

**Texas A&M University-Kingsville**

# **Academic Strategic Plan**

**Division of Academic Affairs**



**Fall 2009-Spring 2015**

## **Introduction**

This Academic Strategic Plan defines the intended progress to be achieved by the Division of Academic Affairs of Texas A&M University-Kingsville during the six-year period including FYs 2010 through 2015. The strategies to be employed in pursuit of this progress will influence and be influenced by personnel and budgetary decision-making within the division and beyond. Conceptually, this plan is our roadmap, communicating to our stakeholders what we intend to do, how we intend to do it, and how we will gauge the success of the Division. The plan is a living document, intended to be updated as deemed appropriate.

The Provost/Vice President for Academic Affairs directs the Division of Academic Affairs. He is assisted by associate vice presidents, an associate provost and a professional staff. The Provost also directs the college deans, who in turn direct the teaching, research, and service missions within the seven colleges of the university, namely: Agriculture, Natural Resources and Human Sciences; Arts and Sciences; Business Administration; Education; Engineering; Graduate Studies; and University College. The mission of the Division is to “provide leadership in developing and maintaining quality academic programs and support services that contribute to achievement of the University mission.”

The university strategic plan (Vision 2012) identifies the university’s mission, goals and objectives. The university mission is to “develop well-rounded leaders and critical thinkers who can solve problems in an increasingly complex, dynamic and global society. Located in South Texas, the university is a teaching, research and service institution that provides access to higher education in an ethnically and culturally diverse region of the nation. Texas A&M University-Kingsville offers an extensive array of baccalaureate and master's degrees, and selected doctoral and professional degrees in an academically challenging, learner-centered and caring environment where all employees contribute to student success.”

In support of this mission, the university goals (aka *imperatives* in TAMUS terminology) are to:

1. Broaden the base of productive and educated citizens,
2. Enhance student learning through civic, professional and research engagement,
3. Support the development and maintenance of nationally prominent undergraduate, graduate and professional programs,
4. Promote the development of scholarly, research and creative activities that are nationally recognized, and
5. Provide a learner-centered environment in which the contributions of students, faculty and staff are valued.

## **Planning Processes**

The strategic planning process began with a dry-run training exercise conducted among members of the Academic Council. Following that session, deans and faculty members selected from each college formed a 36-member committee, divided into seven subcommittees, each chaired by a college dean or the President of the Faculty Senate. On March 10, 2009, the committee met in a day-long planning session in which each subcommittee focused on one or two specific objectives

of the academic plan. The objectives addressed were those identified and aligned with goals in the university strategic plan. Results of that session were shared at the conclusion of the committee meeting, then were compiled and edited into a rough draft document. That document was refined during several sessions of Academic Council meetings. Drafts were returned for comment to the larger 36-member committee on two occasions, after which additional changes suggested by the larger committee were reexamined and debated in Academic Council meetings. On October 7, 2009, the seventh draft of the plan was circulated to the Faculty Senate and to the Council of Chairs for comment. On November 3, 2009, the Academic Council considered amendments proposed by the faculty, most of which were ratified. The Council then voted to approve the document as amended and to forward it to the Provost. After the university leadership team received training in planning procedures through the Society for College and University Planning (SCUP), the Academic Strategic Plan was revisited. An additional planning process based on the SCUP model was performed on February 18 and 19, 2010. These two half-day planning sessions were attended by members of the Academic Deans' Council and four invited guests, including a student and a representative of the Staff Council. The body performed SWOT and gap analyses, and considered goals, strategies, and assessment measures related to new programs, research and service initiatives, infrastructure, and alignment of academic service units. Following an editing session with the Academic Council, the products of these sessions were incorporated into the official Academic Strategic Plan.

### **Plan Structure**

The following tables outline the strategies, assessment measures, expected measures of success, responsible parties, and timelines required to achieve the objectives identified by the Division of Academic Affairs. For consistency with the Texas A&M System terminology, *goals* set by the university are understood for the purposes of this document to be the equivalent of the concept TAMUS refers to as *imperatives*. Consistent with TAMUS terminology, *goals* identified in this document are specific expected outcomes such as SCUP and other organizations might refer to as *objectives*. In this document each goal is specifically aligned with one of the five university imperatives. Goals 1.1 through 1.4 correspond to Imperative 1; Goal 2.1 corresponds to Imperative 2. Similarly, Strategy 1.1.1 corresponds to Goal 1.1 and so forth.

**Goal 1.1: Enrollment of 7,500 students by 2015.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
1.1.1. Redesign first-year experience for new students	Development of new Freshman Seminar model with department level flexibility	Model is developed	Provost, Deans, Academic Council	1 year	
1.1.2. Maintain currency of 2+2 and joint enrollment programs	Currency of 2+2 and joint enrollment programs	All programs updated and published in catalog	Deans, Registrar	Yearly	
1.1.3. Increase scholarship support for students	% of designated tuition increase allocated to continuing student scholarship program	5 % allocated for this purpose	President, PC	1 year	
	Value of Presidential Scholarships	5% increase annually	VPEM	Yearly	
	Value of Presidential Gold Scholarships	5% increase annually	VPEM	Yearly	
	Number of \$1000 graduate scholarships	Increase by 50	Provost, VPFA	6 years	
	Number of grad/doctoral assistantships	Increase by 2 per year	Provost, VPFA	Yearly	
1.1.4. Colleges develop and implement college recruitment action plan	Implementation of plan	Plan is implemented	Provost, VPEM, Deans	Fall 2010	

**Goal 1.2: Timely achievement of students' goals.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
1.2.1. Enhance academic advising	Ratio of students to professional advisors	No more than 225 students to 1 professional advisor	Deans	6 years	
	Ratio of undergraduate majors to faculty	No more than 30 students per faculty advisor	Deans, Chairs, Faculty	2 years	
1.2.2. Improve web site functionality	Appointment of a webmaster for each college	Staff webmaster is appointed for each college	Deans	50% in 1 year; 100% in 2 years	
1.2.3. Increase scholarships for Honors students	Scholarship funds earmarked for Honors students	\$150,000 in Honors scholarships	Provost, Deans, Program Director, Faculty	2 years	
1.2.4. Improve scheduling	Course enrollment aligned with room capacity or pedagogical necessity	Decrease in requests to move classes or lift course caps	Chairs	50% in 2 years; 100% in 6 years	
	Posting of two-year course rotations on college websites	Course rotations for all courses are posted	Deans, Chairs	80% in 1 year; 100% in 2 years	
	Increase afternoon course offerings	20% of lectures are scheduled between 2 pm and 5 pm	Provost, Deans, Chairs	18% in 2 years; 20% in 4 years	

**Goal 1.2: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
1.2.5. Expand and diversify methods of delivery of courses	Number of courses offered online	5% increase in number of courses online per academic year	Provost, Deans, Chairs, Faculty	Yearly	
	Identification of degree programs to be offered online	One new online program is identified per year	Provost, Deans, Chairs, Faculty	Yearly	
	Successful offering of evening or weekend courses	8% increase in course enrollment in evenings and/or weekends	Provost, Deans, Chairs, Faculty	Yearly	
1.2.6. Implement provisional admission policy and department-level retention rewards policy	Percentage of first-time full-time freshmen retained to their sophomore year	70% retention	Provost, Deans, Chairs, Faculty	6 years	

**Goal 1.3: Access to higher education in South Texas through collaboration with high schools, colleges and universities in the region.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
1.3.1. Implement targeted recruiting approach for community college transfers and dual enrollment students	Number of community college transfer students	Increase in enrollment from community college transfers by 2%.	VPEM, Provost, Faculty	1 year	
	Number of dual enrollment students	Achieve 300 dual enrolled students	VPEM, Provost, Faculty	5 years	

**Goal 1.4: Positive public awareness and interest in the university.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
1.4.1. Improve college and departmental contact with alumni	Numbers of activities and contacts with alumni groups	Increase in numbers of activities and contacts involving alumni groups by 2 activities per year	Deans, Chairs, Faculty, Alumni Affairs	Yearly	
	Compilation of college and department alumni lists	Alumni lists are compiled	Deans, Chairs, Faculty, Alumni Affairs	Yearly	
	Organization of alumni groups	75% of academic departments and colleges have organized alumni groups	VPIA, Deans, Chairs, Faculty, Alumni Affairs	6 years	

**Goal 2.1: Improved student learning opportunities both inside and outside the classroom.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
2.1.1. Expand study abroad opportunities	Development of plan to expand study abroad programs	Plan is developed	ISP Director, Deans	1 year	
	Funds available for study abroad	Funds increase by 10%	Dir of Int Progs, Deans, Chairs, Faculty	Yearly	
	Inclusion of study abroad in curriculum	5 programs include study abroad	Deans, Chairs, Faculty	6 years	
	Number of graduating students who have studied abroad	10% of graduating students	Dir of Int Progs, Deans, Chairs, Faculty	6 years	
	Membership in National Student Exchange	TAMUK maintains active membership	Provost, Deans	2 years	



**Goal 2.1: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
2.1.2. Provide greater student engagement opportunities	Development of plan for sustainable QEP student-engagement concept	Plan is developed	AVPAA, QEP Committee, Deans	1 year	
	Undergraduates engaged in research activities	30% of undergraduates engage in research	AVP-R&GS, Deans, Chairs, Faculty	Yearly	
	Students engaged in internships	10% annual growth	Career Services, Chairs, Faculty	Yearly	
	Students engaged in service learning	10% annual growth	Deans, Chairs, Faculty	Yearly	
	Establishment of Service Learning Office	Office is established	President, VPFA, Provost	3 years	
	Students engaged in course-based community improvement	10% annual growth	Deans, Chairs, Faculty	Yearly	

**Goal 3.1: Maintenance and establishment of academic programs of the highest quality.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
3.1.1. Increase student success on licensure exams	% of students passing licensure exams	Pass rate meets or exceeds state standards	Chairs, Faculty	3-6 years	
3.1.2. Establish an Honors College	Establishment of Honors College	Honors College is established	Provost	1 year	
	Number of Honors students	Double the number of Honors students	Provost	5 years	
3.1.3. Provide support to facilitate faculty excellence	Percentage of faculty with competitive salaries	80% of faculty meet or exceed CUPA averages	VPFA, Provost, Deans	3-6 years	
	Amount of President's travel funds for faculty	20% annual increase	President, Provost, Deans	Yearly	
	Percentage of new faculty with research start-up packages	100% of new faculty receive research start-up packages	Provost, AVP R&GS, Deans	3-6 years	
3.1.4. Assess and evaluate student learner outcomes	Number of programs following SLO assessment plans	100% of programs assess and evaluate SLOs	AVPAA, Deans, Chairs, Faculty, Assessment com.	3 years	
	Core curriculum assessment of SLOs	Core curriculum assessment processes are established	AVPAA, Deans, Chairs, Faculty, Assessment com.	2 years	
3.1.5. Enlist external reviewers for cyclic program reviews	Number of programs using external reviewers	100% of programs use external reviewers in normal review cycle	Provost, Deans, Chairs	Yearly	

**Goal 3.1: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
3.1.6. Increase number of accredited programs	Number of accredited programs	3 programs gain accreditation	Provost, Deans, Chairs, Faculty	6 years	
3.1.7. Recruit high quality students	Mean ACT score of incoming students	Mean ACT score increases to 20	Deans, Chairs, Faculty	19 in 3 yrs, 20 in 6 yrs	
3.1.8. Perform feasibility studies for adding and deleting programs	Performance of feasibility studies	Study is completed	Provost, Deans, Chairs, Faculty	2 years	
		Study is revised		5 years	
3.1.9. Establish new doctoral programs	New doctoral programs in Engineering, Pharmaceutical Studies, Bilingual Ed. (online), or Criminal Studies/ Forensics	Two new programs are developed and approved	Provost, Deans, Chairs, Faculty	6 years	
3.1.10. Establish new master's programs	New master's programs in Environmental Mgmt., Pharmaceutical Studies, Criminology, Political Science/History (online), Bilingual Ed. (online), Industrial Mgmt. (online), Student Personnel Mgmt., Criminal Studies/ Forensics, Physician Assistance, or Nursing.	Five new programs are developed and approved	Provost, Deans, Chairs, Faculty	6 years	

**Goal 3.1: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
3.1.11. Establish new baccalaureate programs	New baccalaureate programs in Energy Systems, International Perspectives, Natural Gas Engineering, Environmental Science, Pharmaceutical Studies, General Studies, Criminal Justice, Veterinary Technology, Software Engineering, Information Security, Sustainable Business, Public Administration, or Nursing	Six new programs are developed and approved	Provost, Deans, Chairs, Faculty	6 years	
3.1.12. Revise degree programs	Revision of B.S. in Architectural Engineering, B.S. in Environmental Engineering, B.B.A. in International Business, Ph.D. in Hispanic Studies, BAAS (online PSYC/SOCI/HSCI), B.S. in Physics, B.S. in Recreation Mgmt. (within Sports Mgmt.), B.S. in Computer Science	All identified programs meet or exceed THECB productivity standards	Deans, Chairs, Faculty	6 years	

**Goal 3.2: Maintenance and establishment of support services of the highest quality.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
3.2.1. Incorporate technology across the curriculum	Development of plan to provide pedagogical technology upgrades to specific classrooms	Plan is developed	CIO, Deans, Chairs	1 year	
	Availability of smart technology, videos, audio equipment, etc. in classrooms	Classrooms receive technology upgrades according to the plan	CIO, Provost	3 years	
	Faculty training in the use of technology	All new faculty are able to incorporate technology into their curriculum	Deans, Chairs, Faculty, CTE, CDLIT	3 years	
	Development of comprehensive technology plan	Plan is developed	CIO, Provost	2 years	
3.2.2. Increase resources in the Library	Number of electronic library resources accessible	Access is provided to additional full text online resources such as JSTOR	Library Director, Provost	2 years	
	Number of uses of electronic library resources	5% annual increase	Faculty	Yearly	
	Funding for new book acquisition	\$95,000 is allocated for books	Provost, Library Director	Yearly	

**Goal 3.3: Outstanding administrative support for academic programs and support services.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
3.3.1. Improve support for department chairs	Department chair compensation	Chairs compensated in summer for admin duties with option to teach for additional salary	Provost, VPFA	Summer 2011	
3.3.2. Provide mentoring or training for new academic administrators	Participation in administrator mentoring or training	All new administrators receive mentoring or training	Provost, Deans	1 year	

**Goal 4.1: Increased funding for research and development.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
4.1.1. Use indirect cost recovery for faculty start-up funds	% of indirect cost recovery available for start-up funds	10% or more of indirect cost recovery available for start-up	Provost, VPFA, Deans	2 years	
4.1.2. Apply for external funds	Number of proposals submitted	25% increase in proposal submissions	AVP-R&G, ORSP, Faculty	10% in 2 years, increasing to 25% in 6 years	
4.1.3. Increase external grant funding	Grant dollars awarded annually	10 million dollar growth	AVP-R&G, Deans, Chairs	6 years	
4.1.4. Use indirect costs to promote research and development	Availability of indirect cost funds for R&D	60% of indirect funds available for R&D	AVP-R&G, Deans, Chairs	6 years	
4.1.5. Encourage donors to designate gifts for R&D	% donated dollars designated for R&D	20% of donated dollars designated for R&D	President, VPIA, Deans, Faculty	6 years	
	Number of endowed professorships	Establishment of 5 more endowed professorships established	President, VPIA, Deans, Faculty	6 years	
4.1.6. Increase funding for internal seed grants	Dollars available annually for seed grants	\$200,000 available for seed grants	Provost	1 year	
4.1.7. Increase number of internal seed grants	Number of internal seed grants offered annually	20 grants awarded	Provost, AVP-R&G	1 year	
4.1.8. Increase partnerships with other research institutions	Number of grants resulting from partnering with other research institutions	10% annual growth	AVP-R&G, Deans, Chairs, Faculty	Yearly	

**GOAL 4.1: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
4.1.9. Increase funding from HSI granting sources	Number of HSI grant dollars acquired	HSI grant dollars increase by 10%	AVP-R&G, Deans, Chairs, Faculty	Yearly	



**Goal 4.2: National recognition for faculty and staff and their scholarly work.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
4.2.1. Increase publications and other scholarly outputs	Number of publications or other scholarly/creative works	5% increase	Deans, Chairs, Faculty	Yearly	
4.2.2. Increase numbers of fellows and/or fellowships	Number of fellows named and/or fellowships awarded	5 more faculty members named fellows or awarded fellowships	Deans, Chairs, Faculty	6 years	
4.2.3. Become the literary and artistic center for south Texas	Number of guest artists, authors and musicians presenting on campus	Number of guest presenters increases 10% per year	Provost, Dean of A&S, Chairs, Faculty	Yearly	
	Number of attendees at events with guest artists, authors and musicians	Number of attendees increases 10% per year	Chairs, Faculty	Yearly	
	Designation by Texas Commission of the Arts as a “Cultural Designated District”	University receives designation	Chairs, Faculty	6 years	

**Goal 4.3: Expanded research and development infrastructure.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
4.3.1. Develop fund for maintaining research equipment	Adequacy of funds	\$200,000 designated for equipment maintenance	Provost, AVP-R&GS	50% 1 yr; 100% 4 yr	
4.3.2. Encourage research related to economic development	Research funding from industry	Funding from industry increases 50%	Deans, Chairs, Faculty	6 years	
4.3.3. Establish a business incubation function	Establishment of business incubation function and personnel	Business incubation role is established	Provost, AVP-R&G, Deans	3 years	
4.3.4. Establish office for hosting conferences	Establishment of conference office	Conference office is established	Provost, AVP-R&GS, VPSA	3 years	
4.3.5. Provide professional grant writer	Acquisition of grant writer in Office of AVP-R&GS	One grant writer is hired	Provost, AVP-R&G	2 years	

**Goal 5.1: Learner-centered environment.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
5.1.1. Establish development programs for faculty regarding best practices in effective teaching	New faculty mentoring with senior faculty	All new faculty are assigned a senior mentor	Chairs	1 year	
	Second-year training for new faculty	All new faculty receive second year of in-service training	Chairs, CTE	2 years	
5.1.2. Develop appealing and functional learning spaces	Development of appealing and functional learning commons	One learning common developed in classroom buildings and the library	Deans, Provost	3 years	
	Availability of tutors	Tutoring available in each learning common	Deans, Chairs	4 years	
	Growth of living/learning communities	Creation of living/learning communities as indicated by survey	Provost, Deans, Chairs, VPSA	Survey 1 yr; begin 2 yr 2; complete 6 yr	
	Availability of adequate space for supplemental instruction	Sufficient space is transferred to SI	Provost, Dean of University College	2 years	
5.1.3. Perform a feasibility study of reorganization of academic departments and service units	Performance of study	Study is performed	Provost, Deans, Chairs, Faculty	2 years	

**Goal 5.1: (continued)**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>EXPECTED MEASURE OF SUCCESS</b>	<b>RESPONSIBLE PARTY</b>	<b>TIMELINE</b>	<b>DONE</b>
5.1.4. Recognize outstanding students, faculty, staff, and alumni	Establishment of teaching, research, service awards	Awards are established	Provost, Deans, Chairs	1 year	
	Establishment of student and faculty achievement wall in MSUB	Posting pictures or plaques in MSUB	VPSA, Provost	1 year	
	Establishment of college honor wall	Posting pictures of special achievers	Deans, Chairs	1 year	
	Establishment of Web honor site	Posting pictures of special achievers on the Web	Deans, Chairs VPIA	1 year	
	Establishment of web-based "Focus on Folks"	Web site is developed	Provost, Deans, Chairs	1 year	
5.1.5. Construct facilities to support student learning	Construction of a theater/performing arts center, music building, engineering auditorium, shop for ag. mechanics and civil engineering, site for Honors College, kinesiology/athletics building, vet tech building, technology building, Site 55 building, agricultural building, and science building	6 New facilities are constructed	President, VPFA, Provost	6 years	

**APPENDIX 1. Baseline data from academic year 2008-2009, as related to various strategies and assessment measures.**

<b>STRATEGY</b>	<b>ASSESSMENT MEASURE</b>	<b>ACHIEVED IN 2008-2009</b>
1.1.1 – 1.1.4. Increase enrollment to 7,500 students	Kingsville fall semester enrollment	fall 08: 5698; fall 09: 5892
1.1.3. Increase scholarship support for students	Value of presidential scholarships	\$125,000
	Value of presidential gold scholarships	\$14,000
1.2.1. Enhance academic advising	Ratio of students to professional advisors	216 in fall 2008 173 in fall 2009
1.2.3. Increase scholarships for honors students	Scholarship funds earmarked for honors students	\$0
1.2.4. Improve scheduling	Increase afternoon course offerings	15.2% fall 2008 17.5% spring 2009
1.2.5. Expand and diversify methods of delivery of courses	Number of courses offered online	34 in fall 2008 51 in spring 2009 43 in summer 2009
1.2.6. Implement retention policies	% freshman retention	fall 08 to fall 09: 58.9%
1.3.1. Implement targeted recruiting approach for community college transfers and dual enrollment students	Number of community college transfer students	195 in fall 2008 75 in spring 2009
	Number of dual enrollment students	36 in fall 2008 46 in spring 2009
1.4.1. Improve college and departmental contact with alumni	Numbers of activities and contacts with alumni groups	10 receptions
2.1.2. Provide greater student engagement opportunities	Students engaged in internships	84
	Students engaged in service learning	126
3.1.1. Increase student success on licensure exams	% of students passing licensure exams	FE: 70% pass; state goal 93% TExES: 89% pass; state goal 75%
3.1.2. Establish an Honors College	Number of Honors students	109
3.1.7. Recruit high quality students	Mean ACT score of incoming students	18
4.1.3. Increase external grant funding	Grant dollars awarded annually	\$20 million
4.1.5. Encourage donors to designate gifts for R&D	Number of endowed professorships	9
4.1.6. Increase funding for internal seed grants	Dollars available annually for seed grants	\$100,000
4.1.7. Increase number of internal seed grants	Number of internal seed grants offered annually	4
4.2.1. Increase publications and other scholarly outputs	Number of publications or other scholarly/creative works	155 publications listed in 2008-2009 Discovery Magazine
5.1.1. Establish developmental programs for faculty regarding best practices in effective teaching	New faculty mentoring with senior faculty	100%