Texas Southern University

Strategic Plan Mid-point Review
2009-2015

Prepared Spring 2013

Institutional Assessment Planning & Effectiveness

Strategic Goals

<u>Under this mission, the University has identified six strategic goals.</u>

- **<u>Goal 1.</u>** Provide high-quality instruction

- **<u>Goal 2.</u>** Provide basic and applied research

- **<u>Goal 3.</u>** Provide public service

- **<u>Goal 4.</u>** Optimize enrollment of college-ready students to sustain Texas Southern as a high quality university

- **<u>Goal 5.</u>** Ensure steady and significant increases in philanthropy, alumni gifts and participation, as well as private sector donations

- **<u>Goal 6.</u>** Ensure that each administrative unit effectively and efficiently supports the University's mission

Strategic Goals

Under this mission, the University has identified six strategic goals.

- **Goal 1.** Provide high-quality instruction

- **Goal 2.** Provide basic and applied research

- **Goal 3.** Provide public service

- **Goal 4.** Optimize enrollment of college-ready students to sustain Texas Southern as a high quality university

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- **Goal 6.** Ensure that each administrative unit effectively and efficiently supports the University's mission

Goal 1. Provide high-quality instruction

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.2. Improve student performance on professional examinations	Performance on **bar exam,** pharmacy licensure exam, etc.	Improve performance on professional exams by 15%	Chief Academic Officer and academic deans

December 2010 graduates (February 2011, July 2011 Texas Bar);
May 2011 graduates (July 2011 February 2012 Texas Bar); and
August 2011 graduates (July 2011 and February 2012 Texas Bar).

Data Source: Automated Budget and Evaluation System of Texas (ABEST)

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Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
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Law: Texas Bar Passage Rates							
2009	2010	2011	2012	2013	2014	Target	2015
67.27%	76.7%	90.0%	79.2%				77.36%

Data Source: Automated Budget and Evaluation System of Texas (ABEST)

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Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.2. Improve student performance on professional examinations	Performance on bar exam, **pharmacy licensure** exam, etc.	Improve performance on professional exams by 15%	Chief Academic Officer and academic deans

Short Definition: *The percentage of the institution's pharmacy program graduates attempting the licensing examination who pass all parts either before graduation from the program, or within the twelve months immediately following graduation from the program.*

Data Source: Automated Budget and Evaluation System of Texas (ABEST)

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.2. Improve student performance on professional examinations	Performance on bar exam, **pharmacy licensure** exam, etc.	Improve performance on professional exams by 15%	Chief Academic Officer and academic deans

Pharmacy: (North American Pharmacist Licensure Examination) NAPLEX Passage Rates							
2009	**2010**	**2011**	**2012**	**2013**	**2014**	**Target**	**2015**
96.6%	97.5%	98.9%	97.30%				100%

Data Source: Automated Budget and Evaluation System of Texas (ABEST)

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.4. Develop, expand and coordinate on-line courses	Number of courses offered using online format	Increase the number of on-line programs by 4 programs	Chief Academic Officer, Center for E-learning, and academic units

On-line Degree Programs							
2009	2010	2011	2012	2013	2014	Target →	2015
1	2	4	4				5

Data Source: Texas Higher Education Coordinating Board
2009=eMBA, 2010=eMPA, 2011=eMED-Counseling & eMED-Ed. Admin

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.5. Assess student performance upon completion of general education	Measures of student performance on general education assessments	Improve performance on key **Mathematics** and English measures in general education courses by 15%	Chief Academic Officer and academic units

General Education: Mathematics-Course Passage C or Higher							2014-15
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	**Target** →	2014-15
57.1%	53.1%	53.4%	56.1%				65.7%

Data Source: Relational database developed from Banner
Math Core Courses: Math 133, 134, 135, 136

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.5. Assess student performance upon completion of general	Measures of student performance on general education assessments	Improve performance on key Mathematics and **English** measures in general education courses by 15%	Chief Academic Officer and academic units

General Education: English-Course Passage C or Higher							2014-15
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target	2014-15
45.1%	44.7%	52.4%	56.7%				51.9%

Data Source: Relational database developed from Banner
English Core Courses: 131, 132, 2XX

Questions
of Comments?

Goal 2. Provide basic and applied research

Goal 2. PROVIDE BASIC AND APPLIED RESEARCH

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
2.2. Increase the amount of annual research funding	Change in research funding dollars	Increase the amount of **external research funding** by 30% annually	Chief Research Officer and academic units

Research Funding Dollars							
FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	**Target** →	FY 2015
4.49	4.07	9.00	11.4				5.29-14.82

Data Source: Office of Research
Values reported in millions.

Questions
of Comments?

Goal 4. Optimize enrollment of college-ready students to sustain Texas Southern as a high quality university

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person Responsible
4.1. Increase the number of college-ready incoming Freshmen	Number of new students who meet Standards	**Increase the number of incoming students who meet new admission standards by 25%**	Office of Recruitment

2009=High School GPA $\geq$2.0 or above
2010=High School GPA $\geq$2.0 & $\geq$820 on SAT or $\geq$ 17 ACT
2012=High School GPA $\geq$2.5 & $\geq$820 on SAT or $\geq$ 17 ACT

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person Responsible
4.1. Increase the number of college-ready incoming Freshmen	Number of new students who meet Standards	**Increase the number of incoming students who meet new admission standards by 25%**	Office of Recruitment

Admissions Standards							
2009	2010	2011	2012	2013	2014	Target →	2015
87.8%	50.25%	55.2%	46.7%				58.4%

2009=High School GPA ≥2.0 or above; 2010=High School GPA 2.0 and ≥820 on SAT or ≥ 17 ACT, 2012=High School GPA 2.5 and ≥820 on SAT or ≥ 17 ACT

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person Responsible
4.1. Increase the number of college-ready incoming freshmen	Improve college readiness skills during the Summer Academic Academy	Increase the number of students who achieve college readiness by 20%	Student Success Services

College-Ready 1st-time Freshmen							2015
2009	2010	2011	2012	2013	2014	**Target** →	
54%	50%	57%	65.5%				64.8%

Data Source: Relational database developed from Banner
Percent of students NOT required to enroll in developmental education.

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person Responsible
4.1. Increase the number of college-ready incoming freshmen	Increase the number of students participating in the University's freshman orientation course	100% participation by freshman in orientation	Student Success Services

Freshmen Orientation Enrollment							2015
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	**Target** →	
NA	NA	75.7%	81.7%	86.3%			100%

Data Source: Relational database developed from Banner
Percent of 1st-time freshmen enrolled in their 1st year (Fall to Spring Semesters)

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.5. Develop collaborative efforts to increase the proportion of students with a GPA of 2.0 or higher	More strategically address/redress student deficiencies	Increase the proportion of students who successfully complete **Mathematics** and English remedial courses by 20% annually	Office of the Provost Student Success Services

Developmental Mathematics-Course Passage C or Higher							2014-15
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target	67%-72.0%
60.0%	59.9%	56.0%	58.1%				

Data Source: Relational database developed from Banner
Math Core Courses: Math 130, 131

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.5. Develop collaborative efforts to increase the proportion of students with a GPA of 2.0 or higher	More strategically address/redress student deficiencies	Increase the proportion of students who successfully complete Mathematics and **English** remedial courses by 20% annually	Office of the Provost Student Success Services

Developmental English-Course Passage C or Higher							2014-15
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	**Target** ➡	2014-15
64.3%	66.2%	54.9%	59.7%				65.9%-79.4%

Data Source: Relational database developed from Banner
Math Core Courses: English 129, 130

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.5. Develop collaborative efforts to increase the proportion of students with a GPA of 2.0 or higher	Increase the number of first and second year students participating in the peer mentoring program to 80%	Peer mentors will make a minimum of 80% weekly contacts to first and second year students. **Retention will increase to 70% of first year and** second year students	Student Success Services

1st-time Full-time Freshmen-1st Year Students							2014-15
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target →	2014-15
67.0%	61.1%	60.8%	61.4%				70.0%

Data Source: Automated Budget and Evaluation System of Texas (ABEST)

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.5. Develop collaborative efforts to increase the proportion of students with a GPA of 2.0 or higher	Increase the number of first and second year students participating in the peer mentoring program to 80%	Peer mentors will make a minimum of 80% weekly contacts to first and second year students. **Retention will increase to 70% of** first and **second year students**	Student Success Services

1st-time Full-time Freshmen-2nd Year Students							2013-15
2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	**Target** ➡	
42.1%	39.3%	40.1%	40.7%				70.0%

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.6. Improve retention and increase 6-year cohort graduation rates	Higher performing students enrolled; increased SAT, ACT scores	Increase **SAT** and ACT scores of entering freshmen by 15%	Recruiting and Admissions

1st-time Freshmen-SAT Scores							
2009	2010	2011	2012	2013	2014	Target →	2015
810	810	820	820				931.5

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.6. Improve retention and increase 6-year cohort graduation rates	Higher performing students enrolled; increased SAT, ACT scores	Increase SAT and **ACT** scores of entering freshmen by 15%	Recruiting and Admissions

1st-time Freshmen-ACT Scores							2015
2009	2010	2011	2012	2013	2014	**Target** →	2015
16.0	16.0	17.0	17.0				18.4

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.6. Improve retention and increase 6-year cohort graduation rates	Complete the development of the Freshman College	Increase the number of first-time freshmen living on campus to 100%	Student Success Services

On-Campus 1st-time Freshmen							
2009	2010	2011	2012	2013	2014	Target →	2015
49.4%	56.7%	58.7%	56.9%				100%

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.8. Increase the number of international students on campus and enrolled through innovative distance learning programs	Increase in number of international students	Increase the number of international students by 25%	Office of the Provost, International Students' Office, Admissions, and the Graduate School

Undergraduate International Students							
2009	2010	2011	2012	2013	2014	Target →	2015
205 (2.8%)	215 (3.1%)	259 (3.8%)	304 (4.3%)				256 (3.5%)

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.8. Increase the number of international students on campus and enrolled through innovative distance learning programs	Increase in number of international students	Increase the number of international students by 25%	Office of the Provost, International Students' Office, Admissions, and the Graduate School

Graduate International Students								
2009	**2010**	**2011**	**2012**	**2013**	**2014**			**2015**
35 (3.1%)	27 (1.8%)	32 (1.8%)	42 (2.6%)			**Target** →		44 3.88%

Data Source: Relational database developed from Banner

Goal 4. TO OPTIMIZE ENROLLMENT OF QUALIFIED STUDENTS TO SUSTAIN TEXAS SOUTHERN AS A HIGH QUALITY UNIVERSITY

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
4.8. Increase the number of international students on campus and enrolled through innovative distance learning programs	Increase in number of international students	Increase the number of international students by 25%	Office of the Provost, International Students' Office, Admissions, and the Graduate School

Professional International Students							
2009	2010	2011	2012	2013	2014	Target	2015
62 (6.1%)	47 (4.5%)	35 (3.3%)	25 (2.5%)				77.5 7.6%

Data Source: Relational database developed from Banner

Questions
of Comments?

Areas of Additional Focus/Standard Measurements

Goal 2. Provide basic and applied research

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
2.1. Increase the number and quality of scholarly and creative works generated by the faculty and by students	Change in number of books, creative performances, and refereed articles	Increase the number of scholarly and creative works produced by 20% annually	Chief Academic Officer and academic units

Areas of Additional Focus/Standard Measurements

Goal 2. Provide basic and applied research

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
2.6. Engage in research and technology transfer for commercialization	Number of commercially viable projects	Increase in the number of commercialization projects by 4	Chief Research Officer, Intellectual Property Committee, and academic units
	Number of patents	Increase the number of patents and other intellectual property activities by 4	Chief Research Officer, Intellectual Property Committee, and academic units

Areas of Additional Focus/Standard Measurements

Goal 3. Provide public service

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
3.2. Increase the number of continuing education units generated	Continuing education units generated	Number of continuing education units generated by 35%	Office of the Provost, College of Continuing Education, and academic units
	Change in number of certificate and continuing education programs	Increase the number of high quality programs offered that generate continuing education units by 10	Office of the Provost, College of Continuing Education, and other academic units

Areas of Additional Focus/Standard Measurements

Goal 3. **Provide public service**

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
3.3. Integrate service learning into the educational programs of the university	Number of students engaged in internship; number of internship opportunities	Expanded internship and externship placements by 25%	Office of the Provost and academic units
	Increase number of courses incorporating service learning	Increase service learning opportunities through course work by 20%	Office of the Provost and academic units

Questions
of Comments?

Thank you.