

2023-2029 TEXAS STATE UNIVERSITY PLAN

DIVISION AND ATHLETICS PRIORITIES



INTRODUCTION

Through engagement of staff, divisions and athletics developed strategic plans to guide the future of their areas as well as to support the imperatives, goals, and initiatives of the 2023-2029 University Plan. Through this process, personnel in the divisions and athletics stated their mission, explained their planning process, described their proposed actions, and listed their top five priorities for the 2023-2029 planning cycle. This document compiles the priorities of the divisions and athletics.

DIVISION AND ATHLETICS TOP FIVE PRIORITIES

DIVISION OF ACADEMIC AFFAIRS

- 1. Invest in new and current PhD programs to embolden the university's Run to R1 and drive new knowledge, large-scale grant awards, enhanced reputation, and broader impacts on the economy, industry, and society** based on the university's current and potential expertise, university research priorities, the state's *Building a Talent Strong Texas* plan, and employer needs, advance strategic priorities in doctoral education. (1) Explore, prioritize, and develop new PhD programs proposed by the colleges in collaboration with President's Cabinet. (2) Increase enrollments, ensure timely degree completion, and provide additional resources to current PhD programs. (3) Add bachelor-to-doctoral pathways for new and existing programs. (4) Increase opportunities to integrate more faculty into new and existing PhD programs. (1.3, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 4.2, 5.1, 5.3)
- 2. Expand degree programs and credentials of value that increase access, enrollments, and economic attainment to a wider array of learners** based on the university's current and potential expertise, the state's *Building a Talent Strong Texas* plan, students' lifetime educational journeys, and employer needs, offer a strategic portfolio of programs with market-centric delivery models and locations. (1) Offer new degree programs on the Round Rock Campus and ensure ongoing success and appropriate resources for current programs and

services in consultation with VP, Round Rock. (2) Offer new online degree programs and ensure ongoing success and appropriate resources for current programs and services in consultation with VP, Global. (3) Build and sustain partnerships with ACC and community college systems for successful transfer pathways to on-campus and online programs. (4) Develop curricular and delivery innovations, executive/professional education, micro-credentials, and modern learning environments in a variety of disciplines and spaces. (1.1, 1.2, 1.5, 2.1, 2.2, 2.3, 3.4, 4.1, 4.2, 4.3, 5.3, 5.4)

3. Provide an exceptional educational experience that prepares students for post-graduation success, reflects a collaborative infrastructure, and engages more intentionally in a culture of academic care. (1) Implement a division-wide undergraduate academic advising infrastructure fueled by cross-division collaboration, actionable intelligence, growth opportunities, and pivotal interventions that eliminate barriers to student academic success. (2) Increase expectations for student participation and the number of high-impact programs available through academic units, the Exc²el Center, IDEA Center, University Libraries, college student success centers, The Graduate College, Honors College, and other offices. (3) Engage faculty more intentionally in pedagogical innovation, student mentoring, digital resources, and academic success strategies through a Center for Teaching and Learning. (4) Implement innovative service delivery models, technology platforms, and staff development across the division, while ensuring staffing levels meet constituent needs for effective support. (5) Expand living-learning communities, student organizations, external partnerships, and other engagement programs at the intersection of student success and academic excellence. (1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3)

4. Ensure academic excellence embodies everything the division values, creates, and contributes. (1) Increase student enrollment and completion of degrees and credentials of value across all disciplines, academic levels, and access points. (2) Assess faculty workloads at aspirational peer institutions and establish benchmarks for teaching, research/scholarship, and/or service goals, resource needs, and rewards for all faculty. (3) Provide tuition scholarships to all graduate students on assistantships to become more competitive, increase graduate enrollments, and ensure student success. (4) Fully integrate the University Libraries' resources, collections, and staff contributions into the academic enterprise. (5) Invest in faculty excellence with enhanced recruiting, onboarding, spousal/partner opportunities, professional development, and rewards and retention programs. (1.1, 1.3, 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3)

5. Contribute to the exemplary stewardship of institutional resources - human, physical, process, and financial - needed to support the architecture of academic excellence, welcoming and engaging academic environments, and high-quality and resilient operations reflecting the university's goals, hopes, and aspirations. (1) Hire, compensate, and reward faculty and staff to be competitive with the market. (2) Institutionalize a new promotion-eligible instructional faculty title series that honors the critical role of teaching faculty at a R1 institution. (3) Advocate for additional faculty and staff positions, development opportunities,

and career paths consistent with student success and R1 goals. (4) Make strategic investments in academic, research, service, and clinical spaces. (5) Ensure Academic Affairs remains an attractive place to work and grow professionally with a policy, budget, and practice environment that fuels a cycle of success. (1.5, 2.3, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3, 5.4)

DIVISION OF FINANCE AND SUPPORT SERVICES

- 1. Produce a sustainable and transparent financial plan that advances Texas State** prioritizing our hopes & aspirations relating to Round Rock, Student Success, and R1. (2.1, 2.3, 3.1, 5.4)
- 2. Position Texas State as an Employer of Choice** using a comprehensive approach that includes, but is not limited to, enhancing benefits, workplace culture, compensation practices, professional development, career opportunities, wellness programs, civic engagement, housing, transit, and social and recreational opportunities. (2.4, 4.1, 4.3, 5.1)
- 3. Improve the physical assets of Texas State** including, but not limited to, infrastructure reliability, availability of space, and quality of place; ensuring that all new construction projects are delivered on time and under budget; and improving the condition of existing facilities. (1.5, 3.1, 4.2, 5.2)
- 4. Design and implement a new approach to budgeting and resource allocation at Texas State.** (3.1, 5.4)
- 5. Improve administrative efficiencies and customer service** with a focus on removing administrative burdens, simplifying policies, and streamlining processes. (4.3, 5.3)

DEPARTMENT OF ATHLETICS

- 1. Competitive Excellence - Ensure competitive excellence for our student-athletes and coaches across all areas to become one of the top athletics departments in the nation.** (1) Enhance our sports performance areas with a focus on athletic training, nutrition, and strength and conditioning, increase staffing and ensure we have competitive salaries to limit turnover, and work towards a strength and conditioning and athletic training staff model that proportionately distributes responsibilities amongst sports. (2) Develop facility master plan to address new construction projects and maintenance on our current facilities. Current construction priorities include the renovation of the South End Zone Complex, the expansion of our baseball and softball facilities, and the exploration of an indoor practice facility utilized for both athletic and campus events. (3) Create additional funding for salaries for coaches and team operations staff with an initial focus on the addition of volleyball and softball operations, adding additional coaching positions within several programs after recent NCAA changes allowing for these additions, and securing funding for these new positions. (4) Promote a culture of compliance, institutional control, and academic integrity. (1.1, 1.5)

2. Student-Athlete Success - Provide student-athletes with diverse and balanced experiences to maximize their potential in the classroom and be successful leaders after graduation. (1) Maintain student-athlete academic success by achieving high team grade point averages (GPA) and Academic Progress Rate (APR) scores and adding academic staff members to balance the ratio of staff to student-athletes. (2) Provide academic incentives to attract, develop, and retain the best student-athletes. (3) Strengthen student-athlete Name, Image, and Likeness (NIL) opportunities. (4) Increase support for mental health and well-being services. (5) Provide an environment that supports safety and security and cultivates a sense of belonging where everyone feels welcomed. (6) Enhance student-athlete career development and leadership opportunities and increase Student Athlete Advisory Council role within our department. (1.2, 1.4, 2.1)

3. Fan Engagement - Create the premier gameday experience by providing exceptional customer service and guest experiences, as well as establishing avenues to keep students, alumni, and fans involved. (1) Create new hospitality options at Athletics events to enhance fans game day experience. (2) Improve concessions operations and service at all events. (3) Enhance collaboration efforts with campus partners and external stakeholders to drive attendance and awareness. (4) Engage students to create specific marketing and promotions plans geared towards increasing student attendance. (4.0, 4.1, 4.3)

4. Revenue Generation - Cultivate financial resources to directly benefit our programs. (1) Increase ticket revenue by growing the number of season, single game, and group ticket sales with a focus on increasing priority seating and club level seat sales. (2) Increase annual giving to the Bobcat Club to support student-athlete scholarships. (3) Focus on capital project gifts to support the construction of the South End Zone Complex, baseball and softball facility renovation, and indoor practice facility. (4) Increase major gifts, specifically to sport restricted accounts, to help offset operating expenses. (5) Increase the number of external facility rentals to drive revenue and university exposure. (5.4)

5. Brand Recognition - Increase the exposure of the Texas State brand through athletics events and achievements. (1) Partner with University Marketing and Communications to implement branding and advertising statewide and nationwide. (2) Launch initiative to secure naming rights for Bobcat Stadium and the University Events Center (UEC). (3) Increase the number of licensing partners and merchandise options. (4) Schedule games strategically to increase university exposure and expand ESPN Plus Broadcasts. (5) Utilize Athletics Communications to increase external storytelling through digital, social, and web platforms. (3.4, 4.1, 4.3, 5.4)

DIVISION OF STUDENT SUCCESS

1. Provide an ongoing structure and culture that positions student access, completion, and success at the forefront by establishing/enhancing centralized student success initiatives and working across all Texas State University units and campuses. (1) 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 focused student success support and initiative guided by data analytics. (3) Consult, collaborate, and support college-level student success centers and initiatives to offer experiences that complement and support student success. (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). (1.1, 1.2, 1.4, 1.5, 2.1, 2.3, 4.1, 4.2, 5.2)

2. Increase the 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 to 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. (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 sense of belonging. (1) Enhance pathways for involvement and engagement for student organizations, leaders, members, and community through intentional outreach and focused experience; develop and facilitate an engagement module for US 1100, service and community-based experiences specific for student organizations, and pathfinder and capstone experiences; launch first-year networks and President's Cup/campus events; enhance the student leader and advisor experience through trainings, streamlined resources, experiential learning, workshops, and facilitated discussions; and implement utilization of engagement platform. (2) Redesign the student employment experience to focus on marketable skills and enhancing career readiness; design and promote professional development opportunities for student employees and their supervisors reinforcing career readiness and marketable skills; and promote a performance review process that creates awareness and development of career readiness competencies and related marketable skills within student employment positions. (1.1, 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) Implement and adopt 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 supports for well-being in their daily lives. (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, and 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, develop a plan to address existing deferred maintenance that addresses anticipated needs and backlog items, and 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, expand the existing student health center building to co-locate physical and mental health services, and establish a student success center that co-locates centralized student success initiatives, learning assistance services, and academic engagement services. (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)

DIVISION OF UNIVERSITY ADVANCEMENT

Conclude the NEXT IS NOW Capital Campaign with a successful \$250 million raised for Students, Academics, Facilities, and Athletics. (1) Provide more students with scholarships and resources to facilitate college entry and retention. (2) Strengthen research capabilities and teaching support with endowed professorships and chairs. (3) Fund construction and renovation of campus facilities to match the caliber of students and faculty we are recruiting. (5) Enhance our student-athlete experience to excel in the state of Texas and nationally. (1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 3.4, 4.3, 5.1)

Position Texas State to Achieve Carnegie R1 Status. (1) Target and secure multi-year and multi-million-dollar gifts to increase and diversify university research portfolios. (2) Provide resources to increase research staff with Ph.D.s and conferred doctoral degrees. (3) Showcase TXST's research excellence to alumni and donors. (1.4, 2.1, 2.2, 3.1, 3.2, 3.4, 5.2)

Grow the Round Rock Campus. (1) Raise funds for expansion of TXST Round Rock campus. (2) Increase financial support for new and innovative academic programs and student scholarships for TXST Round Rock campus. (3) Build relationships in the North Austin metropolitan area to increase community awareness and engagement with TXST Round Rock campus. (1.4, 2.1, 2.2, 2.3, 3.1, 3.4, 4.3, 5.1, 5.2)

Provide Deeper Engagement and Recognition of Texas State Alumni. (1) Foster increased engagement across faculty, staff, and alumni groups using strategic campaigns and events. (2)

Create unique donor and alumni engagement experiences. (3) Enhance stewardship of invested alumni. (4.1, 4.2, 4.3)

Accelerate Grassroots Corporate Engagement Across Texas State. (1) Leverage UNITE to build a corporate engagement framework for TXST that includes faculty connections across the university. (2) Grow relationships with private sector, industry, government, and education partners. (3) Emphasize TXST as an employer's choice for exceptional talent recruitment and research partnerships. (1.4, 2.4, 3.2, 3.4, 4.1, 4.3, 5.1, 5.2, 5.4)

DIVISION OF RESEARCH

- 1. Recruit research groups of excellence including National Academy members on the Run to R1.** (3.1)
- 2. Expand PhD programs to support enhancement in Federal research awards in alignment with TUF.** (2.1)

DIVISION OF MARKETING AND COMMUNICATION

1. Advance TXST's Hopes & Aspirations High university priorities (Run to R1, Student Success, Enrollment growth, becoming an employer of choice) through a robust, comprehensive communications, marketing, and outreach strategy. (1) Work with university partners to develop campaigns and communications that advance TXST's efforts to grow international, transfer, online, and graduate enrollment. (2) Expand the university's advertising budget to align with that of an R1 institution and support TXST's enrollment and growth goals. (3) Demonstrate that TXST leads R1-level research by launching a national media and PR campaign highlighting TXST's R1 trajectory. (3) Collaborate with VP Student Success to enhance the first-year experience by auditing and expanding communications with an emphasis on retention, engagement and connecting students to programs, resources and services available to them. (4) Collaborate with Human Resources, to strengthen perceptions of TXST as an employer of preference in higher education and the state of Texas, and develop and implement external and internal campaigns and communications that support TXST's efforts to recruit and retain passionate, talented faculty and staff. (1.2, 1.3, 1.5, 2.1, 3.1, 4.1, 4.3, 5.1)

2. Initiate and sustain marcom initiatives that increase awareness, community connection, and enrollment for TXST Round Rock. (1) Elevate TXST Round Rock with a dedicated, integrated marketing and communications campaign and a cross-functional team of a communications manager and social media coordinator. (2) Express the TXST brand experience at TXST Round Rock in a dynamic and inspiring way, creating a more active and engaged campus community to support enrollment and student success efforts (signage, merchandise, internal communications). (3) Fund and implement a public/media relations and outreach campaign to specifically increase awareness of and engagement with TXST Round Rock in the north Austin region. area. (2.3)

3. Consistently support and further the goals and initiatives of TXST divisions, colleges, units, and programs by (1) Standardize a marketing and communications program for the launch of new degree programs – with subsets of strategies for online programs, TXST Round Rock programs, and unique micro-credentialing or certificate programs. (2) Expand training, consultations, and marcom tools to empower TXST entities to create and implement campaigns and branded materials. (3) Establish a content strategy at the flagship-level that is transparent and accessible to key internal communicators and guides TXST messages, stories, media pitches and major communications campaigns for the academic year. (1.2, 1.3, 2.2, 2.3)

4. Build a high-performing TXST Marketing and Communications Division with adequate staffing and resources to serve the university and support its priorities now and in the future as an R1 institution. (1) Invest in marketing and communications technology that automates work tasks, extending the reach of our team and creating greater efficiency across the organization. (2) Analyze TXST’s organizational structure and capacity to identify “opportunity gaps” that, if addressed, will benefit the entire university community and help it meet its desired outcomes. (3) Build a robust digital marketing program and expand the team to support enrollment growth and brand engagement (Phase 1: senior UI/UX designer, digital advertising strategist, digital content strategist, digital marketing strategist). (4) Increase marketing/advertising/communications budget to align with competitors/peers. (5) Expand the communications team to include two additional media outreach specialists (including one dedicated to research/science and one to crisis communications/UPD). (6) Continue to add graphic design, photography, and video capabilities. (1.1, 1.2, 1.3, 1.5, 3.1, 5.2)

5. Grow the reach and impact of marketing and communications programs to strengthen TXST’s reputation and brand, and emphasize the university’s impact and accomplishments across key stakeholder audiences. (1) Assess and advise on the next iteration of the TXST brand to position the university as a key driver of innovation and prosperity, creating more awareness and familiarity with the university across the state. (2) Conduct ongoing biennial market research to measure perception and awareness among key audiences, including the Texas public, parents, students, alums, faculty/staff, business, and corporate partners, to understand TXST’s position and market share in the state of Texas, and to serve as the foundation for our marketing strategy. (3) Continually improve and enhance TXST’s website to support the university’s recruitment, retention, and fundraising goals, conducting user research and testing to understand needs, experiences, and usability, and initiate a web redesign based on user data, contemporary design principles, usability, and emerging technologies. (4) Lead campus partners in bringing the university brand to life at key public events and milestones in an innovative and inspiring way (SXSW, 125th anniversary). (5) Increase licensing revenue by launching an exclusive limited-edition line of premium TXST-branded merchandise. (6) Strengthen TXST’s reputation for rapid, precise, and fact-based information sharing during times of crisis or breaking news, and partnering with the University Police Department (UPD) to hire a PIO dedicated to police and campus safety communication. (6) Re-imagine and launch a robust, proactive media relations strategy that emphasizes TXST’s strengths and impact, enhances university relationships with traditional media and digital influencers, and increases

coverage in top Texas, regional and U.S. media sources. Includes formalized media training for faculty/staff/leadership when appropriate. (1.1, 1.2, 1.3, 1.5, 3.1, 5.2)

DIVISION OF INFORMATION TECHNOLOGY

1. Update Customer and User Experience. The Division of Information Technology (DoIT) understands how important a positive customer experience is to retaining students, faculty, and staff. While the customer experience is shared among many units within the university, the DoIT is committed to contributing positively to that experience with its services and support. Overall, the experience typically begins with (1) the website, (2) mobile app, and (3) wireless connectivity on university campuses, and then moves into the experience of our main product: education. To address this, new capabilities will be added to a significantly upgraded GATO platform, the mobile app will receive interface updates, as well as additional capabilities tied to other university services, the Microsoft Dynamics CRM will be made available to a growing number of departments, and the entire wireless network will be upgraded to provide the university with a top tier communications infrastructure. (1.5, 5.2)

2. Release an Updated Enterprise Resource Planning (ERP) system. Texas State will most likely be required to make significant changes to its ERP solution during this strategic plan cycle. Texas State uses Ellucian's Banner for its Student Information System (SIS) and SAP for Human Resources and Finance. The new ERP may be a new breed of SAP applications, plus the Ellucian Banner suite, or an all-new ERP platform discovered through an RFP which might include an integrated HR/Fin/SIS. This move will allow the university to become more agile and better able to meet its strategic needs. (1.5, 5.2)

3. Replace Identity Management System. Information Security and Privacy will continue to be priorities during this strategic plan period. We will not only see technologies and policies change during this period, we will also see continued legislation targeting protection of electronic data and systems as well as user privacy. For TXST, one of the key priorities is the replacement of our current processes for Identity Management (account creation, provisioning access to systems and data, monitoring, and account deprovisioning) with newer automated solutions replacing our homegrown solutions. This automated solution will be instrumental in ensuring all constituents are granted access to what they need in a timely fashion, and that privileges come and go as individuals change roles and job requirements. (5.2, 5.3)

4. Expand Research Computing. The expansion of Research Computing capability is vital to the university's goal to become an R1 institution. Connectivity, equipment, and storage will continue to be priorities for the Research Computing and High Performance Computing environments. Going forward, we must establish a more stable plan for funding storage of research data. Lastly, as we grow our research capabilities, we will need to enhance research computing services offered to faculty, which means increasing the staffing dedicated to HPC and research computing in general. Currently, we have 1 FTE funded 50% by the research

office and 50% by DoIT. Realistically, this staffing level needs to be 2 at absolute minimum and optimally 3 to help address the various research needs of a campus our size. (5.2)

5. Decrease Administrative Burden. The DoIT will need to step up its role as a catalyst of change and adoption of technologies and processes to enhance productivity and remove administrative burdens. New opportunities such as Low Code / No Code tools for automating tasks and Generative Artificial Intelligence (generative AI) platforms like ChatGPT must make their way into the workforce, and additionally be integrated into other AI tools such as chatbots the university may be using. The Division of Information Technology must take a stronger and more active role in streamlining processes in areas such as IT procurement, electronic inventory, and self-service capabilities within and external to DoIT. The increased cost of acquiring and maintaining software and subscriptions will lead the university to pare down the number of software titles it is using and better utilize and integrate a smaller number of software titles to drive efficiencies as it will not be able to afford a continually growing software inventory. (5.2, 5.3)