

# 2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: The Graduate College



## I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



## II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session

rather than at the mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.

4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.

5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the *2023-2029 Strategic Plan*.



### III. Mission Statement

**State your administrative unit/department/college/division mission statement.**

The mission of The Graduate College is to provide vision, leadership and direction for achieving excellence in graduate education at Texas State University, with the goal of offering the optimal infrastructure and learning environment for the training of innovative and successful scholars, teachers and professionals.

The Graduate College accomplishes this by:

- Articulating, promoting, and supporting the highest standards of quality in graduate education in keeping with the University's overall mission of teaching, research, and public service
- Constructing and maintaining an environment conducive to successful graduate education in concert with all graduate programs
- Supporting programs' efforts to foster a diverse student population that actively participates in a global society
- Promoting and supporting rigor in graduate education
- Providing key process and procedure guidance and support to graduate programs from admission to graduation
- Aiding in student recruitment, application processing, policy monitoring, and degree auditing
- Leading initiatives designed to provide best practices in graduate education leading to timely degree completion
- Providing graduate student support for creative and scholarly activities
- Offering professional development opportunities for graduate students at key stages in their graduate careers
- Engaging in research on graduate education



#### IV. Process

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

Several of the University Imperatives centrally involve The Graduate College, specifically, the Run to R1, the increase in global and online enrollment, and growth on the Round Rock Campus. Recommendations to advance these imperatives were developed by a faculty/staff Commission on the Run to R1 and by a faculty/staff Recruitment Task Force. The Dean of the Graduate College served on the former and chaired the latter. Many of the goals of The Graduate College's strategic plan were taken directly from the commission's and task force's recommendations. In addition, the Dean of The Graduate College presented a report on accomplishments of the previous strategic plan to the Graduate Council (which consists of a faculty representative from each department housing a graduate degree). Jointly, the group discussed which of the goals were still relevant for the next strategic plan, and which new goals/needs had emerged either in discussions with The Graduate Council or in conversations with faculty, chairs, deans, graduate students, and other administrators. The report on past accomplishments and discussions of future goals was also shared with all graduate advisors, graduate advisor support staff, and chairs via email and feedback and input was encouraged.

## V. Action Plans Related to University Goals and Initiatives

<b>University Goal 1: Supporting Student Success</b>							
<p>1.1 Expand efforts supporting academic preparedness and excellence</p> <p>1.2 Strengthen student engagement, sense of belonging, and wellbeing</p> <p>1.3 Increase support for graduate students</p> <p>1.4 Enhance career and post-graduation success</p> <p>1.5 Build student success infrastructure</p>							
<b>Area</b> (Dept., Unit, College, or Division)	<b>Planned Actions</b>	<b>Timeframe</b> (of development and implementation)	<b>New Resources Requested</b> (personnel, facilities, and operational funding)	<b>Expected Cost</b>	<b>Source of Resources</b> (new, reallocation of existing funds, fee, philanthropic, etc.)	<b>Assessment Criteria</b> (outcome when achieved or key performance indicator)	<b>University Initiative</b>
GC	<p>Work with the <i>Center for the Improvement of Mentored Experiences in Research (CIMER)</i> to offer mentor training for Graduate College Staff and faculty from doc programs (“train the trainers” model)</p> <p>Trained TXST members provide training in future years</p>	<p>2023/24</p> <p>2024-2029</p>	<p>Travel, lodging, compensation for CIMER facilitators to come to TXST</p> <p>Stipends for trainers</p>	<p>\$30,000 (one time)</p> <p>\$10,000 annually</p>	<p>New</p> <p>New</p>	<p>Number of faculty attending &amp; CIMER Mentor Assessment</p> <p>Number of faculty attending &amp; CIMER Mentor Assessment</p>	1.3
GC	Create mentee workshops and other resources for graduate	2023-2029	None	12 x \$500 (room	Existing GC funds	Number of students	1.3

	students based on CIMER model as part of our Shop Talk Series			rentals, materials, refreshments), annually		attended, CIMER assessment	
<p><b>University Goal 2: Advancing Academic Excellence</b></p> <p><i>2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students</i></p> <p><i>2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state</i></p> <p><i>2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus</i></p> <p><i>2.4 Invest in faculty excellence by increasing the capacity and development of all faculty</i></p>							
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GC	Work with academic deans, curriculum services, and the VP Geo and VP RR to create new doctoral and master's programs in SM and RR, and online	Starting in 2023	Hire additional Graduate College staff proportionate to enrollment growth:  2 Admissions Specialists	\$40,000 x2 = \$80,000 +benefits  \$40,000 x2 = \$80,000 +benefits  \$44,000 + benefits	New	Number of new degree programs and students enrolled	2.1

			2 Degree Audit Specialists  1 Internal Funding Specialist				
GC	Review of graduate programs with declining or low enrollments. This a cabinet-approved Recruitment Task Force recommendation.	2023/24	Change current Assistant Dean to Associate Dean position and increase 50% FTE to 75% FTE during the academic year and to 100% FTE during the summer	\$39,000 + benefits	New	Turn-around of enrollment trends or closure of programs	2.1
GC	Increase recruitment for Round Rock graduate programs and increase in-person professional development for graduate students in Round Rock	2024/25	Hire of 50% Associate Dean in RR  Hire of Student Development Specialist in RR	\$60,000 + benefits  \$45,000 + benefits	New	Increase in RR applications, increase in RR student participation in professional development	2.3
GC	Engage a scholarship optimization company to provide	2023/24 set-up / analysis 2024-2029	None (provided as result of	\$40,000 per year +	Existing	Increase in enrollment of	2.1

	appropriate funding to doctoral and master's students	implementation	Recruitment Task Force recommendation)	5% yearly increase		funded students	
GC	Work with university marketing to implement Recruitment Task Force's recommendations regarding marketing of graduate programs	2023	Recruitment Task Force's recommendations included staff and funds for marketing	See University Marketing's strategic plan	New	Number of views, clicks, and applications	2.1
<p><b>University Goal 3: Expanding Discovery, Innovation, Creativity, and Research</b></p> <p><i>3.1 Position Texas State University to achieve Carnegie R1 status</i></p> <p><i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i></p> <p><i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i></p> <p><i>3.4 Build relationships with private sector, industry, government, and educational partners</i></p>							
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GC	Provide tuition scholarships for 21 hours for all doctoral and master's students (approx. 1,000 students) holding assistantships	2023/24	Tuition and fees for 9 hours per semester for 1,000 students	\$4.5 million per semester	New	Increase in enrollment and move to R1	3.1
GC	Work with departments, deans, and Curriculum Services to offer additional Ph.D. programs and to	2023	See Goal 2, item 2	See Goal 2, item 2	See Goal 2, item 2	See Goal 2, item 2	3.1

	create bachelor's admission options for existing programs						
GC	Health insurance for all graduate students holding assistantships	Beginning with new health insurance contract	Cost for coverage	Unable to determine cost	New	Increase in students accepting TXST offers	3.1
GC	Pursue external funding for services to graduate students (PPOHA)	2026/27	None	Click or tap here to enter text.	Click or tap here to enter text.	Securing of funding	3.2
GC	Increase in graduate student travel support. Funds currently provided through Student Service fee are insufficient at \$150 for one trip per year	2023/24	Funds to support graduate students presenting research at conferences	\$25,000 per year	New	Number of students presenting research	3.1

**University Goal 4: Enriching Community, Collaboration, and Partnerships**

*4.1 Enhance the regional, national, and international reputation of the university*

*4.2 Build community relations, collaborations, and partnerships with external stakeholders*

*4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging*

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GC	Provide preparatory initiatives for first-gen TXST undergraduate students to demystify graduate education and prepare competitive applications	2023/24	Funding for undergraduate scholarships /stipends	\$50,000 annually	New	Number of students gaining entry into TXST graduate programs	4.3



GC	Create collaborative research initiative for graduate students and faculty	2024/2025	Funding for mini grants for student/faculty research teams	\$50,000 annually	New	Number of research teams formed, research output of teams	4.3
GC	Create graduate student welcome picnics on the RR and SM campuses in both Fall and Spring	2024/2025	Space rental, refreshments	\$10,000 annually	New	Number of attendees, evaluation by attendees	4.3

**University Goal 5: Developing Infrastructure and Resources**  
*5.1 Position Texas State University as an employer of choice*  
*5.2 Provide infrastructure befitting a Carnegie R1 university*  
*5.3 Simplify administrative processes to increase efficiency*  
*5.4 Pursue innovative approaches to revenue generation and budgeting*

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GC	Work with IR to create online dashboards for graduate admissions, graduate degree completions per cohort, etc.	2023	See IR's strategic plan	See IR's strategic plan	Click or tap here to enter text.	Completion of project	5.2
GC	Creation of Graduate College Advisory Board consisting of alumni and donors to advise on recruiting, programming, and fundraising	2025	Funds to host board meetings	\$10,000	New	Number of improvements and engagement generated	5.2
GC	Review Graduate College processes and procedures for ease of use and efficiency	Yearly	None	None	New	Number of processes simplified	5.3



## VI. Planning Priorities

**Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit's action is linked.**

- 1. Provide tuition scholarships for 21 hours for all doctoral and master's students (approx. 1,000 students) holding assistantships (University Goals 3.1, 1.3)** The Commission on the Run to R1 and the Recruitment Task Force have each recommended tuition scholarships for doctoral and master's holders of assistantships, in order to make TXST competitive with other R1 and emerging research universities and to attract top talent to campus.
- 2. Work with academic deans, curriculum services, and the VP Geo and VP RR to create new doctoral and master's programs in SM and RR (University Goals 2.1, 2.2, 2.3)** This action is in line with the president's imperatives and the university's goals and initiatives to become an R1 and to increase enrollment of desired target populations. These actions are also in line with the recommendations of the Recruitment Task Force.
- 3. Review of graduate programs with declining or low enrollments with the goal of increasing enrollments. This is a cabinet-approved Recruitment Task Force recommendation (University Goals 2.1, 2.2, 2.3)** Programs with low or declining enrollments in master's programs will be asked to examine enrollment trends in relation to similar programs elsewhere in Texas. There will be two goals associated with this action. The first goal is to identify possible reasons for the decline in enrollments (e.g., more competition, change in work force needs, less desirable delivery format, etc.). The second goal is to create and carry out action plans to reverse the trend. For some programs, this may result in a new approach to student recruitment; for other programs, a revision of the curriculum; for yet other programs, the adoption of different delivery modes or instruction times; departments may also decide to close programs or to change them to concentrations within other programs. This active approach to reversing declining enrollment trends may have an impact on both departmental priorities and resource allocations, and both funding and training needs. Because of its narrow focus, this project has been conducted outside of the regular academic program review process.
- 4. Work with the *Center for the Improvement of Mentored Experiences in Research (CIMER)* to offer mentor training for Graduate College Staff and faculty from doc programs (University Goals 1.3, 1.5, 2.4, 3.1, 5.2)** As we increase both the number of doctoral programs on campus and the number of students in existing doctoral programs, additional training for faculty supervising and mentoring doctoral students will become necessary to ensure student success and timely degree completion. Since *CIMER* provides a proven model for mentor training, Graduate College staff and faculty in doctoral programs will be trained through it to become mentor training facilitators.
- 5. Work with IR to create online dashboards for graduate admissions, graduate degree completions per cohort, etc. (University Goals 5.2, 5.3)** In order to make evidence-based and data-driven decisions regarding recruitment, enrollment, and training activities, it is necessary to have reliable head-count data that are easily accessible to all stakeholders on campus. Online dashboards in Tableau created by Institutional Research in line with THECB

reporting requirements serve this purpose.