

Texas State University-San Marcos
2004-2009 University Plan: Embracing Change
Extended University Plan through 2012
2012 Final Comprehensive Progress Summary

Please note: Below is a comprehensive summary of progress toward intended outcomes included in the 2004-2012 University Plan. Detailed annual progress on each of the intended outcomes can be found in the annual University Plan Progress reports which may be accessed at <http://www.upa.txstate.edu/Annual-Plan-Progress/University-Plan-Progress.html>

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

Intended Outcomes:

- Increase average full-time faculty salaries at all ranks.
Since the implementation of the plan, faculty salaries have steadily increased at all ranks by an average of at least 1% annually. **(Continued in 2012-2017 University Plan)**
- Increase size of full-time faculty.
The number of full-time faculty increased throughout the planning period from 753 in fall 2004 to 1,256 in fall 2012. **(Continued in 2012-2017 University Plan)**
- Attract and retain highly competent faculty by providing annual merit increases based on performance.
As budget constraints would allow, annual merit increases were awarded in eight of the last nine years of the planning cycle. **(Continued in 2012-2017 University Plan)**
- Establish a more rigorous enrollment management program.
When the 2004-2012 Plan was implemented, a new enrollment management office was created and a new associate vice president was hired. Enrollment goals were achieved, and student enrollment and retention rates have steadily increased. **COMPLETED (2010)**
- Increase university infrastructure to support scholarly and creative activity.
From FY2005-FY2013, the University provided \$14,969,772 in supplemental start-up funds for new faculty, as well as additional supplemental travel funds to academic departments. **(Modified for 2012-2017 University Plan)**

- Introduce and maintain programs that are nationally and internationally competitive.
 All degree granting programs completed a thorough academic program review on a five-year cycle to maintain national and international competitiveness. Accredited academic programs upheld accreditation standards and maintained accreditation. Several students and student organizations were awarded national and international academic and extracurricular honors. ***(Continued in 2012-2017 University Plan)***
- Strengthen research efforts through achieving increases in grant expenditures.
 Research expenditures have steadily increased from \$8,897,766 in 2005 to \$36,663,663 in 2012. ***(Modified for 2012-2017 University Plan)***
- Provide reasonable start-up costs in order to attract highly competent faculty and to provide the essential equipment to conduct research and attract external grants.
 Beginning in 2005 with \$450,000 in start-up funds, efforts have continuously expanded to include \$1,402,176 in start-up funds provided in 2012 and \$14,969,772 cumulatively since 2005. ***(Continued in 2012-2017 University Plan)***
- Finalize the infrastructure and begin implementation of the capital campaign, involving alumni in strategic areas.
 The silent phase of the Pride in Action campaign was announced on May 15, 2008, including the designation of campaign “pillars” around key university priorities. Campaign chairs were announced in June 2008. Fourteen alumni were appointed as President’s Council members in March 2009. In this role, President’s Council members serve as advisors to the President, helping to foster stronger connections between alumni and the University and providing leadership for University projects. The public phase of the campaign was launched in a celebration on October 14, 2011. As of December 2012, the campaign had raised over \$133 million, exceeding the goal of \$110 million. **COMPLETED (2012)**
- Maintain a physical setting that presents Texas State as a premier institution.
 A new Campus Master Plan was introduced in 2005 that addresses and guides all significant, planned physical enhancements including landscaping, signage, and physical improvements. ***(Continued in 2012-2017 University Plan)***
- Develop accurate messaging via a comprehensive university marketing plan to ensure consistent, accurate messaging to internal and external constituents.

A marketing plan was approved and implemented, including the creation of a new Office of University Marketing. Major accomplishments include: establishing a unified graphic identity program, including a new logo, tag line, and official university colors; developing a unified website design for the university and all departments; providing free publication design and editorial services, including video production; developing a range of social media services; and producing a wide variety of advertisements in printed and electronic publications. **COMPLETED (2010)**

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas.

Intended Outcomes:

- Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.
From fall 2004 to fall 2012, Texas State enrollment grew from 26,783 to 34,229 attaining 90% of the *Closing the Gaps* 2015 target of 38,000. Texas State exceeded the 2015 target of 2,300 African American students with 2,427 enrolled, and came within 85% of the 2015 target of 11,200 Hispanics with 9,562 enrolled. The research goal of \$18,074,062 in funds by 2020 has also been surpassed. Research expenditures exceeded \$36 million by 2012. **(Continued in 2012-2017 University Plan)**
- Expand Round Rock's Academic programs and support services based on identified needs.
With the THECB preliminary proposal for a nursing program approved in 2005 and final approval received in 2007, colleges continued to expand program and course offerings at Round Rock. Support services such as faculty/staff professional development, student disability services, and e-advicing are now available at the Round Rock Campus. **COMPLETED (2007)**
- Enhance research efforts to address critical state needs.
By adding new doctoral programs and a School of Engineering; hiring additional faculty in critical areas; providing significant start-up funds and improving infrastructure; opening the Science, Technology and Advanced Research Park; and bolstering research support in sponsored programs, the University enhanced research to meet critical state needs and earned Emerging Research University (ERU) status. **COMPLETED (2012)**
- Develop new academic programs that are particularly needed for the economic and cultural development of Texas.
Several new academic programs were proposed throughout the planning cycle following a rigorous review process including analysis of job market need, student demand, and enrollment projections. Examples of approved new programs include: B.S. in Nursing, B.S. in Electrical Engineering,

Ph.D. in Material Science, Engineering, and Commercialization, Ph.D. in Criminal Justice, and Ph.D./Ed.D. in Developmental Education. **(Modified for 2012-2017 University Plan)**

- Increase university and departmental scholarship opportunities in an effort to improve recruitment and retention of qualified students.
Many new and expanded scholarships were available including: Financial Aid and Scholarships merit scholarship program, Associate Student Government/Bookstore scholarship, Alumni Association scholarship, Bobcat Promise, and South Texas Academic Rising Scholars program, as well as many individual college scholarships. University Advancement raised over \$33.5 million for scholarships throughout the planning period. **(Modified for 2012-2017 University Plan)**
- Complete construction of the first permanent building for the Round Rock Higher Education Center and provide services to the students, faculty and staff who will occupy the building.
The first building at the Round Rock Campus, the Avery Building, was opened in fall 2005. **COMPLETED (2005)**
- Enhance on-site library and technology support for the new Round Rock Higher Education Center.
Information Technology (IT) installed a new fiber circuit to provide improved ITV signal quality at the Round Rock Campus. Onsite library and technology support was also provided by IT. **COMPLETED (2006)**
- Implement quality student services and selected student programs at the Round Rock Higher Education Center.
Student support services provided at the Round Rock Campus include e-checks for tuition payments, distance/e-web counseling, a FAS financial aid training module, a full-service snack bar, and on-site police and parking services, to name a few. **COMPLETED (2007)**

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

Intended Outcomes:

- Increase student retention through:
 - Expanded student retention programs with collaboration among the Graduate College, University College, academic departments, and Student Affairs.
 - Departmental and campus-wide student engagement initiatives.

- Increased collaborative programs with appropriate academic and student affairs departments to educate and respond to students with financial, physical and mental health concerns. ***(Modified for 2012-2017 University Plan)***

Several programs were initiated in support of increasing student retention including: Common Experience, Freshman Interest Groups, Positive Action With Students (PAWS), Emerging Stars, Hometown Bobcats, and the SACS QEP (PACE). As a result, the freshman to sophomore retention rate has exceeded 75% for the last five years of the planning cycle.

- Improve advising by increasing the number of advisors and the quality of their services.

The number of professional/staff academic advisors increased from 37 at the beginning of the planning period to 88 by 2012, with focused efforts to improve advising services by the Dean of the University College. ***(Modified for 2012-2017 University Plan)***

- Develop an Honors College to better attract and engage high achieving students.

The program increased the number of student participants from 710 to over 1,500, leading to an approved “College” status for the program. ***(Modified in 2012-2017 University Plan)***

- Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.

A new Performing Arts Center is now under construction and will open in spring 2014. In the past few years, Athletics has renovated the football stadium to include a new Northside Complex, built a new baseball/softball complex, new golf facility, and renovated all other sports venues. The University College worked with student athletes to produce the highest student athlete graduation rate among NCAA Division I universities in Texas and recorded the best ever academic year according to the NCAA Academic Progress Rate in 2011-2012. Texas State will join the Division I Football Bowl Subdivision (FBS) Sun Belt Conference in all sports. ***(Continued in 2012-2017 University Plan)***

- Refine student learning outcomes and appropriate assessment measures within each academic program to ensure program improvement and provide evidence of student success.

Since its initial implementation in 2006, the assessment of student learning outcomes process has been refined and greatly improved with all undergraduate and graduate programs actively participating and demonstrating evidence of program improvements from year to year. Because of early and continued commitment, Texas State’s accreditation was successfully reaffirmed by the Southern Association for Colleges and Schools (SACS) in 2010. ***(Modified for 2012-2017 University Plan)***

- Develop and implement administrative and educational support outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.

The administrative and educational support outcomes process was introduced in 2008 with 67 departments across the university identifying outcomes and assessment measures, reporting results, developing plans of action for further improvement, and demonstrating evidence of improvement from year to year. Because of early and continued commitment, Texas State's accreditation was successfully reaffirmed by the Southern Association for Colleges and Schools (SACS) in 2010. ***(Modified for 2012-2017 University Plan)***
- Revise the academic and administrative program review processes to facilitate program improvement in support of the University mission. In 2006, a committee was formed to create an improved and streamlined academic program review process, which was successfully implemented in 2008 and continues to be further refined. Annually, progress toward the University Plan is captured from all colleges and divisions and publicized on the University Planning and Assessment website. ***(Modified for 2012-2017 University Plan)***
- Develop a strong commitment to university alumni.

Several activities have been established focusing on alumni relations including a lifetime charter membership drive, as well as direct involvement of alumni within their academic programs via guest speaking, council membership, and informative publications. In 2012, the University Advancement Division partnered with the Office of the President on a series of six Evening of Pride and Excellence events across the state to engage alumni in their communities and to highlight the impact of the capital campaign. **COMPLETED (2012)**
- Increase alumni involvement through mentoring initiatives and career service and guest lecturer opportunities.

Introduced in 2008, this initiative has resulted in several activities that promote active alumni involvement with current academic programming including informal student mentoring through Career Services, Discover Texas State with University Advancement, the Round Rock Advisory Council. Many individual colleges provided opportunities for direct alumni involvement with academic programming. ***(Modified for 2012-2017 University Plan)***
- Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education.

In 2011-2012, plans were developed for the implementation of Personalized Academic & Career Exploration, or PACE, where plans and strategies for successful transition to the workforce and/or graduate/

professional school will be initiated. Elements of this process included (1) professional development for all US 1100 faculty on career readiness and exploration, (2) incorporation of a career-focused curriculum into the first year experience and (3) development of broad-based and/or discipline-specific programs and workshops enhancing student awareness and understanding of options and opportunities in careers and career development. Further enhancing this goal, job fairs have been planned by Career Services staff which highlight internship opportunities, develop job search skills and offer opportunities for students to explore career options in new and/or unique employment sectors such as natural resources, sustainability, construction and concrete industries and non-profit organizations. ***(Continued in 2012-2017 University Plan)***

- Implement faculty and student information literacy initiatives that support achievement of student learning outcomes.

The university library has offered information literacy instruction to more than 31,000 students and faculty during the planning period and has implemented LibGuides, a content management system to support university public service functions. In addition, new tenure-track faculty regularly received information literacy instruction via the Program for Excellence in Teaching and Learning and New Faculty Orientation. ***(Continued in 2012-2017 University Plan)***

Goal 4: Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs.

Intended Outcomes:

- In years 1 and 2 of the Plan, the provost will seek approval for implementing the following programs:
 - The Ph.D. degree with a major in Mathematics Education
Preliminary authority was received from the THECB in 2005, with implementation in 2008. **COMPLETED (2008)**
 - The Ph.D. degree with a major in Computer Science
Although preliminary authority was received from the THECB in 2005, further action was delayed until the next planning period. ***(Continued in 2012-2017 University Plan)***
 - The Bachelor of Science (B.S.) degree with a major in Electrical Engineering
Preliminary authority was received from the THECB in 2005, with implementation in 2008. **COMPLETED (2008)**
- In years 1 and 2 of the Plan, prepare to submit proposals in years 3-5 of the Plan seeking approval for the following programs:
 - The Ph.D. degree with a major in Criminal Justice

- Preliminary authority was received from the THECB in 2005, with implementation in fall 2009. **COMPLETED (2009)**
- The Master of Science (M.S.) degree with a major in Human Nutrition (Interdisciplinary)
Preliminary authority was received from the THECB in 2005, with implementation in 2008. **COMPLETED (2008)**
 - Seek approval for offering doctoral, masters, and undergraduate degrees in a number of programs and seek preliminary authority for those proposals that can: (1) establish demand for the program, (2) demonstrate capacity to offer a program with high quality, and (3) detail how the program can be cost effective.
 - Master of Music with an emphasis in Latin Music Performance
This program was implemented in fall 2007. **COMPLETED (2007)**
 - Master of Music Education with an emphasis in Latin Music
This program was implemented in fall 2007. **COMPLETED (2007)**
 - Master of Music Education with an emphasis in Music Research
This program was implemented in fall 2007. **COMPLETED (2007)**
 - Master of Fine Arts Communication Design
Preliminary authority was received from THECB in 2006, with implementation in fall 2007. **COMPLETED (2007)**
 - Master of Science in Athletic Training
Preliminary authority was received from THECB in 2005, with implementation in 2007. **COMPLETED (2007)**
 - Master of Science degree with a major in Accounting and Information Technology
Preliminary authority was received from the THECB in 2005, with implementation in summer 2007. **COMPLETED (2007)**
 - Doctor of Physical Therapy
Preliminary authority was received from the THECB in 2006, with implementation in summer 2008. **COMPLETED (2007)**
 - Bachelor of Science in Materials Science and Engineering
Although preliminary authority was received from THECB in 2005, the department plans changed in 2006 to develop a Ph.D. program instead of a bachelor's program. **DELETED (2006)**
 - Bachelor of Science in Concrete Industry Management
This program was implemented in spring 2009. **COMPLETED (2009)**
 - Explore the feasibility of offering doctoral degrees in a number of programs and seek preliminary authority for those doctoral proposals that can: (1) establish demand for the program, (2) demonstrate capacity to offer a program with high quality, and (3) detail how the program can be cost effective.
Several programs across campus conducted feasibility studies throughout the planning period, with final approval granted by the THECB in July 2011 for the Ph.D./Ed.D. in Developmental Education and in September 2011 for the Ph.D. in Material Science, Engineering, and Commercialization. **COMPLETED (2012)**

- Expand access to distance education through reviewing distance-learning opportunities in the context of the viable fiscal plan.
In 2005, one complete program was available online. By 2012, at least one-third of the curriculum for all new programs that were developed or revised throughout the planning cycle included a distance education component.
(Modified for the 2012-2017 University Plan)
- Emphasize the Round Rock Higher Education Center in the first two years of the Plan.
In 2004, the groundbreaking ceremony was held, with the doors officially opening in the first building on August 26, 2005. **COMPLETED (2005)**
- After the Round Rock Higher Education Center is fully developed, study feasibility for consideration of a San Antonio MITC.
After conducting a thorough feasibility study through 2007, the first classes were offered at the Alamo University Center in fall 2010. **COMPLETED (2007)**
- In years 1 and 2 of the Plan, continue to study the feasibility of a nursing program, including prospects for necessary external start-up support.
Preliminary authority was granted from the THECB in 2005, with full implementation of the BSN in fall 2010. Start-up funds were received from the legislature and from private donors, with construction on a new building in Round Rock started in 2007. **COMPLETED (2007)**
- Systematically enhance centrally managed server and data storage capabilities dedicated to instructional and research support.
In 2008, the Information Technology division began developing a “virtual” data center and TSUS Data Repository. By 2010, the number of independent servers involving confidential information was reduced by 29% and centrally-managed file/storage services were instituted. **COMPLETED (2010)**

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

Intended Outcomes:

- In year one of the plan, expand and sustain campus-wide conversations on diversity leading to a comprehensive university diversity plan.
A comprehensive diversity plan was drafted and incorporated into the University Plan as Appendix IV. **COMPLETED (2005)**
- Build a more diverse faculty and staff.
As part of the plan to diversify the faculty, the Provost created Target of Opportunity hires for new minority tenure-track faculty, with over 50 hired during the planning period. Since 2004, the overall number of minority

faculty has more than doubled from 107 to 233. Additionally, since 2008 Human Resources has provided a monthly diversity report to the President's Cabinet that tracks all diversity hires by division and is used in the annual reporting to identify progress for diversity staff hiring. The overall number of minority staff has increased by 12% since 2007 with minority administrators increasing by 58%. ***(Modified for the 2012-2017 University Plan)***

- Seek to be a Hispanic Serving Institution by 2012.
This initiative began in 2007 with 21.8% full-time Hispanic undergraduate students and by 2010 over 25% was reached, allowing Texas State achievement of HSI status two years earlier than anticipated.
COMPLETED (2010)
- Increase intensity and scope of recruitment and retention programs that have a special focus on minority students.
Intense efforts were implemented to recruit and retain minority students including: incorporating Spanish language advertisements and recruitment materials; increasing high school, community college, and college fair visits; adding specialized recruiters based in Houston, San Antonio, Dallas/Fort Worth, and the Valley; implementing the Houston-Louis Stokes Alliance for Minority Participation (H-LSAMP) Alliance program to increase the number of underrepresented and minority students earning baccalaureate degrees in STEM fields; and purchasing of minority student names for focused recruitment. The first U.S. Department of Education Title V HSI grant received supports the advancement of mentoring and academic coaching toward minority student success. ***(Modified for the 2012-2017 University Plan)***
- Expand efforts to promote diversity and inclusion among all faculty, staff, and students.
The University funded the Multicultural Transformation Institute to transform the curriculum to expand diversity content. With 50 courses modified since 2004, an overall total of 628 courses have been transformed. In addition, the University funded a summer fellowship program for minority doctoral students with 42 hosted during the planning period. Equity and Access has added an annual one-time funding program for diversity projects by faculty and staff. An annual diversity award is presented to a faculty and staff member for their contributions toward diversity and inclusion. Additionally, efforts were taken to enhance the university's environment to be even more conducive to diversity through a variety of ongoing activities highlighted by the Black and Latino Playwright Conferences, the Mariachi Festivals, the Tomas Rivera Book awards as well as the Equity and Access diversity mini grants and the annual Excellence in Diversity Award program. ***(Continued in the 2012-2017 University Plan)***

- Seek historically underutilized business suppliers.
A HUB outreach program was developed to educate faculty and staff, as well as to assist vendors in obtaining HUB certification with over 150 businesses becoming registered HUBs. Such efforts have resulted in the university moving from a statewide ranking in the low to mid-twenties to being ranked 12th in HUB expenditures as a percent of overall expenditures. **(Continued in the 2012-2017 University Plan)**

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

Intended Outcomes:

- Attract and retain highly competent staff by providing annual merit increases based on performance.
As budget constraints would allow, annual merit increases were awarded in eight of the nine years in the planning cycle. **(Continued in 2012-2017 University Plan)**
- Adjust staff levels and salaries to accomplish university goals.
Beginning in 2008, Human Resources has actively conducted market salary reviews annually and reported findings to the President's Cabinet. Additionally, the three federally-mandated minimum wage increases were implemented. **(Modified for the 2012-2017 University Plan)**
- Develop a new ten-year Campus Master Plan to ensure it meets the needs of the University, including the Academic Plan and the other divisional plans.
The 2006-2015 Campus Master Plan was developed and approved by the Board of Regents to include the building of a new Undergraduate Academic Center, a Performing Arts Center, new residence halls and athletic facilities, a new Alumni Center, and several parking garages. **COMPLETED (2005)**
- Implement the 2006-2015 Campus Master Plan to ensure it meets the needs of the University.
A Campus Master Plan Implementation Team was created to ensure coordination of project planning. The new Undergraduate Academic Center was completed, as well as the Speck Parking Garage, the Avery Building, the Nursing Building at Round Rock, and the Matthews Street Parking Garage, among other renovations. The Campus Master Plan Update was completed in 2012 and will be implemented in 2012-2017. **COMPLETED (2010)**

- Reorganize ongoing functional and technical support organizations to maximize the benefits of long-term financial and human resources application investments.
The Administrative Information Services department was formed using a “competency center” model by merging the former Information Systems Services unit and the Future Administrative Systems (FAS) Project Team. **COMPLETED (2005)**
- Expand and support professional development opportunities for faculty and staff.
The number of new Faculty Development workshops provided increased dramatically, including implementation of the new Program for Excellence in Teaching and Learning offered for new tenure-track faculty. In Professional Development, an average of 26 new workshops were offered annually. A new statewide certification program for support staff was implemented resulting in Certified Educational Office Personnel (CEOP) designation. **(Continued in the 2012-2017 University Plan)**
- Following the full implementation of the Financial and Human Resource Systems, begin work on the FAS-Student Information System project. “Go live” dates for the financial system (September 2004) and the human resources system (January 2005) were realized. Project planning for the Student Information System began and business process documentation was completed. **COMPLETED (2007)**
- Continue SAP post-implementation activities for the Finance and Human Resource Systems.
Several new processes on the SAP system were implemented throughout the planning cycle including: first budget built, first annual financial report prepared, remuneration statements printing discontinued, and project management system implemented. The HR Master Data Center and the FI Master Data Center were created in support of these activities. **COMPLETED (2010)**
- Complete the campus ERP migration through the procurement and implementation of a new vendor supported student information system.
The SIS requirements were validated and the procurement process for the new system was completed with the selection of Sungard’s Banner system. The implementation phase began in 2010 with Undergraduate Admissions and the Graduate College both live. The project is on track for timely completion of remaining milestones. **COMPLETED (2010)**
- Enhance and expand campus information technology security activities.
Information Technology completed several activities in support of IT security: *Proofpoint* spam control solution implemented; a perimeter firewall created; wireless encryption technology enhanced; Virtual Private Network

introduced to secure access from remote locations; surplus property disposal methods updated; and Identity Finder software procured for use in identifying personal information stored on departmentally-managed servers. **COMPLETED (2012)**

- Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.
All colleges transitioned from *BlackBoard* to TRACS, with over 90% of course sections using a dedicated TRACS site. At least 12 new online courses were implemented each year with the help of Instructional Technologies Support staff. IT awarded grants to an average of 10 faculty each year for online course development. **(Continued in 2012-2017 University Plan)**
- Reduce deferred maintenance in existing facilities.
An average of \$1.86 million was spent annually on deferred maintenance projects throughout the planning period. **(Continued in 2012-2017 University Plan)**
- Ensure compliance with State Fire Marshal regulations and complete renovation projects as outlined in the Fire Marshal's audit report. As a result of the State Fire Marshal's audit, items from the inspection were placed in a database by fire code categories and were submitted to the Fire Marshall as they were corrected, with full compliance achieved by 2008. **COMPLETED (2008)**
- Implement new processes outlined in SACS *Principles of Accreditation* to ensure compliance with standards, while continuously improving overall educational quality.
Because of early and continued commitment, Texas State was successfully reaffirmed in 2010 and received full approval on the quality enhancement plan (PACE Center). Data for the compliance report is updated regularly in advance preparation for the SACS Fifth Year Report. **(Modified for the 2012-2017 University Plan)**
- Establish a coordinated assessment process that assists university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.
In a unified effort, the offices of Academic Development and Assessment and University Planning and Assessment have successfully coordinated outcomes assessment activities, the academic program review process, and annual progress reporting for the university plan by colleges and divisions. **(Modified for the 2012-2017 University Plan)**

- Effectively utilize alumni to influence and generate human and financial capital opportunities.

Since this initiative was introduced in 2008, over \$81 million has been raised from alumni. Additionally, in an effort to generate student referrals, an Alumni Teacher Initiative was launched with 8,027 packets distributed to alumni in over 200 school districts. Athletics has reached out to many new alumni, thus raising interest in not only the Athletic department, but in the university in general. **(Continued in the 2012-2017 University Plan)**
- Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes.

The library expanded its university archives and Wittliff Gallery, renovated and expanded the Student Learning Assistance Center, and provided space and equipment for digital media production services. A *Discovery* research tool was added to the library system, enabling users to search for all types of content without the need to search multiple databases individually. **(Continued in the 2012-2017 University Plan)**
- Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.

Several activities were undertaken in support of this initiative during the planning cycle. Examples include: Custodial Operations now uses 100% “green” chemical cleaner; the first electronic waste recycling day was held with over 20,000 pounds of e-waste collected; a 30% reduction in annual cost of utilities was achieved; new facilities have been constructed with LEED credits; and the university’s 31 fuel capable vehicles have converted to E-85 fuel. **(Continued in the 2012-2017 University Plan)**
- Employ annual budget plan to address strategic priorities.

Texas State utilized deregulated designated tuition, selected fee increases, and internal budget reallocation to fill gaps created by inadequate state funding needed to address strategic priorities. An average of at least \$11 million in new funds was available for each year of the planning cycle through these measures. **COMPLETED (2012)**