

2023-2029 UNIVERSITY PLAN

**HOPES AND
ASPIRATIONS HIGH**



MEMBER THE TEXAS STATE UNIVERSITY SYSTEM



MESSAGE FROM THE PRESIDENT



Kelly Damphousse

As we embark on a new University Plan, I hope you share my excitement for what's ahead and what we can accomplish together. Your hard work over the past several years has positioned us to soar to even greater heights in the years ahead.

Based on a lyric in our alma mater, "*O, Alma Mater, set upon the green hills, with turrets pointing upward to the sky, we yield to thee our love and our devotion; mother of hopes and aspirations high,*" our *Hopes and Aspirations High* vision reflects our noble, higher calling to keep students at the heart of all we do. It captures the potential and promise ahead for them and for those of us who have made

helping students succeed our life's work. The *Hopes and Aspirations High* vision serves as the foundation for Texas State University's 2023-2029 University Plan.

The 2023-2029 University Plan guides us to our envisioned future to better serve the workforce needs of Texas, to increase access to higher education, and to deliver a quality education. It builds on the momentum we have experienced, leads us toward achieving the *Hopes and Aspirations High* vision, and provides a path for elevating student success and running to Carnegie R1 status. The plan also reflects our commitment to increasing student enrollment, expanding the Round Rock Campus, and becoming an employer of choice.

Specifically, the 2023-2029 University Plan articulates our mission, shared values, goals, and initiatives. It plays an invaluable role in directing our actions and leading the university toward continued success. The goals of supporting student success; advancing academic excellence; expanding discovery, innovation, creativity, and research; enriching community, collaboration, and partnerships; and developing infrastructure strategically shape our future actions.

I look forward to working with my outstanding TXST colleagues to successfully pursue our strategic goals and make our *Hopes and Aspirations High* a reality.

Kelly Damphousse
President
Texas State University

The following pages provide an overview of the main components of our University Plan. You can view the entire 2023-2029 University Plan on our website.



www.president.txst.edu/strategic-vision

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Current as of February 10, 2026



OUR MISSION

TXST is a public, student-centered research institution dedicated to excellence, discovery, and innovation. We create new knowledge, embrace a diversity of people and ideas, foster cultural and economic development, and inspire our students to participate fully and freely in the communities of Texas, the nation, and the world.

OUR SHARED VALUES

Teaching and learning based on research, student needs, and the free exchange of ideas in a supportive environment;

Research and creative activities that encompass the full range of academic disciplines;

Meaningful student engagement built on active involvement, accessibility, and intentional educational experiences;

The cultivation of a university community that consistently practices integrity, civility, compassion, respect, and a shared commitment to creating a sense of belonging across unique communities;

Dedication to service and leadership for the public good;

Responsible stewardship of our resources and environment; and

Continued reflection and evaluation to ensure that our strengths always benefit those we serve locally and globally.



THE FOUNDATION

In 2023, we launched *Hopes and Aspirations High*, our ambitious vision for TXST's future, with five bold strategic imperatives — elevate student success, Run to R1, increase enrollment, grow the Round Rock Campus, and become an employer of choice. And we immediately took action to speed TXST toward these goals.

EXAMPLES OF PROGRESS

- Created a new Division of Research to lead the Run to R1, made targeted investments in our research enterprise to recruit 100 additional Ph.D. students to our current doctoral programs and add 50 new post-doctoral researchers.
- Welcomed a new Vice President for Global to expand our online, international, and regional presence, and a new Vice President for the Round Rock Campus to transform how the Round Rock Campus serves its students and the greater region.
- Started the process to update our university budget model and established two task forces, comprised of faculty, staff, and administrators, to engage in focused academic and organizational reviews.
- Created a new Division of Student Success and added a new technology platform, EAB Navigate, to streamline day-to-day work and coordinate a holistic, effective approach to student success.
- Submitted 11 new doctoral program proposals to the Texas Higher Education Coordinating Board.
- Granted faculty course releases to support a greater focus on research, increased graduate student tuition scholarships, and invested more than ever in student success and research growth.
- Invested more than \$17 million in new funding for our existing employees in 2023, which is double what we have ever invested in a single year, for staff and faculty raises, new positions, cost of living increases, and new benefit programs.
- Created a process of introducing new titles and ranks for qualified instructional faculty members to have a pathway to promotion.



OUR GOALS

1. Elevate Student Success
2. Run to R1
3. Increase Enrollment
4. Grow the Round Rock Campus
5. Become an Employer of Choice

METRICS

Achieve R1 Carnegie classification by 2027

50,000
students enrolled across all locations and modalities

10,000 students served by the Round Rock Campus, making it the third largest university campus in the Austin Metropolitan Area

Increase first-time, full-time retention rate from

78% to 85%

Increase first-time, full-time 4-year graduation rate from

36% to 45%

Increase first-time, full-time 6-year graduation rate from

56% to 65%

10,000

students enrolled online



1. ELEVATE STUDENT SUCCESS

Create a holistic student success mechanism that gives every Bobcat the opportunity to reach their full potential.

INITIATIVES

- Expand efforts supporting academic preparedness and excellence.
- Strengthen student engagement, sense of belonging, and well-being.
- Increase support for graduate students.
- Enhance career and post-graduation success.
- Build student success infrastructure.

EXAMPLES OF PLANNED ACTIVITIES

- Lead the implementation and adoption of the student success technology platform, and create a culture focused on student success support and initiatives guided by data analytics.
- Implement an undergraduate academic advising infrastructure fueled by cross-division collaboration, actionable intelligence, growth opportunities, and pivotal interventions that promote student academic success and engagement.
- Enhance and streamline the new student and family onboarding experience.
- Provide more students with scholarships and resources to facilitate college entry and retention.
- Provide tuition support to graduate students on assistantships.
- Develop and implement a targeted communications campaign that delivers “just in time” information and interventions to current students and their families to improve retention and persistence rates.
- Increase the number of, and participation in, internship and co-op opportunities that support student career exploration, career readiness, and post-graduation success.
- Promote a culture of health and well-being that considers a student’s holistic development and facilitates decision-making to enhance individual success.



2. RUN TO R1

Grow our research enterprise to power world-class innovation and achievement.

INITIATIVES

- Position TXST to achieve Carnegie R1 status by 2027.
- Target and secure multiyear and multimillion-dollar awards to increase and diversify the university's research portfolio.
- Enhance the university's intellectual property portfolio and commercialization efforts.
- Build relationships with private sector, industry, government, and educational partners.

EXAMPLES OF PLANNED ACTIVITIES

- Recruit research groups of excellence, including National Academy members, to TXST.
- Reach key growth indicators to obtain R1 status and to align with the Texas University Fund (TUF) objectives, including bringing federal dollars into the state:
 - Increase the number of Ph.D. programs to 40; the number of Ph.D. graduates to 125 per year; and the number of postdoctoral researchers to 150.
- Expand research operations, research development, and research innovation across all campuses of TXST.
 - Double the footprint of STAR Park in San Marcos, build a life sciences incubator on the Round Rock Campus, and construct an energy incubator at TXST's Mueller Ranch.
- Establish and grow a core research facilities fund.
- Expand research computing capabilities.
- Provide resources to increase research staff with Ph.D.s and conferred doctoral degrees.
- Institutionalize a new promotion-eligible instructional faculty title series that honors the critical role of teaching faculty at an R1 institution, beginning in FY 2025.
- Strengthen research capabilities and teaching support with endowed professorships and chairs.



3. INCREASE ENROLLMENT

Ensure engagement, expand capacity, and cultivate instruction.

INITIATIVES

- Increase enrollment at all levels with emphasis on expanding the number of international, transfer, online, and graduate students.
- Offer new and innovative academic programs that meet the economic, work force, and cultural needs of the state.
- Increase retention efforts.
- Invest in faculty excellence by increasing the capacity and development of all faculty.

EXAMPLES OF PLANNED ACTIVITIES

- Develop new and enhance existing doctoral programs and add new baccalaureate and master's programs.
- Accelerate degree velocity by removing barriers.
- Construct new campus residential facilities to expand total bed capacity.
- Implement an integrated marketing and public relations campaign that advances TXST's efforts to meet the established enrollment goals.
- Engage key partners and pursue strategies to drive enrollment and impact, including:
 - Adding hybrid four-year programs with community colleges.
 - Partner with an online program management company to scale up online degree program offerings.
 - Expanding international recruitment in Southeast Asia, Mexico, Latin America, and Africa.



4. GROW THE ROUND ROCK CAMPUS

Build a bold future for Central Texas: A destination campus for learning, innovation, and workforce impact.

INITIATIVES

- Elevate Round Rock’s academic identity and expand high-demand program offerings.
- Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus.
- Strengthen the student experience and support ecosystem to enable retention and engagement.
- Build regional partnerships and infrastructure to grow enrollment, community presence, and workforce pipelines.

EXAMPLES OF PLANNED ACTIVITIES

- Launch targeted new degrees, certificates, and professional upskilling programs aligned with regional workforce needs.
- Expand academic support infrastructure by increasing course availability, tutoring, supplemental instruction, and writing center capacity at the Round Rock Campus.
- Build a signature Round Rock Campus student engagement series—including Welcome Week, Homecoming, and Family Weekend events—designed to create a strong campus identity and sense of community.
- Execute a regional marketing and communications strategy to elevate the Round Rock Campus brand and attract new students through targeted digital campaigns, personas, and media partnerships.
- Establish a Round Rock Industry Partner Advisory Board and secure at least three workforce partners per degree program to strengthen pipelines and experiential learning opportunities.
- Advance Round Rock Campus infrastructure expansion, including Esperanza Hall, the sport court, increased health and counseling services, and planning for student housing and the next CCAP building, to support campus growth to 10,000+ students served.



5. BECOME AN EMPLOYER OF CHOICE

Empower people, elevate culture: A workplace where Bobcats thrive.

INITIATIVES

- Build a culture of belonging, recognition, and professional growth.
- Invest in competitive compensation, benefits, and workplace flexibility.
- Modernize administrative processes and workplace infrastructure to support efficiency and satisfaction.

EXAMPLES OF PLANNED ACTIVITIES

- Implement a comprehensive employee satisfaction strategy that enhances compensation, benefits, professional development, and wellness programs across all divisions.
- Strengthen recruitment, hiring, and retention by streamlining hiring processes, improving onboarding, and reducing average time-to-fill to 60 days.
- Expand professional development, leadership pathways, and recognition programs for faculty and staff, including tailored advisor career pathways, faculty award support, and division-specific leadership training.
- Enhance workplace flexibility and support services, including remote work policies, space standards, parking improvements, and campus beautification, to cultivate a modern, employee-centered environment.
- Improve administrative efficiency and customer service by simplifying policies, reducing administrative burden, and participating in the implementation of next-generation ERP systems.
- Strengthen internal communications and employee engagement through branded tools, coordinated messaging, employee appreciation events, and expanded opportunities for staff to be heard and connected.



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