2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: Liberal Arts

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 College of Liberal Arts values engaged teaching and learning; innovative research, scholarship, and creative expression; and committed service to local and global communities. We expect our students to think, read, write, and speak effectively; to acquire foundational knowledge in the humanities, social sciences, and natural sciences; and to develop expertise in their chosen fields of study. We celebrate a diversity of people and ideas. We foster civility, ethical behavior, and personal responsibility. And we embrace our role as citizens in an increasingly interdependent world

IV. Process

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

In Fall 2022, the faculty and staff in the departments comprising the college met to develop their individual plans. The departmental chairs shared these plans with the dean in early 2023. The dean then drafted the college plan based on these individual department plans and shared the college plan with the Liberal Arts Council. Council members discussed the new draft and suggested edits. The dean submitted the plan to the Provost and subsequently presented the college's top 5 priorities in an Open Forum.

V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success
    1.1 Expand efforts supporting academic preparedness and excellence
    1.2 Strengthen student engagement, sense of belonging, and wellbeing
    1.3 Increase support for graduate students
    1.4 Enhance career and post-graduation success
    1.5 Build student success infrastructure

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee,	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative

				philanthropic, etc.)		
LA	Undergraduate internship program	Beginning in 2024-2025	Funding for administrative support	$10,000 per year per department	Existing department funds, supplemented by new funds from Provost and new grants/gift funding	Undergraduate internship course implemented and taught at least once each year with 20-student enrollment cap	1.4
LA	Bridge and immersion programs incorporating professional development for K-12 teachers, students.	Beginning Summer 2025	New funding for administrative costs, stipends for students and faculty	$200,000 per summer	New grant funding (e.g., from the NEH), supplemented by new funds from Provost and in-kind contribution from the department.	4-6-week summer program; increase knowledge of Texas State among K-12 teachers, leading to new students	1.1
LA	Develop accelerated master's and doctoral combined program for students to complete doctoral program within 5 years after BA	2023-24 discussion; 2024-25 proposal submission; 2025-2026	NA	$10,000 summer stipend for faculty to develop program	Provost funding	reallocation of existing resources	1.3

Area	Planned Actions	Timeframe	New Resources Requested	Expected Cost	Source of Resources	Assessment Criteria	University Initiative
		program launch					
LA	Increase summer and year retention strategies for and incoming and existing undergraduates through the creation of summer "bridge" programs for different departments	Beginning Summer 2025	New funding for administrative costs, stipends for students and faculty	$200,000 per summer	New grant funding (e.g., from the NEH), supplemented by new funds from Provost and in-kind contribution from the department.	4-6-week summer program	1.2
LA	Increase student participation in for-credit opportunities abroad	I year	Marketing help	$5-20K	University funds	Completion of courses	1.2
LA	Increase the number of applied-focused classes, community projects, and field schools for Anthropology undergraduates.	1-6 years	Funding to support community projects.	$1500/year	New, philanthropic, reallocation of existing	Increased training in Applied Anthropology and preparation for the workplace.	1.4

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

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

LA			operational funding)		philanthropic, etc.)	performance indicator)	
LA	Establish undergraduate certificates, concentrations, and continuing education to serve the Round Rock community	1-3 years	1-2 new faculty specialists in professional Spanish (may overlap with hires for new graduate translation program(s)	0-$140,000	provost, if not replacement lines	programs added to catalog	2.3
LA	Develop successful bachelor's, master's, and doctoral online programs, such as a Masters in International Studies	The new program proposal is already in PIM and ready to be deployed in the next cycle with proposed implementation by fall 2024	Faculty, Staff, and GIA/GTA lines; office space for new faculty and GIA/GTAs	Five-year cost estimate $857,090	New funding from Provost	Recruit, retain, and graduate a cohort of NEW students who were not already attending TXST	2.1
LA	Adding additional minors and majors at all levels (UG, G, D) to address the needs of our student body	1-6 years	Faculty, Staff, and GIA/GTA lines; office space for new faculty and GIA/GTAs	$70,000 to $200,000	New funding from Provost	Recruit, retain, and graduate a cohort of TXST students to Liberal Arts Programs	2.2
LA	Develop dual degree/certificate programs between TX ST and institutions abroad to increase international enrollment and	2-3 years	recruitment, relationship building, and site	$5000	New funding from Provost	Recruit, retain, and graduate a cohort of NEW	2.1

	provide unique opportunities for TXST students		visits with foreign institutions			students who were not already attending TXST	
LA	Aligning faculty workload to meet R1 expectations	1-6 years	Per course or lecturers to teach open classes	Vary by department	funding from Provost	Increased faculty scholarly output	2.4
LA	Expand recruitment and mentoring to increase graduate and international student enrollments	1-6 years	NA	NA	Existing faculty	Increased number of graduate students	2.1

University Goal 3: Expanding Discovery, Innovation, Creativity, and Research

3.1 Position Texas State University to achieve Carnegie R1 status

3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio

3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts

3.4 Build relationships with private sector, industry, government, and educational partners

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
LA	Develop a successful PhD in Clinical Psychology program	Feasibility document has been reviewed by TXST Curriculum & Academic Programs, and	Faculty and staff lines, doctoral fellowships, a clinic facility, office space	Five-year cost estimate $4,666,000; does not include	New funding from Provost	PhD program proposal submitted for external review and approval	3.1

			a full proposal is available.	for new faculty and doctoral fellows	construction or renovation of a clinic facility, nor does it include the office space estimate			
LA	Continue development of Sustainability Studies PhD proposal	1-6 years	Personnel and operational funding	1.$Faculty $80,000* 3=$240,000/year 2. Adjunct$40,000/yr 3. GIAs avg $582,000/yr 4. AA $26,877 Total cost=~$888,878/yr	New funding from Provost	Approval of Provost, AVPAA, and Graduate Dean to develop full proposal	3.1
LA	Continue development of PhD in Applied Humanities proposal	1-6 years	Personnel and operational funding	New faculty, staff and Graduate lines could potentially total $3.3 million	New funding from Provost	Approval of Provost, AVPAA, and Graduate Dean to develop full proposal	3.1
LA	Obtain funding to support postdoctoral scholars in departments, centers, and labs.	1-6 years	Personnel: 4 postdoctoral scholars	$65,000	New funding from Provost	Increased scholarly output and	3.2

Area	Planned Actions	Timeframe	New Resources Requested	Expected Cost	Source of Resources	Assessment Criteria	University Initiative
					or Grant funding	external funding.	
LA	Developing local, national, and international community partnerships. Building relationships with non-profits, firms and government agencies to facilitate mentorship and job placement for graduates	1-6 yeras	NA	NA	NA	Signed MOUs with community partners	3.4
LA	Establishing a Humanities Research Center	1-6 years	Director, staff, operational funding; office space	$250,000 (excluding renovation of space)	Provost or Grant funding	Successful grant-supported center	3.2

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

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
LA	Outreach to K-12 program/schools in the region including developing a summer camp where students can participate in research.	1-6 years	Personnel, faculty, post-doc and student effort	TBD	University or grant funding	Increased awareness of potential career applications of Liberal Arts majors	4.0
LA	Arranging public programming to engage community partners and	1-6 years	NA	TBD	Grant funding	Increased participation	4.2

Area	Planned Actions	Timeframe	New Resources Requested	Expected Cost	Source of Resources	Assessment Criteria	University Initiative
	introduce students to the greater liberal arts community					at public events; including networking opportunities for students	
LA	Develop activities to help recruit, retain, and mentor underrepresented and first-generation students.	1-6 years	TBD	TBD	University or grant funding	New programs	4.3
LA	Increase number and activity of living learning communities and themed housing	1-6 years	Staff to oversee LLC	$60,000 or workload release	University	New LLC to house incoming students	4.3
LA	Supporting campus dialogues to increase engagement	1-6 years	NA	$5000 for additional marketing	University, grant, or donor funding	Additional dialogues at different venues	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

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
LA	Finding new revenue streams, such as the Translation Service Center	1-2 years	Staff, GA positions to run services	$50,000 to $100,000	University, fee supported	Establishment of TSC	5.4

LA	Improved faculty, graduate student, and staff salaries and workload conditions	1-2 years As soon as possible	Additional operational funding	TBD	University funding	improved faculty and staff salaries and workload conditions, higher rates of retention for faculty and staff	5.1
LA	Provide and update equipment, office space and research space for new (and continuing) research-active faculty that will suit their needs, including infrastructure for studies with community participants	1-6 years	office space and research space	TBD	University funding	Successful identification of office spaces in time to house new hires by their start date; No new hires reject job offer due to inadequate research space; no existing hire receive grant reviews that note a lack of institutional support related to inadequate lab space.	5.2
LA	Hire additional staff for expansion	1-2 years or as soon as possible	New administrative staff to support existing and new	TBD	University funding	Smoother operations; retention of existing staff	5.1

			programming				
LA	Provide and update classroom space and equipment	3-6 years	Renovated classrooms; new equipment	TBD	University funding	Additional online / hybrid courses; retention of students	5.2

VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to <u>five</u> 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. Launch new programs and increase efforts to support the run to R1. Plans include launching a Ph.D. in Clinical Psychology (Program Priority 1), a Ph.D. in Sustainability Studies (Program Priority 2), and a Ph.D. in Applied Humanities (Program Priority 3); establishing a Humanities Research Center; and securing funding for more post-doctorates. (2.2, 3.1)

2. . Create New Programs to Support Student Success. Plans include creating online programs in International Studies (Program Priority 4), Philosophy, Political Science, Psychology, and World Languages; and accelerating master's and doctoral degree programs (Geography, Anthropology). (2.1, 2.2)

3. Develop New Programs to Support Round Rock. Plans include developing certificate/microcredentialing programs (Program Priority 5) in Spanish for Professionals, Professional Ethics, and Science, Technology, and Society; requesting additional psychology faculty; and working with Austin Community College (ACC) transfer program. (2.3)

4. Acquire Necessary Infrastructure. Plans include hiring additional staff for expanding programs; requesting additional space and equipment for offices and labs; and offering competitive salaries for graduate students, faculty, and staff. (5.2)

5. Develop New Programs to Expand Inclusion and Collaboration. Plans include adding service learning and project-based learning courses; expanding and developing internship programs; creating inclusive excellence and belonging initiatives; and developing local, national, and international community partnerships. (4.0)