

STRATEGIC GOALS 2005-2010

Goal 1: Provide high-quality instruction

By 2010 student outcomes on standard measures of performance will have increased by 25%.

Goal 2: Provide basic and applied research

By 2010 annual research expenditures will have increased by 50%.

Goal 3: Provide socially responsible public service

By 2010 the number of outreach and economic development activities will have increased significantly.

Goal 4: Provide strategic enrollment management

By 2010 student enrollment will have increased by 25%, freshman retention rates will have increased by 5%, and the composite graduation rate will have increased by 20%.

Goal 5: Promote institutional advancement

By 2010 philanthropic gifts, alumni giving, and private sector donations will have increased by 25% above current level.

Goal 6: Achieve administrative performance excellence to enhance institutional effectiveness

By 2010 each administrative functional area will have met expected targets for performance.



GOAL 1: PROVIDE HIGH-QUALITY INSTRUCTION

By 2010 student outcomes on standard measures of performance will have increased by 25%.

- Objective 1.1** To improve student performance on exit measures of competency
- Objective 1.2** To improve student performance on professional examinations
- Objective 1.3** To develop a reward system for innovative teaching
- Objective 1.4** To develop a catalog of on-line course offerings
- Objective 1.5** To assess student performance upon completion of general education

STRATEGIES:

- Establish annual quality indicators
- Recruit and retain quality faculty
- Increase number of endowed chairs
- Provide competitive faculty salaries
- Provide comprehensive faculty development
- Offer professional memberships/service
- Secure accreditation/certification/reaffirmation of all eligible academic programs
- Infuse instructional delivery with technology
- Upgrade all laboratories
- Increase percentage of entering top 10% high school graduates
- Organize workforce advisory committees
- Enforce attendance policies in selected courses
- Conduct continuous assessment of student outcomes
- Conduct continuous academic program reviews



- Reduce asynchronous teaching and learning
- Define benchmark performance standards
- Provide additional academic support programs
- Achieve certification of remedial studies program
- Increase the number of merit scholarships

PERFORMANCE MEASURES:

- Passage rates on professional examinations
- Outcomes of capstone courses/senior projects
- Student placement rates
- Year-to-year improvements on key indicators of performance
- Percent of lower division courses taught by tenure/tenure track faculty



GOAL 2: PROVIDE BASIC AND APPLIED RESEARCH

By 2010 annual research expenditures will have increased by 50%.

- Objective 2.1** To increase the amount of annual research funding
- Objective 2.2** To develop an incentive system for faculty research
- Objective 2.3** To promote interdisciplinary research groups
- Objective 2.4** To identify opportunities for addressing campus and community problems
- Objective 2.5** To engage in technology transfer

STRATEGIES:

- Establish annual quality indicators
- Cultivate a research enterprise culture
- Update the University research agenda
- Enhance the research infrastructure
- Continue facilitation of interdisciplinary collaborations
- Continue facilitation of institutional collaborations with other colleges/universities
- Market research capabilities
- Strengthen library resources

PERFORMANCE MEASURES:

- Annual percentage change in dollar value of federal support
- Annual percentage change in dollar value of private support
- Total research dollars as a percent of total budget



GOAL 3: PROVIDE PUBLIC SERVICE

By 2010 the number of outreach and economic development activities will have increased significantly.

Objective 3.1 To conduct an inventory of current public service activities

Objective 3.2 To develop a community/public service agenda

Objective 3.3 To develop communication strategies

Objective 3.4 To expand the number of economic development initiatives

Objective 3.5 To increase the number of continuing education units generated

STRATEGIES:

- Establish annual quality indicators
- Conduct a community needs assessment
- Cultivate feeder high school relations
- Acquire extramural funding for K-12 programming
- Identify off-site location (s)
- Promote institutional capabilities
- Organize a community advisory group

PERFORMANCE MEASURES:

- Number of outreach programs engaged in annually
- Number of economic development programs conducted initiated
- Percent of change in number of continuing education units generated



GOAL 4: PROVIDE STRATEGIC ENROLLMENT MANAGEMENT AND STUDENT SERVICES

By 2010 enrollment will have increased 25%, freshman retention rates will have increased 5%, and the composite graduation rate will have increased 20%.

- Objective 4.1** To increase the number of top 10% students enrolling
- Objective 4.2** To increase Hispanic enrollment
- Objective 4.3** To increase the number of articulation agreements
- Objective 4.4** To increase the number of community college transfers
- Objective 4.5** To improve student satisfaction ratings
- Objective 4.6** To improve retention of first-time freshmen
- Objective 4.7** To improve six-year cohort graduate rates
- Objective 4.8** To improve placement operations

STRATEGIES:

- Establish annual quality indicators
- Increase the number of scholarships/fellowships available and awarded
- Create multiple locations
- Enhance graduate student recruitment
- Provide on-line course offerings and degree possibilities
- Extend evening and weekend course offerings
- Ensure robust summer school offerings
- Increase the number of partnerships/joint admission agreements with community colleges
- Enhance the recruitment of community college transfers



- Expand the Summer Academy
- Continuously assess student interests
- Develop an aggressive K-12 outreach
- Provide affordable housing
- Maintain a strong web presence
- Expand state-of-the-art technology solutions in enrollment services

PERFORMANCE MEASURES:

- Number of top 10% high school students enrolling
- Number of Hispanic students enrolling
- Retention rate of first-time freshmen
- Number of new articulation agreements
- Number of community college transfers enrolling
- Annual change in student satisfaction ratings



GOAL 5: PROMOTE INSTITUTIONAL ADVANCEMENT

By 2010 philanthropic gifts, alumni giving, and private sector donations will have increased by 25% above current level.

- Objective 5.1** To engage in image building
- Objective 5.2** To increase proposals to philanthropic foundations
- Objective 5.3** To finish capital campaigns
- Objective 5.4** To increase alumni giving
- Objective 5.5** To facilitate opportunities for academic or athletic enterprises
- Objective 5.6** To increase the number of endowed chairs of excellence and professorships
- Objective 5.7** To increase funding for endowed scholarships
- Objective 5.8** To develop an annual giving campaign

STRATEGIES:

- Establish annual quality indicators
- Conduct public relations and marketing campaigns
- Retain expert consultants
- Cultivate special interest groups
- Provide incentive structures

PERFORMANCE MEASURES:

- Percentage change in amount of private gifts
- Percentage change in amount of alumni giving
- Percentage change in revenue generated through enterprise activity
- Number of endowed chairs
- Number of endowed scholarships
- Change in annual giving



GOAL 6: ACHIEVE ADMINISTRATIVE PERFORMANCE EXCELLENCE TO ENHANCE INSTITUTIONAL EFFECTIVENESS

By 2010 each administrative functional area will have met expected targets for performance.

- Objective 6.1** To identify “best practices” and benchmark performance standards in each administrative category
- Objective 6.2** To develop plans for maintaining fiscal prosperity and integrity
- Objective 6.3** To update the facilities and master plan for construction, renovation, and maintenance
- Objective 6.4** To refine communications strategies for dissemination of campus construction and operational information
- Objective 6.5** To improve campus parking capacity
- Objective 6.6** To update the information technology plan to support evolving academic and administrative needs
- Objective 6.7** To develop plans for satellite campus operations

STRATEGIES:

- Establish annual quality indicators
- Provide resources for professional development/training
- Provide continuous monitoring through weekly meetings and mid-year and year-end reporting
- Retain peer review consultants
- Apply for program certifications where applicable
- Conduct continuous assessment of stakeholder satisfaction
- Develop standards for classroom technology



- Build parking structures
- Initiate construction newsletter
- Identify sites
- Identify partnership opportunities

PERFORMANCE MEASURES:

- Annual improvements on performance indicators
- Attainment of targets to reach benchmarks
- Credit ratings
- Audit reports
- Crime statistics
- Credit hours generated off-site



APPENDIX



TEXAS SOUTHERN UNIVERSITY
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