

Strategic Plan Final Review 2009-2015

**Prepared Spring 2016** 



# **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
- Goal 5. Ensure steady and significant increases in philanthropy,
   alumni gifts and participation, as well as private sector donations
- Goal 6. Ensure that each administrative unit effectively and efficiently supports the University's mission





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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 <u>bar</u>	Improve	
performance	exam,	performance on	Chief Academic
on professional	pharmacy licensure	professional exams	Officer and
examinations	exam, etc.	by 15%	academic deans



**December 2013 graduates** (February 2014, July 2014 Texas Bar); **May 2014 graduates** (July 2014 February 2015 Texas Bar); and **August 2014 graduates** (July 2014 and February 2015 Texas Bar).

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

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



Law: Texas Bar Passage Rates							
2010	2011	2012	2013	2014			2015
76 70/	00.00/	70.20/	92.69/	90 E0/	Target		77 40/
76.7%	90.0%	79.2%	82.0%	89.5%			77.4%
							70.00/
					Actual		70.3%
		2010 2011	2010 2011 2012	2010 2011 2012 2013	2010 2011 2012 2013 2014	2010 2011 2012 2013 2014 Target	2010         2011         2012         2013         2014           76.7%         90.0%         79.2%         82.6%         89.5%    Target

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

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



Pharmacy: (North American Pharmacist Licensure Examination)								
NAPLEX Passage Rates								
2015			2014	2013	2012	2011	2010	2009
1000/		Target	06 10/	07.20/	07.20/	00.00/	07.50/	06.60/
100%			96.1%	97.3%	97.3%	98.9%	97.5%	96.6%
92.9%		Actual						

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



On-line Degree Programs								
2009	2010	2011	2012	2013	2014		2015	
1	2	4	1	5	5	Target	5	
Т.		4	4	J	J		<u> </u>	

Actual

5

Data Source: Texas Higher Education Coordinating Board

2009=eMBA, 2010=eMPA, 2011=eMED-Counseling & eMED-Ed. Admin,

**2013**=eMAJ

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



General Education: Mathematics-Course Passage C or Higher							
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15
57.1%	53.1%	53.4%	56.1%	58.1%	62.7%	Target	65.7%
						Actual	59.6%

Data Source: Relational database developed from Banner Math Core Courses: Math 133, 134, 135, 136, 138

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



General Education: English-Course Passage C or Higher							
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15
45.1%	44.7%	52.4%	56.7%	55.7%	61.6%	Target	51.9%
						Actual	59.3%

Data Source: Relational database developed from Banner

English Core Courses: 131, 132, 2XX



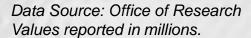
# Goal 2. Provide basic and applied research

# 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			
		Increase the amount	
	Change in research	of	Chief Research
	funding	external research	Officer and
	dollars	<u>funding</u> by	academic units
		30% annually	



Research Funding Dollars								
FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	
4.49	4.07	9.00	11.4	11.2	7.8	Target	5.29- 14.82	
4.49	4.07	9.00	11.4	11.2	7.0		14.02	
						Actual	8.6	





# Goal 4. Optimize enrollment of college-ready 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		Increase the number of	
incoming	Number of new	incoming students who	
Freshmen	students who meet	meet new admission	Office of
	Standards	standards by 25%	Recruitment



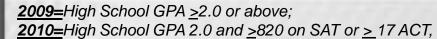
<u>2009</u>=High School GPA >2.0 or above
<u>2010</u>=High School GPA >2.0 & >820 on SAT or > 17 ACT
<u>2012</u>=High School GPA >2.5 & >820 on SAT or > 17 ACT

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

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

	Admissions Standards								
2009	2010	2011	2012	2013	2014		2015		
						Target			
87.8%	50.25%	55.2%	46.7%	51.0%	42.4%	Target	58.4%		

43.1% **Actual** 



2012=High School GPA 2.5 and >820 on SAT or > 17 ACT

Objective	Suggested Measures	Quality Targets	Unit(s)/Person Responsible
4.1. Increase			
	Improve college	Increase the number of	
	•	students who achieve	
		,	Student Success
freshmen	Academy	20%	Services



College-Ready 1st-time Freshmen								
2009	2010	2011	2012	2013	2014		2015	
						 Target		
54%	50%	57%	65.5%	68%	61%		64.8%	
						Actual	60.4%	

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

							75
		Fresl	hmen Ori	entation	Enrollme	nt	
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2015

86.3%

NA

Data Source: Relational database developed from Banner

NA

NA

Percent of 1st-time freshmen enrolled in their 1st year (Fall to Spring Semesters)

81.7%

\*Fall 2013 curriculum change: Freshman Seminar no longer required.

75.7%



100%

**Target** 



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



Developmental Mathematics-Course Passage C or Higher									
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15		
60.0%	59.9%	56.0%	58.1%	54.2%	66.0%	Target	67%- 72.0%		
00.076	33.370	30.076	JO.1/0	34.2/0	00.076		72.070		

Actual 54.5%

Data Source: Relational database developed from Banner

Math Core Courses: Math 130, 131

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



2008-09 2009-10 2010-11 2011-12 2012-13 2013-14 Target	
Target	2014-15
C4 20/ CC 20/ F4 00/ F0 70/ F0 40/ 72 40/	65.9%-
64.3%   66.2%   54.9%   59.7%   50.4%   72.4%	79.4%

**Actual** 61.4%

Data Source: Relational database developed from Banner

Math Core Courses: English 129, 130

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

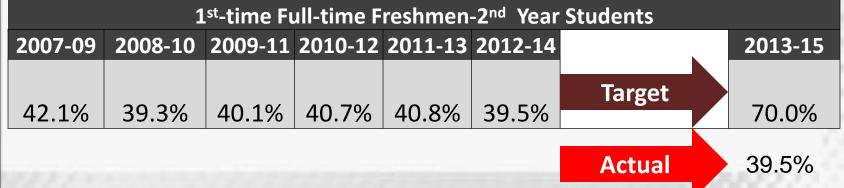
Of				iirst y	<u>ear</u> and		
higher				secon	ıd year stı	udents_	
				<del>-</del>			
							90
		1 <sup>st</sup> -time F	ull-time	Freshme	n-1 <sup>st</sup> Year	Students	
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15
C7 00/	C1 10/	CO 00/	C1 40/	FF 30/	F2 20/	Target	70.00/
67.0%	61.1%	60.8%	61.4%	55.2%	53.3%		70.0%

**Actual** 45.5%



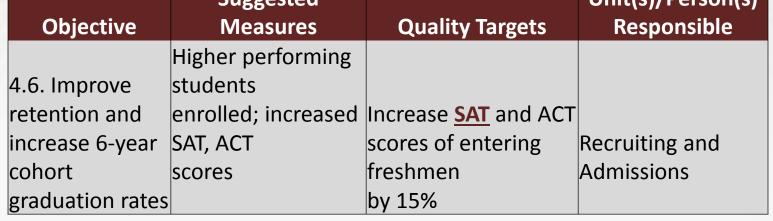
Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
		Peer mentors will	
	Increase the number	make a	
4.5. Develop	of first and	minimum of 80%	
collaborative	second year students	weekly	Student Success
efforts to	participating	contacts to first and	Services
increase the	in the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

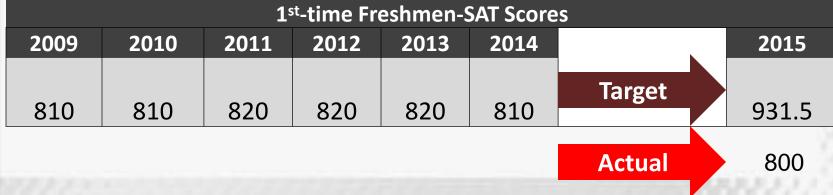
Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
		Peer mentors will	
	Increase the number	make a	
4.5. Develop	of first and	minimum of 80%	
collaborative	second year students	weekly	Student Success
efforts to	participating	contacts to first and	Services
increase the	in the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





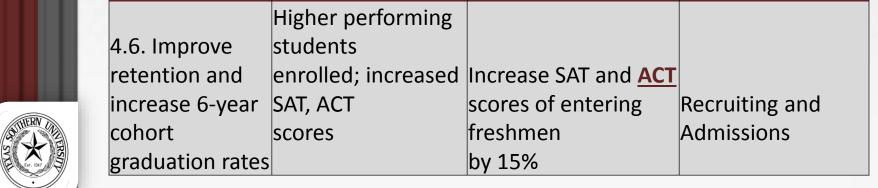
Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
	Higher performing		
4.6. Improve	students		
retention and	enrolled; increased	Increase <b>SAT</b> and ACT	
increase 6-year	SAT, ACT	scores of entering	Recruiting and
cohort	scores	freshmen	Admissions
graduation rates		by 15%	







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



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

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



On-Campus 1 <sup>st</sup> -time Freshmen								
2009	2010	2011	2012	2013	2014			2015
						Toward		
49.4%	56.7%	58.7%	56.9%	61.9%	53.9%	Target		100%
								- 52
						Actual		52.6%

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

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

Undergraduate International Students							
2009	2010	2011	2012	2013	2014		2015
205	215	259	304	323	411	Target	256
(2.8%)	(3.1%)	(3.8%)	(4.3%)	(5.1%)	(5.9%)		(3.5%)
						Actual	508
						Actual	(7.6%)

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

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

Graduate International Students							
2009	2010	2011	2012	2013	2014		2015
35	27	32	42	44	73	Target	44
(3.1%)	(1.8%)	(1.8%)	(2.6%)	(3.1%)	(5.2%)	larget	3.88%
						Actual	107
						Actual	(8.2%)



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

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

Professional International Students							
2009	2010	2011	2012	2013	2014		2015
62	47	35	25	32	30	Target	78
(6.1%)	(4.5%)	(3.3%)	(2.5%)	(3.3)	(3.3)		7.6%
						Actual	25
						7 1000.01	(2.6%)



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

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



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

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



# **Goal 3.** Provide public service

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



# **Goal 3.** Provide public service

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

