

2023-2029 TEXAS STATE UNIVERSITY PLAN

GOALS AND INITIATIVES

Approved by the President's Cabinet on October 31, 2022



SUPPORTING STUDENT SUCCESS

By crafting intentional collegiate experiences that engage, serve, and support our diverse student population in pursuit of academic and post-graduation goals to meet ambitious new student retention and success targets.

Related Initiatives

➤ **Enhance efforts supporting academic preparedness and excellence**

Example actions include:

- *Scaling and refining academic advising*
- *Establishing an Academic Help Desk*
- *Expanding undergraduate research and establishing the IDEA Center in support of the Quality Enhancement Plan*

➤ **Enhance engagement, sense of belonging, and wellbeing**

Example actions include:

- *Supporting students' health and wellbeing*
- *Establishing a basic needs network*

➤ **Enhance support for graduate students**

Example actions include:

- *Providing on-campus housing for graduate students*
- *Expanding stipends to support graduate students*

➤ **Enhance career readiness and post-graduation success**

Example actions include:

- *Expanding experiential, career, and community engaged learning activities*
- *Developing college specific success centers*
- *Expanding study abroad opportunities*

➤ **Create organization and infrastructure to support student success**

Example actions include:

- *Creating a Student Success Center*
- *Adopting and implementing a student success data management software platform*
- *Establishing a One-Stop Center*
- *Delivering seamless onboarding experience for new undergraduate students and family members*

ADVANCING ACADEMIC EXCELLENCE

By addressing key drivers of academic excellence including increasing enrollments, offering new and redesigned academic programs that fulfill critical needs and promote student success and career readiness, enhancing graduate education and comprehensive internationalization, and recruiting and retaining a talented, diverse, and motivated faculty. Academic excellence is foundational to Texas State University's impact, reputation, and contributions, including to the state's plan for higher education, Building a Talent Strong Texas.

Related Initiatives

➤ **Increase enrollment among international, transfer, online, and graduate students**

Example actions include:

- *Implementing a comprehensive review of current recruitment practices at Texas State and at peer and aspirant institutions*
- *Assessing and implementing financial aid award and scholarship optimization strategies*
- *Implementing insightful new and improved recruitment practices to increase international, transfer, online, and graduate student enrollments*

➤ **Offer new and innovative academic programs that meet the economic and cultural needs of the state and promote student success**

Example actions include:

- *Offering new and redesigned academic programs, driven by stakeholder needs, long-term value and dedicated efforts to integrate innovative curricula and transformational learning experiences for student success*
- *Providing responsive pedagogy and program delivery models that address the learning needs of diverse students and promote career readiness, marketable skills, and workforce development*

➤ **Increase the footprint of graduate education and implement comprehensive internationalization**

Example actions include:

- *Enhancing graduate education and internationalization through academic program development, curricular revision and expansion, enhanced research opportunities, targeted services and support networks, and engagement opportunities*
- *Interrelating graduate education and comprehensive internationalization to ensure a world class education and strengthen institutional reputation*

➤ **Invest in faculty excellence by increasing the capacity, diversity, and development of all faculty**

Example actions include:

- *Investing in faculty excellence including strategies to successfully recruit and retain a diverse, talented, and motivated faculty*
- *Providing faculty capacity to meet strategic needs*
- *Offering competitive compensation, workloads, and career paths*
- *Bolstering the recognition and development of all faculty and their roles and contributions to the mission of Texas State*

EXPANDING DISCOVERY, INNOVATION, CREATIVITY, AND RESEARCH

By advancing research excellence as measured by national standards by supporting and growing research, scholarship, creative activity, innovation, and discovery that impact the state, nation, and world.

Related Initiatives

➤ **Position Texas State University to achieve R-1 status**

Example actions include:

- *Accelerating the “Run to R1” by implementing strategies to meet or exceed the metrics that are most important in achieving R1 status such as the annual number of research doctoral graduates, research expenditures, and doctorates awarded*
- *Establishing timeline and prioritizing the use of resources to meet R-1 status*
- *Streamlining the process of engaging in research and reducing the administrative burden on researchers*
- *Targeting and securing multi-year and multimillion dollar awards*
- *Expanding interdisciplinary teams and community participatory applied research*

➤ **Enhance the intellectual property (IP) portfolio and engagement with industry**

Example actions include:

- *Establishing infrastructure to identify and manage IP portfolio*
- *Creating service-learning opportunities for student researchers to help PIs complete IP processes and documentation*
- *Increasing outreach to potential inventors and innovators across disciplines*

ENRICHING INCLUSION AND COLLABORATION

By providing diverse and inclusive opportunities and experiences that encourage engagement; elevating the importance of a shared holistic commitment to diversity, inclusion, equity, and accessibility; and ensuring that all community members know they belong.

Related Initiatives

➤ **Increase engagement in diversity, inclusion, equity, and accessibility activities and events**

Example actions include:

- *Creating activities, programs, and events that support cultural relevancy, identity development and social consciousness*
- *Providing opportunities to spotlight inclusive engagement in faculty research steeped in diversity, equity, inclusion, and accessibility best practices*
- *Participating in professional development including DEIA courses, group activities and events at the individual, departmental, college, and division level*

➤ **Expand diversity, inclusion, equity, and access accessibility practices**

Example actions include:

- *Inspiring and informing change in policies, practices, and operations through the encouragement of students, faculty, and staff to utilize self-reflections, feedback, and other data*
- *Providing additional venues to ensure student, faculty, and staff “voices” are heard*
- *Integrating best practices in universal design as an inclusive practice across the institution impacting student services, academic settings, libraries, admissions, registrar, advising, career services tutoring, learning centers, student organizations and employment*

➤ **Improve student, faculty, staff, and constituent’s perceptions of Texas State University as an inclusive institution**

Example actions include:

- *Responding in a timely, informed, engaging, and culturally relevant manner to social injustices unfolding on the world stage, as well as communication and inquiries communicated through social media and other platforms*
- *Recruiting and retaining diverse talent for positions at all levels to ensure that diverse perspectives are included in all aspects of decision-making*
- *Highlighting Hispanic Serving Institution (HSI) status initiatives and provide data snapshots of student, faculty, and staff demographics*
- *Increasing awareness regarding diverse backgrounds and cultural understanding to add to faculty and staff’s diversity, inclusion, equity, and accessibility skill set*

DEVELOPING INFRASTRUCTURE AND RESOURCES

By supporting our people in safely and boldly pursuing the university’s strategic success through diligent stewardship of facilities, services, infrastructure, programs, and resources.

Related Initiatives

➤ **Ensure Texas State University is an employer of choice**

Example actions include:

- *Strengthening employment and hiring policies, practices, compensation targets, and cultural factors to improve Texas State’s ability to attract and retain employees*
- *Implementing benefits enhancements to enrich employee well-being, sense of belonging, and job satisfaction*
- *Completing and maintaining accurate and appealing Position Descriptions and establishing market-based compensation targets for all staff positions*

➤ **Provide infrastructure befitting an R1 university**

Example actions include:

- *Formalizing processes for proactively identifying and prioritizing facilities maintenance and renovation needs*
- *Streamlining and consolidating the differing processes for requesting, managing, and tracking facilities projects into a single process*
- *Identifying and implementing technology and information resources, and administrative capabilities consistent with best practices from institutions at the R1 level*

➤ **Reduce excessive and unnecessary administrative burden**

Example actions include:

- *Conducting recurring listening sessions, surveys, online submissions, and other methods*
- *Continuously reducing administrative burdens and strengthening administrative process throughout the university considering the cost and effort related to implementation*
- *Improving efficiency and reducing time required to complete administrative processes*

➤ **Pursue innovative approaches to revenue generation and budgeting**

Example actions include:

- *Developing business models for generating additional student credit hours of instruction outside of our traditional model*
- *Making investments and leveraging partnerships outside of the university's core mission that can add to the revenue base*
- *Investigating and implementing opportunities for cost-neutral benefits, enhancements, and services*