

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: Division of Student Success



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.

Mission

To provide high quality resources and experiences that engage our diverse student community in advancing their personal, academic, and post-graduation success.

IV. Process

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

The Division of Student Success leadership team met to review the strategic planning process and develop a new plan for the new Division of Student Success including the development of a new mission. The senior leadership team developed the Division Goals and Initiatives and the Student Success Directors developed their department strategic plans for the 2023-2027 planning cycle. Each director met with their respective staff to develop the department strategic plans. The Vice President for Student Success utilized each department strategic plan to determine the top five broad priorities for the Division based on the strategic directions outlined in the department strategic plans. The top priorities were reviewed by the senior leadership for general consensus on the strategic plan for the Division of Student Success.

V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success							
<p><i>1.1 Expand efforts supporting academic preparedness and excellence</i></p> <p><i>1.2 Strengthen student engagement, sense of belonging, and wellbeing</i></p> <p><i>1.3 Increase support for graduate students</i></p> <p><i>1.4 Enhance career and post-graduation success</i></p> <p><i>1.5 Build student success infrastructure</i></p>							
Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and	Expected Cost	Source of Resources (new, reallocation of existing funds, fee,	Assessment Criteria (outcome when achieved or key	University Initiative

			operational funding)		philanthropic, etc.)	performance indicator)	
Student Success	Lead the implementation and adoption of a student success technology platform and create a culture using data analytics to deliver focused student success support and initiatives.	FY 2024 - 2025	Personnel; Facilities; Operational Funding.	1M	Existing Student Success institutional funding	Increase of staff, faculty, and student utilization; conducting and increasing data analysis and strategies that promote student success (persistence, retention, and graduation)	1.1
Career Services	Improve access to internship and co-op opportunities through the development of centralized resources and guidance.	FY 2024	Personnel; Operational funding	\$140,000 total \$80,274+f ringe (1 FTE) \$16,000 (1-12 month GA) ~\$25,000 M&O	New institutional funding.	1) Student engagement with internship/co-op resources (attendance at internship/co-op workshops and information sessions, utilization of internship advising appointments); 2) Number of students applying for and completing	1.4

						internship/co-op experiences	
Academic Engagement Initiatives	Comprehensive Virtual and Physical Centralized Academic Learning Hub (co-locate Student Learning Assistance Center, Academic Engagement Initiatives, Student Success Center). Renovation of existing space.	FY 2025 - 2026	Facilities; technology	2M	New institutional funding.	Increase number of students utilizing academic services; Increase in student's persistence, retention, and graduation rates	1.5
Student Health Center	Implement TimelyCare virtual counseling and psychiatry services to expand access to mental health care for students	FY 2024	Technology	468K	Existing Student Success institutional funding	Percentage of students who use service. Student satisfaction with service. Average wait time for first counseling appointment for virtual and in-person services.	1.2
Involve ment and Engage ment	Enhance pathways for involvement and engagement for student organizations, leaders, members, and community. Anthology software platform.	FY 2024 - 2025	Technology, Personnel	\$250K	Existing funds.	Develop and facilitate an engagement module for US 1100 class; Service & community-based experiences	1.2

						specific for student organizations; Pathfinder and Capstone experiences; Launch first-year networks	
Housing and Residential Life	Expand campus housing to include populations beyond first year students.	FY 2025 - 2027	Personnel, facilities, and operational funding.	Click or tap here to enter text.	HRL Revenue	Space benchmark; implementation of new housing options with capacity to grow.	1.2

University Goal 2: Advancing Academic Excellence
2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students
2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state
2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus
2.4 Invest in faculty excellence by increasing the capacity and development of all faculty

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Career Services & Involvement and	Develop career readiness programs and resources designed to support student understanding of marketable skills gained through co-curricular engagement and leadership and how to articulate these	FY 2025-2026	Operational funding, personnel	\$100K total 1 FTE + fringe M&O	Redesign responsibilities of existing Career Services and Student Involvement	Development and availability of workshops and presentations as well as	2.2

Engage ment	competencies during the job application process				staff to co-develop programmin g and resources.	resource guides for advisors; 2) participation in programming designed to promote student and advisor understandin g of career competencies.	
Academ ic Engage ment Initiative s	Implementation of an Academic Support Program (Academic Recovery)	FY 2024 – Institutionalize FY 2027	Personnel: Operational Cost	100K	Existing Student Success institutional funding	Increase number of students who return to good academic standing; Decrease the number of students losing aid due to SAP	2.0
Career Services	Increase visibility and value of internship/co-op completion by advocating for credit-bearing pathways and other methods of university recognition that validate participation in experiential education to students and prospective employers.	FY 2025	None	NA	Existing Student Success institutional funding	Number of internship/co-op opportunities; increased academic partnership.	2.2

University Goal 3: Expanding Discovery, Innovation, Creativity, and Research							
<i>3.1 Position Texas State University to achieve Carnegie R1 status</i>							
<i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i>							
<i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i>							
<i>3.4 Build relationships with private sector, industry, government, and educational partners</i>							
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University Goal 4: Enriching Inclusion and Collaboration							
<i>4.1 Increase engagement across internal and external constituency groups in activities and events designed to promote a welcoming community and a sense of belonging</i>							
<i>4.2 Enhance all aspects of accessibility</i>							
<i>4.3 Increase activities and programs that enhance stakeholders' perceptions of Texas State as the most welcoming university in Texas</i>							
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Click or tap here to enter text.	Enhance education and intervention resources offered to faculty and staff to support the ever-changing needs and challenges faced by students.	FY 2024	None	NA	Reallocation of existing funds and fees.	Number of education and intervention resources available; participation;	4.3

						retention and graduation rates.	
Click or tap here to enter text.	Engage in critical discussions with campus and community partners to develop a basic needs strategy for students who lack the minimum necessary support for well-being in their daily lives.	FY 2024	None	NA	Reallocation of existing funds and fees.	Student retention and graduation rates.	4.3
Click or tap here to enter text.	Enhance and streamline the new student and family onboarding experience.	FY 2025	None	NA	Reallocation of existing funds and strategic fee increases.	Enrollment, retention and graduation rates.	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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Student Success	Develop a renovation plan to upgrade existing facilities to ensure the ability to meet the needs and desires of today's students.	FY 2024-2026	Personnel, facilities and operational funding.	Click or tap here to enter text.	New and existing funds.	Completion rate.	5.2
Student Success	Expansion of the existing student health center building to co-locate physical and mental health services.	FY 2026	Personnel, facilities and operational funding.	\$15M	New and existing funds.	Colocation complete.	5.2

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. Establish/enhance centralized student success initiatives and work across all Texas State University units and campuses to provide an ongoing structure and culture that positions student access, completion, and success at the forefront. 1)Led by the new AVP for student success, the division will collaborate with university units to facilitate and coordinate completion activities focused around: training and resource development for student success; monitoring and reporting on completion and success efforts; acquiring and supporting appropriate technology to support completion; and promoting research into completion efforts to better inform university initiatives. 2)Lead the implementation and adoption of a student success technology platform and create a culture using data analytics to deliver focused student success support and initiatives. 3)Consult, collaborate, and support college-level student success centers and initiatives to offer experiences that complement and support. 4)Enhance and streamline the new student and family onboarding experience. 5)Establish a comprehensive physical and virtual academic learning hub. 6)Implement and refine an academic support program (academic recovery). (University Goal 1.1, 1.2, 1.4, 1.5, 2.1, 2.3, 4.1, 4.2, 5.2,)
2. Increase number of and participation in internship and co-op opportunities that support student career exploration, career readiness, and post-graduation success. 1)Hire dedicated internship coordinators in the Career center to provide centralized coordination, resources, guidance, and support in concert with college-based initiatives. 2)Increase visibility and value of internship/co-op completion by advocating for credit-bearing pathways and other methods of university recognition that validate participation in experiential education to students and prospective employers. (University Goal 1.1, 1.4, 2.1, 2.3, 4.3, 5.2)
3. Enrich the student experience through engagement and involvement opportunities designed to affirm institutional choice and enhance sense of belonging. 1)Enhance pathways for involvement and engagement for student organizations, leaders, members, and community through intentional outreach and focused experiences. a. Develop and facilitate an engagement module for US 1100; service & community-based experiences specific for student organizations; pathfinder and capstone experiences; first-year networks, President's Cup/campus events. b. Enhance the student leader and advisor experience through enhanced training, streamlined resources, experiential learning, workshops, facilitated discussions. c. Implement utilization of engagement platform. 2)Redesign student employment experiences to focus on marketable skills and enhancing career readiness. a. Design and promote professional development opportunities for student employees and their supervisors reinforcing career readiness and marketable skills. b. Promote a performance review process that creates awareness and development of career readiness competencies and related marketable skills within student employment positions. (University Goal 1.2, 1.3, 1.4, 1.5, 2.1, 2.3, 4.1, 4.3, 5.2)

- 4.** Promote a culture of health and well-being that considers a student's holistic development and facilitates decision-making to enhance individual success. 1)Enhance education and intervention resources offered to faculty and staff to support the ever-changing needs and challenges faced by students. 2)Implementation and adoption of TimelyCare virtual counseling and psychiatry services to expand access to mental health care for students. 3)Develop outreach and clinical programming to meet the unique needs of students on the Round Rock campus. 4)Engage in critical discussions with campus and community partners to develop a basic needs strategy for students who lack the minimum necessary support for well-being in their daily lives. (University Goal 1.1, 1.2, 1.3, 2.1, 2.3, 4.1, 4.3, 5.2)
- 5.** Optimize divisional resources to effectively position the division to support the needs of students, faculty, and staff at an R1 institution. 1)Expand university owned housing capacity and enhance residence life experience to meet first year student needs and include populations beyond first year students. Review and implement a campus housing strategy to reach a target of 12,000 on-campus housing beds. 2)Develop and implement effective human resources strategies to attract, recruit, and retain top talent within the division. 3)Address facilities deficits and concerns through structured response and financial planning. a. Develop a plan to address existing deferred maintenance that addresses anticipated need and backlog items. b. Develop proformas and structures that ensure fiscal continuity through strategic growth and redesign of facilities. 4)Develop a renovation plan to upgrade existing facilities to ensure the ability to meet the needs and desires of today's students. a. Expansion of the existing student health center building to co-locate physical and mental health services. b. Establishment of a student success center that co-locates centralized student success initiatives, learning assistance services, and academic engagement services. (University Goal 1.1, 1.2, 1.3, 1.5, 2.1, 2.3, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3, 5.4)