

## College of Liberal Arts Academic Plan 2007-2012 Overarching Strategic Goals

**During this planning cycle, the College of Liberal Arts is committed to**

- *Educating students so that they may develop well-rounded and well-developed minds, strong ethical standards, a desire for life-long learning, a willingness to contribute to the community, and a commitment to a diverse society.*

We expect students to read with care, write effectively, think cogently and coherently, speak intelligently, make decisions ethically, and contribute to a diverse community outside the university. During FY 2006-2007, Liberal Arts departments will continue to explore and develop plans to better achieve these objectives and, where applicable, measure the results through learning outcomes.

**Focus on writing:** Instituting departmental writing labs and workshops both independently and in collaboration with SLAC on study skills, note-taking, and essay exam writing for first-year students and majors. Writing Program faculty will provide assistance in writing instruction to the faculty.

**Focus on ethics:** Including issues/topics/units on ethics throughout the curriculum, with emphases on IRB applications for human subjects in research-related programs and an undergraduate Ethics and Society course.

**Focus on community:** Increasing service learning through newly developed internship programs; designing PK-16 initiatives, which include preparing for a Teaching American History initiative with DoED funding; and (with THECB funding for SMCISD HS) expanding support for an existing writing center, starting a creative writing after-school club, and directing a two-week creative writing camp during summer 2007.

**Focus on diversity:** Establishing additional MC-designated courses, with at least 6-10 more designated annually (324/443 Texas State MC-designated courses are in Liberal Arts); establishing a Multicultural and Gender Studies Institute for public school teachers and developing and publishing projects related to multicultural education.

- *Increasing the number of Liberal Arts faculty to return to the college's ratio of SCH to FTFE of 2001 by adding a minimum of five new lines.*

Achieving this goal will help faculty engage students, maintain and increase the rate of retention, support growing numbers of students in undergraduate and graduate programs.

- *Developing and expanding graduate programs.*

The College plans to develop proposals for new PhD programs in Anthropology-Archaeology and Forensics (including a Forensic Research Facility), Public Administration, Applied Sociology and International Studies, as well as new MA programs in Applied Philosophy and Ethnic Studies. The College plans to increase graduate SCH enrollment by an aggregate of 5% per year through 2012.

To help it achieve this goal, the College requests permanent funding for a part-time Graduate Enrollment Coordinator who will assist in all phases of recruiting graduate students to Liberal Arts.

- *Increasing external funding.*

The College plans to increase externally funded research and other external funding to \$5 million annually by 2012. To assist in this effort, the College will reallocate a vacated staff line to hire new staff for post-award grant support and development activities.

- *Retaining and engaging students.*

During this planning cycle, the College of Liberal Arts is committed to

The College plans to increase student engagement and retention by increasing the number of students participating in study abroad programs and the number presenting research at professional conferences. This participation will be funded primarily through external resources, but the College requests \$10,000 annually from Academic Affairs in light of significantly increased conference presentations by Liberal Arts graduate students. The College is also developing a College Career Center associated with our Advising Center and hopes to make permanent the funding for this position.

## College of Liberal Arts Academic Plan 2004-2012

### I. Program Maintenance<sup>i</sup>

Maintenance Need	Reason for Need	Cost	Result of Funding
New lines (7) in ANTH, HIST, ML, POSI, PSY, SOC: <b>ALL COMPLETED</b> , PHIL: <b>RETAINED</b>	Enrollment growth, class size, crucial gaps in curricula	\$40,000+ fringe per line, \$10,000 start-up cost for PSY	Reduction in average class size; return to 2000 FTE/SCH, improved student engagement & learning, successful staffing of unstaffed/understaffed courses, closing of gaps in curricula
New lines (8) in ANTH, ENG, HIST, ML, POSI, PSY, SOC: <b>ALL COMPLETED</b> . PHIL: <b>DELETED</b>	Enrollment growth, class size, program growth, faculty & curricular diversity	\$40,000+ fringe per line,	Reduction in average class size; return to 2000 FTE/SCH, improved student engagement & learning, successful staffing of unstaffed/understaffed courses, closing of gaps in curricula
Convert Philosophy lecturer line to tenure track line for Religious Studies Minor <b>NEW</b>	Faculty stability to support minor	None	Tenure-track line converted from senior lecture line
New lines (10) targeted to LA departments with high average class sizes <b>MODIFIED TO 5 NEW</b>	Enrollment growth, class size, program growth, faculty & curricular diversity	\$40,000+ fringe per line,	Reduction in average class size; return to 2000 FTE/SCH, improved student engagement & learning, successful staffing of unstaffed/understaffed courses, closing of gaps in curricula

Maintenance Need	Reason for Need	Cost	Result of Funding
<b>LINES</b>			
New graduate assistants to improve learning in large classes (16 IAs) <b>RETAINED</b>	Enrollment growth, inadequate student support in large classes	\$9,000+ fringe per line	Relief for overextended faculty, improved student engagement & learning, increased opportunities for student interaction, collaboration & individual faculty support
Continued funding for adjunct faculty in first-year English (FYE) & HIST 4200 <b>COMPLETED</b>	To maintain successful pedagogy in FYE, to address growth in students seeking certification	\$84,500	Reasonable class size & continued evidence of improved student engagement & learning in FYE; added sections of HIST 4200
New staff : PSY, SOC, CIS: <b>ALL COMPLETED</b> ANTH, ENG, HIST: <b>ALL RETAINED</b>	Growth in programs & students, inadequate service for students	\$20,000 per FTE + fringe	Relief for overextended staff, better service for students, especially majors
15% across-the-board increase in M&O <b>RETAINED</b>	Inflation, growth of faculty & students, inadequate travel funding & Web site maintenance	\$75,000	Increased conference presentations/ publications; reduced out-of-pocket cost for faculty travel, especially for faculty conducting University business, up-to-date Web sites
Additional space for ANTH, GEO, POSI, PSY, SOC <b>COMPLETED</b>	Growth in enrollment, programs, & faculty	Cost to be determined	Provide adequate office space now & adequate facilities in long-term for social science departments currently in ELA
Lounge areas for students in ELA 2nd-floor hallway & lobby <b>IN PROGRESS</b>	Lack of space for students in a major College building	\$50,000	Adequate gathering and discussion space for students, increased student engagement
Fund deficit in summer budget <b>COMPLETED</b>	Inflation, growth, reserves depleted	\$258,000/yr	Summer school schedule equivalent to that of Summer 2003
Joint Mitte Chair of Water and Geographic Information Science <b>NEW: IN PROGRESS</b>	Support for the GIScience and Aquatic Resources doctoral programs through collaborative research and teaching	Support from Mitte Foundation & Academic Affairs	Anticipated hire for Fall 2007 will enhance research and teaching in both doctoral programs
Retain Mitte Chair in Creative Writing <b>COMPLETED</b>	To maintain national-caliber MFA program	Support from Mitte Foundation & Academic Affairs	Continued ranking of MFA program among top 20 in the United States
Maintain 2/1 Teaching Load for TAs in English Department <b>COMPLETED</b>	To stay competitive in recruiting MFA students nationally	\$70,000	Continued ranking of MFA program among top 20 in the United States

## College of Liberal Arts Academic Plan 2004-2012

### II. Planning Categories

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
<b>A.1. Academic Programs—New</b>							
LA	Undergraduate Certificates: Museum Studies, Prof. Writing, Canadian Studies, Creat. Writing, Remote Sensing, Religion & Science (PHIL/PSY), Forensic Psych. (on campus & RRHEC), Sports Psych. (collaborative) <b>ALL DELETED</b> . Diversity Studies, SW Studies <b>RETAINED</b> . CIS: Asian Studies, Middle East Studies: <b>MODIFIED FROM CERTIFICATES TO ENHANCEMENTS OF MAJORS</b> . ML: Interpretation/ Translation <b>MODIFIED EMPHASIS AND COST</b> CIS: Latin American Studies <b>COMPLETED WITH TITLE MODIFIED AS INTERAMERICAN STUDIES</b>	x	x	Faculty time for certificate development, reallocation of department resources for travel, .5 FTE for Translation Certificate	\$23,500 + fringe, \$5,000 training resources (ML), \$2,000 travel (ANTH)	Reallocation of .25 FTE & course fees for travel (ANTH)	Creation of programs, number of students, student portfolios, reports, number certificates awarded in 3 yrs, job placements, student surveys, grad school acceptances
LA	Undergraduate Minors: Sports Psychology <b>COMPLETED</b> . Demography, Urban Studies, Social Research Methodology: <b>ALL DELETED</b> Foreign Language Literatures in Translation <b>IN PROGRESS</b> , Southwestern Studies <b>RETAINED</b> . Linguistics <b>MODIFIED AS SPANISH EMPHASIS</b>	x	x	1.5 FTE	\$60,000 + fringe, Faculty time for development	University	Programs established, number of minors in 3 years, course & program evaluations

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
HIST	Graduate Certificate in Public History <b>COMPLETED</b>		x	None	Faculty time	Department	Number of certificates
MCGS	Graduate Minor: US Ethnic Studies <b>MODIFIED AS GRADUATE MAJOR: SEE BELOW</b>	x		Assigned time for faculty to teach core course	\$3,000/yr.	University	Number of minors 3 yrs, course & program evals
ANTH PHIL CSSW	BS in Anthropology <b>COMPLETED</b> , BA in Phil (with emphasis in religion) <b>DELETED</b> ; BA in Southwestern Studies <b>IN PROGRESS</b>	x	x	None for ANTH/PHIL; endowed chair CSSW	Faculty time; Endowment	Department; external	New major established, enrollment, number enrolled, surveys
ENG PHIL CSSW MCGS	MA in Composition Studies <b>COMPLETED</b> ; MA in Applied Philosophy <b>IN PROGRESS</b> ; MA Ethnic Studies <b>NEW</b> ; MA Southwestern Studies <b>RETAINED</b>		x	None, but 2-3 FTE replacements in ENG; endowed chair CSSW	Faculty time; endowment	Departments; external	Program evaluation, placement of graduates
ANTH	Propose PhD in Anthropology <b>NEW</b>		x	Faculty, staff, GAs	Surplus end of 5 yrs. \$300,000	State & external	Development of proposal
ENG	Propose PhD in English Studies <b>DELETED</b>	x		No new FTEs, 24 TA lines, 1 Admin. Assist.	Surplus end of 5 yrs: \$312,000	State & external	Program in place, surveys, placement of graduates
GEO	Propose PhD in Geographic Systems of US <b>DELETED</b>		x	1 new FTE (urban geographer), space	Surplus end of 5 yrs: \$215,000	State & external	Program in place
POSI	Pursue Interdisciplinary PhD in Public Service <b>DELETED</b>		x	3 new FTE, space, Adm. Assist., 5 GAs, increased travel/M&O	Surplus end of 5 yrs: \$318,000	State & external	Development of proposal, completion of market study, & potential donor contacts
POSI	Propose PhD in Public Administration <b>NEW</b>		x	Faculty, staff, GAs	Surplus end of 5 yrs. \$300,000	State & external	Development of proposal
PSY	Continue to explore Interdisciplinary Doctorate in College Teaching <b>DELETED</b>		x	1-2 FTE	\$40-80,000 + fringe/yr.	State & external	8-12 new students annually to Psychology
SOCI	Propose PhD in Applied Sociology <b>NEW</b>		x	Faculty, staff, GAs	Surplus end of 5 yrs. \$300,000	State & external	Development of proposal
CIS	Explore interdisciplinary PhD in International Studies <b>RETAINED</b>		x	1 FTE, staff, 8 new FTE in Colleges of LA, FA&C, BA	Not yet determined	State & external	Faculty assessment, outside evaluators, placement of graduates
<b>A.2. Academic Programs—Changes in Current Programs</b>							
HIST	New courses in Sub-Saharan Africa, Central-South Asia, & Modern Mediterranean Europe <b>IN PROGRESS</b>	x	x	3 FTE (1 per area)	\$120,000+ fringe	State funding	Enrollments, improvement in TExES
ML	Explore adding Arabic ( <b>COMPLETED</b> ) & Chinese ( <b>IN PROGRESS</b> ) to foreign language offerings		x	2 FTE after 2005, if enrollments justify	None until 2006, if justified	DOE 2-year trial; then University	New courses evaluated by established criteria
PHIL	Develop Religious Studies Emphasis for the BA in Philosophy <b>DELETED</b>	x		None	NA	NA	Emphasis developed, enrollment data

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
ENG CIS	Explore BA in with major in Media Studies <b>IN PROGRESS</b> . BAIS with major in Humanitarian & Refugee Aid <b>RETAINED</b>		x	BA: None; BAIS: .5 FTE in SOC, assigned time	BA: faculty time; BAIS: \$40,000+ fringe & \$6,000	BA: Department; BAIS: University	Degrees developed, enrollment data, job placement
CIS	MA in International Studies offered in Washington, DC <b>RETAINED (Postponed)</b>		x	Director in DC, faculty salaries & travel, graduate assistants, M&O	None to University	Self-funded through Extension	Program evaluation & review; degree progress, SACS
GEO	Administer and offer Geology minor and courses in Geography following transfer from Biology <b>NEW</b>	x		Space for lab; lecturer transferred from BIO; assistantships		Provost	Implementation of courses
PHIL	Strengthen Minor in Religious Studies <b>NEW</b>	x	x	Convert lecturer position to tenure track	None to University	Self-funded	Position converted
MCGS	Develop Intro to Ethnic Studies honors class <b>COMPLETED</b>	x		Assigned time for instructor	\$3,000 /yr	University	Program developed, 3-year enrollment data, evaluations
<b>A.3-4. Academic Programs—New Distance Learning Programs &amp; Changes in Distance Learning Programs</b>							
LA	Develop new online courses <b>IN PROGRESS</b>		x	One-time course reduction per course	\$3,000 per course	Dean, distance learning funds	Course evaluation; student enrollment & success
ENG	Explore adding more service courses at RRHEC <b>COMPLETED</b>		x	Adjunct faculty	\$10,000	RRHEC funds	Course evaluations
ENG	Explore adding sections of ENG 3303 partially online, graduate courses in technical communication <b>COMPLETED</b>	x	x	Assigned time for curriculum development	\$6,500	Distance learning funds	Portfolios, online surveys, completion rates, focus groups
PHIL	Online Graduate Certificate in Professional Ethics <b>IN PROGRESS</b>		x	One-time course release to develop certificate	\$2000	Distance learning funds	Enrollment; measures of student success/satisfaction
ML	Create semester-long study abroad program <b>COMPLETED</b>		x	None	Faculty time	Department	Evaluation of program after 3 years
PSY	Offer BA in PSY & Minor/Certificate in Forensic PSY at RRHEC <b>IN PROGRESS</b>		x	None	Reallocation of 1 FTE lecturer	Department	25 majors & 10 minors at RRHEC in 3 years
<b>A.5. Academic Programs—San Antonio MITC</b>							
LA	Explore offering certificates in Professional Ethics <b>COMPLETED</b> , Minor in SW Studies, BS in PSY, MA in Legal Studies <b>ALL RETAINED</b> . Certificate in Museum Studies, BA in SOC, MA in Technical Communication, MA in Public		x	FTE & per-course faculty, computer lab support	Variable depending on type and number of faculty	SA-MITC funds	Enrollment figures, graduate placement, focus groups, exit interviews

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
	History <b>ALL DELETED</b>						
<b>B.1. Student Learning &amp; Success: Efforts to Improve Completion &amp; Retention Rates</b>							
LA	Add new faculty lines to return FTE/SCH to 2000 levels <b>IN PROGRESS</b>		x	FTE lines (25 total, some listed elsewhere)	\$40,000+ fringe per line	University	FTE/SCH at 2000 level
LA	Add 10 new grant-supported RAs <b>RETAINED</b>		x	Funds for 10 GIAs	\$120,000+ fringe/yr	External	Retention & graduation rates
LA	Increase student travel funds for competitions, paper presentations <b>ONGOING: LA DEVELOPMENT ADVISORY BOARD HAS INCREASED DISCRETIONARY FUNDING</b>	x		Increase in student travel funds	\$10,000/yr	University & External	Enhanced Student engagement, student publications/awards
LA	Add 16 TAs & IAs to reduce class size & support large classes <b>RETAINED</b>		x	New TA/IA support	\$144,000+ fringe/yr	Course fees	Measures of student engagement, evaluation of TAs
LA	Ensure fulltime coverage & student learning in LA Computer Lab <b>COMPLETED</b>	x		1 FTE staff lab director	\$35,000/+ fringe/yr	VPIT, Departments	Increased engagement, retention, achievement & graduation rates
LA	Make 2 RA positions (Liberal Arts Advising Center & Liberal Arts Career Center) permanent <b>NEW</b>	x		2 RA lines	\$25,000 total/yr	Provost	Permanent RA positions for Liberal Arts Advising Center and Career Center
LA	Make LA Graduate Program Coordinator position permanent <b>NEW</b>	x		1 staff position, 25 hrs/wk	\$20,000/yr	Provost	Increased enrollments, elevated quality, increased diversity, competitive graduate assistant positions
LA	Enhance/maintain college & departments' Web pages <b>RETAINED</b>		x	1 FTE staff webmaster	\$40,000 + fringe/yr	University & College	Increased retention, number of visitors, Web broadcasts
LA	Increase study abroad opportunities for undergrad & grad students <b>RETAINED</b>		x	Support from Continuing Education	\$5,000/yr	LA Continuing Ed Fund	Increased student engagement & achievement of diversity goals
LA	New approaches to advising & student mentoring <b>ONGOING: 2 NEW ADVISORS &amp; 2 GAs IN ADVISING CENTER. DEVELOP NEW LA CAREER CENTER</b>	x	x	1 FTE advisor; wages for student mentors	\$40,000+ fringe/yr.	Advising Fee, University	Increased engagement, retention, achievement & graduation rates
LA	Add/update/renovate technology to classrooms/labs <b>IN PROGRESS</b> , explore adding Tech Comm. Writing Center <b>RETAINED</b>		x	Equipment, furnishings, space renovation	\$565,000	University/ HEAF/VPIT	Installation of equipment, evaluation of student learning
ENG	Cap 1st-year English classes at 20 <b>IN</b>	x		ENG: adjuncts	ENG: \$30,000	University &	Measures of student

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
ML	<b>PROGRESS</b> , 1st-year Spanish classes at 27 <b>IN PROGRESS</b>			SPAN: 3 FTE	ML: \$120,000	College	engagement & success; sections under 20/27
ML	Strengthen curriculum/instruction in German for business & language proficiency testing German/Spanish <b>IN PROGRESS</b>		x	Funds for training	\$10,000	University M&O/travel funding	Evaluation of curriculum/instruction changes
POSI	Purchase ICMA materials to enhance teaching in Public Finance courses <b>IN PROGRESS</b> . Continue funding for Discourse in Democracy Series <b>MODIFIED SOURCE OF FUNDING</b>	x		ICMA materials. Resources to continue Discourse in Democracy Series	\$1,500 & \$300/yr updates for materials; \$2,500 for Series	Increased course fees for materials. External development funds for series.	Course evaluations & program/learning outcomes. Obtained external funding.
POSI	"Freshman Forum" program to encourage retention of 1st-yr majors <b>IN PROGRESS</b>		x	Funds for supplies & honoraria	\$2,500/yr	Assessment Office	Retention data, dissemination of model
POSI	Provide leadership for participation in American Democracy Project <b>IN PROGRESS</b>	x		1 per-course assigned time each semester	\$5,000	University	Increased engagement, retention, achievement & graduation rates
POSI	Explore service learning opportunities for Master in Legal Studies program students to provide pro-bono assistance in poverty law settings <b>DELETED</b>		x	Funds for malpractice insurance & infrastructure for pro-bono delivery of paralegal services	\$100,000	External	Increased student engagement (NSSE), community & university engagement, visibility of graduate programs
SOC	Develop departmental Honors Certificate <b>COMPLETED</b>		x	None	None	None	Improved retention of high GPA graduates
SOC	Statistics and Applied Data Analysis Tutoring Lab <b>NEW</b>	x	x	Cost of staff, including .5 FTE lecturer	\$35,000-\$45,000 (\$20,000/yr .5 FTE lecturer, \$15,000/yr staff, equipment)	Department, University	Retention rate of students in the University, especially those in SOC and Mass Communication/SOC
SOC	Reinvigoration of Social Gerontology minor <b>NEW</b>	X	X	One tenure-track line	\$45,000	Department, university	retention of students who want to emphasize elder care
LA RES LIFE	Continue Early Engagement of 1st-Year Students' Themed Housing, if warranted <b>DELETED</b>		x	Student wages, in-kind room/board	\$3,800/yr	Early Engagement funds	Increased engagement, retention, achievement & graduation rates
CIS	Require study abroad for all IS majors <b>NEW</b>		x	New scholarships for study abroad		Student fees	Requirement in place

**B.2. Student Learning & Success: Efforts to Ensure & Document Student Success**



Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
LA	Develop tracking system, Field tests/ CSEQ, employer surveys <b>IN PROGRESS</b>		x	Tests, surveys	\$3,000/yr	University, departments	Increased engagement, retention, achievement & graduation rates
LA	Expand use of portfolio assessments <b>IN PROGRESS</b>	x		Cabinets, supplies	\$2,500	Increased course fees	Increased retention/meeting intended program outcomes
<b>C.1. Scholarly/Creative Initiatives</b>							
LA	Add half-time associate dean for research <b>RETAINED</b>		x	Assigned time from academic department &/or replacement cost	\$6,000/yr	Home department &/or College	Associate dean in place
LA	Increased travel funds for faculty & student conference participation, for faculty exchanges with foreign universities, for travel to ICPSR <b>IN PROGRESS</b> <ul style="list-style-type: none"> <li>• \$101,000 from Provost in FY '07</li> <li>• Add Discretionary funding from LA Development Advising Board</li> </ul>	x		Increased M&O for travel	\$50,000/yr M&O	University	Increased number of conference presentations & publications
LA	Provide assigned time for grant proposal development <b>RETAINED</b>		x	Funds for replacement of faculty on assigned time	\$20,000/yr	Department/ College ICR	Production & evaluation of grant proposals
LA	Purchase STATA package for use in faculty/student research <b>COMPLETED</b>	x		Cost of package	\$2,500	Departments, College ICR	Increased number of scholarly publication using STATA
ANTH PSY PHIL SOC	Explore development of 5 research centers <b>IN PROGRESS</b> : Human Identification ( <b>MODIFIED AS FORENSIC ANTHROPOLOGY CENTER</b> ), International Psychology, Health Psychology, Religion & Science, Social Research		x	Space, operating costs	Land and modest forensics facility	External	Increased external funding; number of students trained, clients served, & theses/scholarly publications produced
HIST	Build & maintain Texas Music Tours web site <b>IN PROGRESS</b>		x	50% FTE Admin. Assist, 1 FTE RA	\$25,000	External	Number of Web site visitors, user satisfaction surveys, revenue earned from site
POSI PSY SOC	Institutional membership in the Interuniversity Consortium for Political & Social Research (ICPSR) <b>COMPLETED</b>		x	Membership fee (split 4 ways by POSI, PSY, SOC)	\$7,725/yr	Library Funds, External Funds, VPIT, ICR	Increased faculty publications & grant activities
MCGS ANTH GEO	Sponsor annual conferences: multicultural, iconographic: <b>ONGOING</b> ; archaeological: <b>COMPLETED</b> . Applied geography conferences <b>MODIFIED AS RACE, ETHNICITY, &amp; PLACE</b>		x	Funds for conference	\$15,000/yr	Access/Equity fund, ICR & external	Conferences established & evaluated

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
	CONFERENCE						
<b>C.2. Grant Writing, Contracts, &amp; Other External Funding</b>							
LA	Achieve College target for externally-funded research & other external funding: \$5 million annually <b>RETAINED</b>		x	ICR, space, technology, staff & faculty support	Faculty time, assigned time for grant writing	ICR	Target met
LA	Hire grants accounting staff member, a part-time grant editor, & a part-time adm. assistant for development <b>NEW</b>	x		Reallocation of existing staff funding in Dean's office; \$3,000 for consultant; \$3,000 release for editor		Existing funds in Dean's office, OSP, departmental release	Hires in place
GEO	From 2006 to 2012, maintain an annual average of \$2 million in new grants and contracts <b>NEW</b>	x		Staff support from Dean's office	None	Existing staff	Contracts and research grants achieve projected rates by 2012
HIST	Increase endowment of Center for Texas Music to \$1.5 million <b>NEW</b>			Staff support from Dean's office	None	Existing staff	Endowment increased to planned amount by 2012
PSY	Increase number of proposals for external funding <b>NEW</b>			Space for grant-funded research	?	University	Increased number of grant proposals
CIS	Endow Professorships of International Studies with endowments generating at least \$5,000 per professor <b>NEW</b>		X	\$100,000 per professor		External sources	Professorships endowments generating at least \$5,000 each
<b>D. Development</b>							
LA	Endow chairs or professorships: Tomás Rivera in Creative Writing, Technical Communication, Children's Literature, Mexican American Literature (ENG); Value Studies (PHIL); Humanities & Public Service (POSI); Health Psychology (PSY); 2 in International Studies (CIS); Hispanic Studies, Southwest Women's Studies (CSSW): <b>ALL RETAINED</b> . Eddie Durham (HIST): <b>MODIFIED TO PROFESSOR IN HISTORY</b>		x	Funding	\$6 million-\$18 million	External	Chairs or professorships established
LA	Endow existing College centers: CSSW <b>COMPLETED</b> . CIS, Hobby & CTMH: <b>ALL RETAINED</b> . 3 intra-departmental centers in GEO, CAS, CASAA <b>ALL 3 RETAINED BUT MODIFIED IN NAME AS LOVELL, GROSVENOR, &amp; GEOGRAPHIC</b>		x	Funding	\$8 million	External	Funds raised

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
	<b>INFORMATION SCIENCE CENTERS.</b> MCGS: <b>DELETED</b>						
LA	Bring current scholarship endowments up to \$25,000 minimum <b>RETAINED</b>		x	Funding	\$2.7 million	External	Funds raised
LA	Establish new scholarships at \$25,000 minimum <b>RETAINED</b>		x	Funding	\$3.25 million	External	Funds raised
LA	Annual funding for special programs & projects ranging from \$10,000 to \$120,000 <b>RETAINED</b>		x	Funding	\$300,000	External	Funds raised
ANTH	Endowed professorship in Native American Studies <b>RETAINED</b>		x	Funding	\$500,000	External	Professorship established
ENG	Rose MFA Endowment match <b>IN PROGRESS</b>		x	Funding	\$750,000	External	Funds raised
GEO	Endowed chairs in Environmental Geography & GI Science <b>MODIFIED AS ONE ENDOWED PROFESSORSHIP FOR ENVIRONMENTAL GEOGRAPHY AND HAZARDS RESEARCH; ONE DELETED</b>		x	Funding	\$5.5 million	External	Chairs established
GEO	Grosvenor Scholars Endowment match <b>COMPLETED</b>	x		Funding	\$420,000	External	Funds raised
HIST	Develop Dunbar Heritage & Museums District (partnership with City of San Marcos) <b>DELETED</b>	x	x	Funding	\$7.5 million	External	Funds raised
POSI	Endowed chair to support proposed PhD in Public Administration and curriculum <b>MODIFIED TITLE</b>		x	Funding	\$2 million	External	Funds raised
CSSW	NEH match: projects & naming opportunities, ranging from \$250,000 to \$3.5 million <b>COMPLETED</b>	x		Funding	\$6.8 million	External	Funds raised
<b>E.1. Diversity: Efforts to Increase &amp; Promote Faculty Diversity</b>							
LA	Diversify applicant pools through faculty travel to professional meetings, development of networking systems, targeted advertising <b>IN PROGRESS</b>	x	x	Funding for faculty travel & for advertising,	\$10,000/yr	Institutional support. M&O	Improved diversity of College faculty
LA	Add faculty lines that promote diversity <b>IN PROGRESS</b> (e.g., Latin American philosophy <b>RETAINED</b> , African/South Asian history <b>IN PROGRESS</b> , health psychology <b>COMPLETED</b> ). <b>SINCE 2004, LA HAS MADE 5 TARGET OF OPPORTUNITY HIRES AND 8 OTHER</b>	x	x	New lines listed elsewhere	\$40,000 per line+ fringe/yr	University	Improved diversity

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
	<b>DIVERSITY HIRES</b>						
LA	Give priority to endowing chairs/professorships that enhance diversity (e.g., Tomás Rivera; Mexican American Literature, SW Women's Studies, Public Admin.) <b>RETAINED</b>		x	Funds for endowed chairs	See above, D.1	External	Chairs in place
POSI	Hire minority adjunct faculty in Public Administration to earn program accreditation <b>IN PROGRESS</b>	x		Funds for adjunct hiring	\$4,500 per section as needed	University	Improved diversity of College faculty, NASPA reaccreditation
PSY	Develop partnerships (faculty & student exchanges) with universities in Mexico <b>IN PROGRESS</b>		x	Scholarships & travel funding	\$10,000	Dean & ICR	Increased partnerships, scholarly productivity, external funding
<b>E.2. Diversity: Efforts to Increase &amp; Promote Student Diversity</b>							
LA	Help University become HSI by establishing "2+2" transfer planning guides with San Antonio College <b>COMPLETED</b>	x		.5 FTE support staff in VPAA's office to develop transfer planning guides	\$15,000 plus fringe	University	Progress toward HSI status
LA, esp. HIST	Support Eddie Durham/Dunbar African-American Heritage District project(s) in partnership with City of San Marcos <b>DELETED</b>		x	Endowment funds	See D.3, above	External	Increased percentage of African American students, increased University interaction with local African-American community
LA, esp. ANTH GEO POSI PSY	APA initiative <b>COMPLETED</b> . Strategies for recruiting diverse student body, using Web sites & student-faculty mixers to raise percentage of under-represented students <b>IN PROGRESS</b> . Faculty visiting high schools (e.g., Rio Grande valley) <b>RETAINED</b> . Partnerships with K-12 schools <b>ONGOING</b> . GEO Days <b>DELETED</b>	x	x	Funds for faculty travel, Web maintenance, brochures, campus visits	\$20,000/yr	Department M&O, Access & Equity, external (APA)	Student demographic analysis; Increased diversity of student applicants; improved retention & student engagement (NSSE)
LA	Create new courses to diversify curricula for majors (e.g., Asian & Latin American philosophy, Islamic history <b>COMPLETED</b> , history of Sub-Saharan Africa <b>IN PROGRESS</b> , SW women <b>IN PROGRESS</b> ).		x	Assigned time & other support for faculty developing new courses	Variable	University	New courses in place, course enrollments, diversification of curriculum for majors
GEO, CIS	Recruit international students for GEO, BAIS, & MAIS programs; make GEO curriculum more international <b>RETAINED</b>		x	Funds for stipends, RAs, endowed scholarships, curriculum development	Variable	University & external	Analyze student demographics & curricular changes; RAs & scholarships in place
HIST	Establish Model Arab League (similar to model UN program) <b>COMPLETED</b>		x	Conference registration fees, travel funds	\$10,000	University & external	Regionally & nationally competitive teams fielded
MCGS	Multicultural course & curriculum transformation	x	x	Funds for faculty	\$54,000	Access & Equity	Reports from inventory &

Dept.	Program	1 yr.	2-6 Yrs	New Resources Required	Cost	Source of Resources	Assessment Criteria
	(e.g., inventory current course content, research best practices in multi-cultural curriculum design, develop new courses, redesign existing courses) <b>ONGOING: TO DATE, 31 COURSES HAVE RECEIVED MULTICULTURAL TRANSFORMATION</b>			assigned time (3 faculty per semester for 3 yrs)			research, resources available to faculty, number of degree programs transformed to include 45 contact hours of multicultural work
MCGS	Develop booklet on Hispanic presence at Texas State for campus & community <b>COMPLETED</b>	x		Funds for brochure	\$4,000	University & external	Booklet published & disseminated
MCGS	Create endowed & non-endowed scholarships for ethnic & women's studies minors <b>RETAINED</b>		x	Funds for scholarships	See B.2, above	External	Scholarship established & awarded to students after 3 years
<b>F. Other Initiatives</b>							
LA	Explore "InterVision" proposal for theme-based interdisciplinary courses <b>DELETED</b>		x	None	Faculty time	College, if established	Proposal reviewed, decision reached
GEO	Establish area surrounding ELA as a campus model for landscape beautification <b>COMPLETED</b>		x	Support for indigenous, low-water landscaping	\$20,000/yr	University & external	Recognition of landscaping as model
POSI	Explore creating Conflict Resolution Center (mediation for community/ university & service learning for graduate students) <b>RETAINED</b>		x	Director's salary, administrative assistant, equipment, M&O, space	\$100,000/yr	University & external	Survey of stakeholders, increase in community/ university engagement, engaged student learning
CSSW	Renovate Brazos Hall for SwRHC Regional Humanities Center <b>COMPLETED</b>		x	Funds for renovation	To be determined	Master Plan & external	Renovation completed

<sup>i</sup> Updates to the 2004-2009 Academic Plan and new plans through 2012 have one of the following notations: **COMPLETED**, **DELETED**, **NEW**, **RETAINED** (= NO PROGRESS TO DATE), **IN PROGRESS**, **MODIFIED**.