	Additional equipment and upgrading.	\$25,000	Complements the proposed graduate program in sustainable food systems.
AG - Agriculture systems lab equipment	Upgrading and replacing old equipment.	\$50,000	Increased competency in farm-based engineering technology. Complements the proposed graduate program.
OCED - Increased resources for recruitment	Other colleges in San Antonio are competing for adult students with increased resources.	\$5,000 per year	More student enrollment.
OCED-Student worker coverage in the front office to assist administrative assistant	To provide clerical assistance for staff.	Hourly	Increased office coverage.
OCED-Portable devices (laptops, tablets, iPhones)	Program is moving toward a more electronic delivery system.	\$5,000 per year.	More electronic support for teaching and advising.
OCED – Travel for conferences to promote scholarship	Needed as OCED moves toward larger masters enrollment	\$8,000 per year	More travel for faculty to present at conferences.

IV. Planning Categories

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote academic quality by building and supporting a distinguished faculty.								
CJ	CJ1.2 Incrementally bring all faculty salaries into the median range for the Texas State University system and into the median range of Criminals Justice faculty salaries at comparable emerging research institutions.	X	X	Faculty Salaries	\$150,000	State	Comparison of faculty salaries across university and other CJ departments at comparable universities.	1.1
CJ	CJ1.2 Increase CJ tenure track faculty by one per year and recruit faculty that contribute to the Department vision. (A). Recruit a faculty member whose expertise is linking crime to time and space. (B). Recruit a faculty member whose expertise is using large crime and justice data sets.	X	X	Faculty Salaries	\$375,000	State and University	Faculty hired.	1.2

	<p>(C). Recruit a faculty member whose expertise is in developing a crime prevention extension service or other community service initiative.</p> <p>(D). Recruit a faculty member whose expertise is in advanced crime analysis.</p> <p>(E). Recruit a faculty member with general expertise in crime incident analysis and response that can fill the gaps in the CJ initiative.</p>							
CJ	<p>CJ1.4. Improve and expand CJ facilities used for teaching, research and faculty space.</p> <p>(D). Find additional facility space for faculty including all of Hill House and even in buildings adjacent to Hines.</p>	X	X	Furniture, carpeting, construction materials, tables, chairs, computers, laptops, PDAs, office space	\$250,000	Physical Plant, University, IT	New materials.	1.4
	(A). Complete classroom renovation							

	<p>in Hines, including the construction of a student lounge area to be located on second floor, mezzanine area.</p> <p>(B). Update the computer lab with more computers and up-to-date computers, with enough computing power to handle larger data files.</p> <p>(C). Provide resources for faculty to remain up-to-date with technological advances, including new computer systems, personal PDAs and tablets, etc.</p>							
CJ	<p>CJ1.4. Improve and expand CJ facilities used for teaching, research and faculty space.</p> <p>(A). Complete classroom renovation in Hines, including the construction of a student lounge area</p>	X	X	Furniture, carpeting, construction materials, tables, chairs, computers, laptops, PDAs, office space	\$250,000	Physical Plant, University, IT	New materials.	1.4

	<p>to be located on second floor, mezzanine area.</p> <p>(B). Update the computer lab with more computers and up-to-date computers, with enough computing power to handle larger data files.</p> <p>(C). Provide resources for faculty to remain up-to-date with technological advances, including new computer systems, personal PDAs and tablets, etc.</p> <p>(D). Find additional facility space for faculty including all of Hill House and even in buildings adjacent to Hines.</p>							
CJ	<p>CJ1.5A. Complete efforts to be recognized within the University as a School rather than a Department.</p> <p>CJ1.5B. Provide</p>	X	X	Travel	\$50,000	University	Program review and papers presented at seminar, published in journals.	1.5

	<p>more opportunities for faculty to attend national and international forums.</p> <p>CJ1.5C. Increase advertising efforts for existing CJ programs that already have a national and international reputation.</p> <p>CJ1.5D. Add academic components that stress crime incident analysis and response.</p> <p>(1). Consider including a large data base component to undergraduate research and statistics courses.</p> <p>(2). Add a MSCJ seminar on using and analyzing large databases.</p> <p>CJ1.5E Add a CJ PhD special topics course on large data bases.</p> <p>CJ1.5F. Conduct a</p>							
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	<p>curriculum review of the CJ Intelligence Analyst certificate program and consider increasing the required hours by 6 (total = 21 hours).</p> <p>(1). Add a CJ Crime Analysis course as a required course.</p> <p>(2). Add a university elective course.</p> <p>CJ1.5G. Acquire a nationally recognized scholarly journal editorship for a faculty member.</p>							
CJ	<p>CJ1.6A. Establish a mechanism for publishing and distributing calls for grant proposals to faculty.</p> <p>CJ1.6B. Conduct grant workshops every year in collaboration with Sponsored Projects to better teach all faculty how to write a grant proposal.</p>	X	X	None	None	N/A	Grants written, workshops conducted.	1.6
	CJ1.6C. Partner with							

	<p>local, state and federal agencies to write collaborative grants that address agency and community concerns.</p> <p>CJ1.6D. Partner with other university departments, centers, institutes and offices on cross-discipline grants.</p> <p>CJ1.6E. Increase the focus on applied grant projects that have an applied outcome.</p> <p>CJ1.6F. Apply for one grant per year that emphasizes a culturally diverse population.</p>							
CJ	<p>CJ1.8A. Increase faculty course release time so faculty can build international relations and research programs.</p> <p>CJ1.8B. Increase graduate assistantships for faculty so faculty can develop international</p>	X	X	Funds for release time and assistantships	\$150,000	School and University	Number of RA and joint projects.	1.8

	relations and research programs. CJ1.8C. Develop partnerships with state and federal agencies that examine research, and provide solutions for border issues.							
CJ	CJ1.9. The CJ Department can continue to provide faculty and material support to university initiatives to maintain ERU status, whatever those ultimately may be.	X	X	None	None	N/A	University ERU progress reports.	1.9
SOWK	Expanding the faculty to include more senior people with experience in doctoral education will assist in meeting this goal.		X	Faculty lines; improved facilities	\$174,000	University	Faculty assessment, viability of a unique doctoral offering, research expansion, graduates in jobs.	1.1; 1.2; 1.3; 1.5; 1.6; 1.9
SOWK	Expanding funded research and national impact.	X	X	Grant monies; faculty lines	Not determined	Grants; university	Numbers of grants, publications and presentations.	1.5; 1.7; 1.8
FCS	Strengthen research efforts by 1)	X		Additional lecturers and tenure track	\$290,000			

	adjusting teaching load to 2:2 to support faculty active in research and 2) achieving increases in grant funding.			faculty				
FCS	Build a vivarium.	X		Land and building	\$3,275,000			1.4, 1.6, 1.8, 1.9
FCS	Change program name from Family and Consumer Science to Consumer Affairs.	X		None	None	N/A		1.5, 1.2
FCS	Add additional tenure track faculty member to support anticipated growth.		X		\$60,000			1.2
FCD	Add full time lecturer to enhance program stability and quality.	X			\$45,000			1.2
FCS/CDC	Pursue research initiatives at the Child Development Center.	X	X		TBD			1.6
FCS	New Senior Lecturer faculty position.		X		\$45,000			
FCS	Secure additional administrative assistance for the School of Family and Consumer Sciences and the Fashion		X		\$40,000			

	Merchandising Program.							
FCS	Maintain existing enrollment control measures.	X						1.5
FCS	Activate a Curriculum Advisory Board in the next two years.	X			TBD			1.5, 5.11
FCS	Increase office and computer classroom space dedicated to Fashion Merchandising.		X		TBD			1.4
AG	Identify start-up funding for new graduate faculty.	X	X	Funding for new faculty	\$70,000	University funding	Faculty Selection Committee.	1.6, 1.7
AG	Each faculty will apply for one externally funded grant.	X	X	N/A	N/A	Funding agency	Grant success.	1.6
OCED	Provide startup funding for new tenure faculty and graduate assistants for all tenure-line faculty.	X	X	Funding for startup and two new GAs	\$42,000	University funding	Number of GAs hired and startup funding allotted.	1.7,1.3
OCED	Develop a program plan for seeking external funding for program development and research.	X	X	One graduate assistant	10,000	University funding	Program plan completed.	1.7, 1.6

OCED	Establish dialog with one foreign university per year for collaboration on programs and research activities of mutual interest.	X	X	None	N/A	N/A	Five foreign university agreements completed.	1.8, 1.5,1.7
OCED	Apply for a minimum of one major externally funded grant/contract including HSI for program or research per year.		X	None	N/A	N/A	Five funded grants by 2017.	1.6
College	Establish National Latino Family Center for Interdisciplinary Research		X	None	N/A	N/A	Seek External funding.	4.1
College	Annually submit at least 100 proposals to external funding agencies.	X	X	None	N/A	N/A	25 externally funded grants for 11.5 million.	1.6
Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.								
CJ	CJ2.1A. Develop an undergraduate seminar course that allows undergraduate students to work one-on-one with faculty in specific research projects.	X	X	Classroom space and lecturer position	\$28,000	School	Course offering	2.1
CJ	CJ2.1B. Increase the number of CJ	X	X	Funds	\$150,000	University and School	Course offerings.	2.1

	<p>undergraduate courses to reduce class size by 10% over a five-year period.</p> <p>(A). Hire 3 new full-time lecturers over the 5-year period who are only responsible for classroom instruction at the advanced level.</p> <p>(B). Increase doctoral teaching fellowships by 5 for increased instruction at the lower level of course instruction.</p> <p>(C). Develop a program to allow 2 faculty per semester to apply for a course release to mentor students in specific research projects.</p>							
CJ	<p>CJ2.2A. Provide faculty support (financial, material) for partnering with agencies.</p> <p>CJ2.2B. Provide incentives and recognize faculty</p>	X	X	Funds for release time	\$50,000	School and University	Partnerships obtained.	2.2

	<p>involvement in activities that promote local and state economic and cultural development.</p> <p>(A). Increase the emphasis on these activities by including their importance in the merit cycle.</p> <p>(B). Provide release time for active and sustained involvement in these activities.</p>							
CJ	<p>CJ2.3A. University scholarships.</p> <p>(A). Increase donations to undergraduate scholarships by 10% per year.</p> <p>(B). Add two undergraduate scholarships over the 5-year period.</p> <p>(C). Add one graduate scholarship over the 5-year period.</p> <p>CJ2.3B. Identify two</p>	X	X	Funds	\$100,000	Private funding sources.	Scholarships obtained and awarded.	2.3

	external doctoral funding sources during the 5-year period. CJ2.3C. Identify two external master's funding sources during the 5-year period.							
CJ	CJ2.4. Identify, develop and advertise courses with an international component. (A). Develop criteria for courses to be considered international and modify one undergraduate course per year, 3 master's courses, and 3 doctoral courses.	X	X	None	None	N/A	Recognition of international courses.	2.4
CJ	CJ2.5A. Increase by 2 the number of study-abroad courses for CJ students. CJ2.5B. Increase the number of study-abroad courses for CJ students. CJ2.5C. Add a 3-hour internship	X	X	Funds	\$50,000	CJ agencies	Course changes and GA positions	2.5

	component to the MSCJ program. CJ2.5D. Add a 3-hour internship component to the Intelligence Analysis certificate program. CJ2.5E. Develop two GA positions, paid by CJ agencies, for graduate students to gain professional experience conducting crime analysis and report writing.							
CJ	CJ2.6. Appoint a faculty member to serve as the department marketing/recruiter development specialist and provide a one-course release for that faculty member.	X	X	Funds	\$5,000	School	Department recruiter appointed.	2.6
SOWK	Building diverse community and research partnerships.		X	Faculty expansion; administrative assistant; improved facilities and labs	Not determined	External grants; University.	Student enrollment and retention; graduate placement in profession; number and size	2.1, 2.2, 2.3

							of grants.	
FCS	Increase financial support for graduate students. (e.g. adding GA allocations to program, offering tuition remission)	X	X		TBD			
FCS	Develop doctoral degree (PhD).		X		TBD			
FCS	Develop postdoctoral certificate program for PhDs to earn RD credential.	X			TBD			
FCS	Develop and offer undergraduate lab courses in 1) nutrition and 2) molecular and cellular biology techniques.		X		TBD			
FCS	Develop and offer graduate lab course in laboratory techniques used in nutrition research.		X					
FCS	Explore development of study abroad courses and international exchanges.		X		TBD			2.4
FCS	Explore development of certificate courses/programs.		X					

FCS	Create scholarships for FCD majors.	X			TBD			2.3
FCS	Implement new ID advisory board.	X			TBD			2.3, 2.6, 3.5, and 3.9, 5.11
FCS	Explore opportunities for ID majors to pursue internships experiences abroad.	X			TBD			2.4, 2.5
FCS	Initiate new online courses.	X						2.8, 5.7
FCS	Create scholarships for ID majors.		X		TBD			2.3
OCED	Attract and retain students through proactive advertising and recruitment and consistent high-quality service and advisement.	X	X	Adjuncts to give advisors (senior lecturers) release time for recruitment (3 advisors)	\$27,000	University Funding of OCED and M&O	Number of new sites contacted for recruitment.	2.6
OCED	Develop additional distance learning options.	X	X	Faculty receive Sloan-C credentials and release time for course development	\$50,000	VPAA and M&O	Number of faculty with credentials.	2.8
OCED	Schedule a minimum of two visits per year by program faculty/staff to area community colleges to promote the program degrees to students, faculty, and staff.	X	X	N/A	Travel	M&O	Visits scheduled and attended.	2.6

OCED	Establish a Memorandum of Understanding with a minimum of one Mexican Universidad Tecnologico to offer a Masters degree on line for their educators.		X	N/A	\$30,000	M&O	Memorandum established.	2.5
OCED	Develop during 2012-13, a marketing program targeting population centers served by the Alamo Center and Lackland AFB.	X		Funding needed for advertisement on various media	\$5,000	University Funding	Increase of 5% of students in 2013.	2.6
Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.								
CJ	CJ3.1 Share retention data with faculty on a regular basis. (A) Publish student GPAs on class rosters to identify potential problems at the start of a semester.	X	XC	None	None	N/A	Published data.	3.1
CJ	CJ3.2A. Have the college academic advisor attend one faculty meeting per year (fall) and address advising	X	X	None	None	N/A	Report of faculty.	3.2

	concerns with the CJ faculty. CJ3.2B. Have the academic advisor in CJ produce an advising report for all CJ faculty concerning number of contacts, advising, concerns, etc.							
CJ	CJ3.4. Establish a faculty liaison position with the athletic department to better serve students involved in intercollegiate athletics.	X	X	None	None	N/A	Liaison appointed.	3.4
CJ	CJ3.5A. Establish a committee to examine the feasibility of developing a capstone experience for undergraduate majors. (1). Include faculty and agency personnel. (2). Select a small sample of CJ students to serve on the committee	X	X	M & O for administrative materials	\$25,000	University	Working committee meeting, refined exam procedures, PhD awarded with 5 students for candidacy each year, PhD student management plan in place.	3.5

	<p>(3) Survey other CJ programs for capstone experiences.</p> <p>CJ3.5B. Refine the Comprehensive Exams in the MSCJ program.</p> <p>CJ3.5C. Refine the Comprehensive Exams in the PhD program.</p> <p>CJ3.5D. Award the first PhD in 2012.</p> <p>CJ3.5E. Advance 5 PhD students to candidacy each year.</p> <p>CJ3.5F. Meet or exceed all THECB doctoral new program target goals.</p> <p>CJ3.5G. Establish a student management plan to minimize tendencies for students to linger or delay steps toward the PhD degree.</p>							
CJ	CJ3.6. Appoint one faculty member from the undergraduate core, master's program and doctoral	X	X	None	None	N/A	Faculty committee appointments.	3.6

	program to university assessment committees.							
CJ	<p>CJ3.7. Work with the administration to incorporate university program review processes.</p> <p>(A). Establish a mechanism to inform all faculty of university review processes.</p> <p>(B). Promote faculty appointment to university review committees.</p> <p>(C). Promote faculty appointment to SACs review processes.</p>	X	X	None	None	N/A/	Conform to university review processes and have faculty on those committees and on SACs committees.	3.7
CJ	<p>CJ3.8A. Increase alumni contact through regular e-mail newsletters.</p> <p>CJ3.8B. Engage alumni in on-going department activities, including guest lecturing, job fairs, seminars, and other department activities.</p>	X	X	M & O	\$5,000	University	Published newsletter, increased use of alumni.	3.8
CJ	CJ3.9A. Develop a	X	X	M & O	\$5,000	University	Completed	3.9

	survey to send to federal, state and local agencies that hire CJ graduates that will assess how well our students are meeting agency needs. CJ3.9B. Develop and conduct once per year (per semester at the undergraduate level) job seminars for students.						survey. and regularly scheduled job seminars.	
CJ	CJ3.10. Provide each faculty member with university generated data on all course student learning outcomes.	X	X	None	None	N/A	Published and distributed data.	3.10
CJ	Appoint one faculty member to work directly with the PACE program for monitoring CJ students.		X	None	None	N/A.	Faculty appointment.	3.11
SOWK	Growing our curriculum offerings, student support, and delivery systems, including online.		X	Faculty expansion; sufficient lab space; expanded GRA money; a technical expert	\$70,000	University and external grants	Tracking student outcomes of competencies and practice behaviors; student	

							enrollment growth.	
FCS	Establish an external speaker program.	X	X		TBD			
FCS	Restructure program websites to better serve prospective and enrolled students and highlight faculty and graduate accomplishments.	X	X					2.6, 3.2, 4.3
FCS	Initiate a process for involving undergraduate and graduate students in faculty research.	X						3.9
FCS	Increase thesis seeking graduate students in Family and Child Studies track.	X						3.9
FCS	Explore a new track and/or certification in graduate program to attract students and meet the needs of the profession.							3.9
FCS	Move Money Savvy Cats from a peer-to-peer financial educational program to a peer-to-peer financial counseling	X						

	program. (Goal 3)							
FCS	Maintain CIDA-accreditation status.		X		\$13,000			3.7
FCS	Propose a new MS Interior Design graduate program.		X		TBD			3.1
FCS	Implementation of new minor in ID.	X						3.1
FCS	Embrace the Interdisciplinary MS in Sustainability Studies under the SFCS.	X	X					
AG	Review current program and upgrade students learning outcomes.	X	X	N/A	N/A	Departmental Review		3.5
AG	Transition undergraduate students to newly proposed graduate program.		X	Two Gas	\$25,000	University	Enrollment.	3.9
OCED	Review current programs and identify new offerings to include a doctoral program.		X	N/A	\$12,000	University resources and M&O	Program review report released.	3.5
OCED	Promote more student involvement in departmental and community activities.	X	X	None	None	None	Documented increase of students involvement in community activity	3.10

OCED	Submit for external funding contract proposals to provide program degree opportunities to veterans, especially recently returning veterans.		X	N/A	N/A	N/A	External funding submitted.	3.9
OCED	Form partnerships with a minimum of one organization to facilitate recruitment and enrollment of veterans into the BAAS and MSIS/MEd programs.	X	X	N/A	Travel	M&O	Partnerships documented.	3.9
ADV CTR	3.2 Enhance quality and consistency of academic advising services.	X		Office	\$10,000	School/department		
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.								
CJ	CJ4.1A. Faculty will meet with and recruit diverse faculty at regional, national and international conferences.	X	X	Travel money	\$50,000	University	Faculty attending conferences and contacting potential faculty.	4.1
CJ	CJ4.2A. Start, promote and recruit for a Hispanic CJ student organization. CJ4.2B. Distribute	X	X	None	None	N/A.	Hispanic student organization. Distributed data.	4.2

	retention and graduation-rate data for Hispanics to all faculty. If that data indicates a need, develop strategies for improving Hispanic retention and graduation rates.							
CJ	CJ4.4A. Conduct one social event for all faculty at least once per year. CJ4.4B. Conduct one in-house social event each academic year for all CJ faculty, staff and students. CJ4.4C. Prior to regional or national meetings with CJ students, hold an in-house seminar and reception for students to present their presentation.	X	X	M & O	\$5,000	University	Social events held and student preparatory sessions conducted.	4.4
CJ	CJ4.5. Develop a comprehensive list of all MUDs to be considered for use in CJ functions.	X	X	None	None	N/A	University providing list of MUDs.	4.5
SOWK	Improve our facilities and labs.	X	X	Attracts and supports more	\$400,000	University and possibly grants	Assessment of student	4.1, 4.2, 4.3, 4.4

				diverse, high-quality faculty		(for labs)	outcomes to measure learning environment; increased grants.	
FCS	Implement Texas State Interior Design Student Exhibition.	X			TBD			2.6, 3.8, 4.3, 5.4, 5.11
FCS	Obtain Department status for the program after PhD implementation.		X					
FCS	Continue to seek external funding (leverage on HSI institutional status and research projects already in progress in all programs.	X	X					
AG	Increase a diverse faculty and student body.	X	X	FTE Gas	See above	University	Increased Enrollment	4.2, 4.3, 4.4
OCED	Increase tenure line faculty by four members, advising staff by two members, and administrative staff by one; increase employment of two graduate assistants at all times.	X	X	Will require salaries and benefits for all tenure track faculty	\$440,000	University resources and grants	Were 4 tenure track faculty, two advisors and one administrative assistant hired as well as two GAs.	4.1
OCED	Increase diversity of program faculty as	X	X	N/A	N/A	N/A	Increased diversity of	4.1

	vacancies or new positions occur.						faculty.	
OCED	Increase diversity make-up of students by targeting effective recruitment efforts.	X	X	N/A	N/A	M&O	Increased student population diversity.	4.3, 4.4
Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.								
CJ	CJ5.1. Increase average fulltime staff salaries.	X	X	Funds	\$25,000	University	Raising staff salaries.	5.1
CJ	CJ5.5A. Petition for inclusion into the Campus Master Plan for a new building.		X	Funds for building	\$6,000,000	University	New CJ building.	5.5
CJ	CJ5.7A. Add one web-based undergraduate CJ course per year. CJ5.7B. Add 2 web-based graduate CJ courses. CJ5.7C. Hire one staff person to handle the technological components of web0based courses and instruction.	X	X	Funds and admin personnel	\$200,000	University	Web-based course offerings and Admin Asst. II hire.	5.7
CJ	CJ5.8. Petition Physical Plant to not rotate maintenance staff.	X	X	None	None	N/A.	Maintenance personnel assigned permanently to building.	5.8

CJ	CJ5.10. Reactive the CJ Advisory Committee with members drawn from local, state and federal CJ agencies.	X	X	M & O	\$15,000	University/School	CJ advisory committee meeting.	5.10
CJ	CJ5.12. Form a CJ Library Committee to evaluate annually CJ library holdings and utilization.	X	X	None	None	N/A.	Committee meetings.	5.12
CJ	CJ5.14. Meet annually with IT to ensure we are aware of the latest technology to support the CJ missions.	X	X	None	None	N/A.	Meetings with IT.	5.14
CJ	CJ5.15. Reach 75% faculty contributions to pride and Action.	X	X	None	None	N/A.	75% faculty compliance rate.	5.15
SOWK	Building diverse community partnerships for research and service.			Expanded faculty and improved facilities	Grants and university	Not yet determined	Size and number of grants.	5.6, 5.7, 5.10
SOWK	Planning for a unique doctoral program and expanding senior faculty.		X	Hiring targeted faculty and providing them with improved facilities	University	\$174,000	Development of innovative, attractive program.	5.4, 5.6, 5.7
SOWK	Improving and expanding facilities and lab spaces.	X	X	Gaining office space and labs for interviewing and virtual reality	University	Not yet determined	Grants; publications; better faculty morale.	5.16, 5.4

				training				
FCS	Collaborate with campus partners to improve the food environment on campus. (vending machines, cafeterias, cafes)	X	X	None	None	N/A		
FCS	Obtain maintenance/repair budget for laboratory equipment.	X	X	None	TBD	N/A		
FCS	Provide card swipe technology on ID studios and workspace for student access 24/7.	X			\$15,000			5.4, 5.7, 5.8, 5.16
FCS	Obtain Dedicated photography lab/studio space to photograph models and drawings for ID students.		X		TBD			5.4, 5.7, 5.8
FCS	Request a formal critique and exhibit space (gallery at least 500 sf) which would be more visible to the school, the new ID advisory board, CIDA site visits, and interested students/parents in		X		TBD			5.4, 5.7, 5.8

	marketing our program.							
FCS	Request renovation of three design studios to reflect current needs for academic work/learning environments.		X		TBD			5.4, 5.7, 5.8
FCS/CDC	Expansion of the CDC facilities.	X		Expanding existing facilities or satellite facility/building. There are 222 children in waiting list, 33 of them in not born yet category	TBD			5.4, 5.8, 5.16, 1.4
FCS	Pursue a dedicated Interior Design computer lab.		X		TBD			5.4, 5.7, 5.8
AG	Expand labs for animal science, plant and soil science, and AG systems.	X	X	Facilities and equipment	\$500,000	University and private donations	Number of graduating students and research publications.	5.4, 5.8
OCED	Add four additional faculty office spaces for Round Rock, San Marcos, and San Antonio.		X	Will require office space in varied locations	\$20,000	University funding	Additional office space available for faculty/staff.	5.4, 5.5
OCED	Expand technological services to enhance distance learning to		X	Will require assistance/consulting by IT at Texas State	\$10,000	University funding	Hardware and software adequate for in-	5.7

	include in-house teleconferencing, software, and hardware for students and faculty.						house teleconferencing and distance learning.	
OCED	Increase the 100% online degree offerings of the MSIS degree by one specialty area per year.	X	X	Funding needed for faculty course releases	\$26,000	University funding	Number of courses developed per year.	5.7