

ONE TSU

Texas Southern University

Strategic Plan 2015-2020

What we are about...

Texas Southern University reaches across the globe from its location in the heart of Houston, one of the world's great cities. TSU transforms students from a host of backgrounds into a community of scholars committed to excellence and to engagement with the world. Its research soars into space but it remains true to its urban mission and to its focus on student success. We are "One TSU" committed to progress.

Mission:

Texas Southern University is a student-centered comprehensive doctoral university committed to ensuring equality, offering innovative programs that are responsive to its urban setting, and transforming diverse students into lifelong learners, engaged citizens, and creative leaders in their local, national, and global communities.

Vision:

Texas Southern University will become one of the nation's preeminent comprehensive metropolitan universities. We will be recognized by the excellence of our programs, the quality of our instruction, our innovative research and creative activities, and our commitment to be a contributing partner to our community, state, nation, and world.

Core Values:

*Urban Serving Institution
Student-Centered Institution
Excellence
Fairness
Collegiality and Collaboration
Innovation
Inclusiveness
Leadership and Responsibility*

Priorities:

- 1. Excellence**
- 2. Student-Centered**
- 3. Inclusive**
- 4. Engaged**
- 5. Creative**
- 6. Collaborative**
- 7. Efficient**

Priority 1. Excellence

Texas Southern University will continue its tradition of excellence as the standard for everything it does. Academic programs will be innovative and forward looking. This principle will determine what we embrace and value as an institution and will set our priorities for support.

Priority 2. Student-Centered

Texas Southern University is a student-centered institution which gauges its success by the achievements of its students past, current, and future. Support of students to succeed academically is inclusive not only of pedagogy but also of ancillary sectors of student life.

Priority 3. Inclusive

Texas Southern University will create a community among its students that will include all in transformative educational experiences. It will ensure that students have the tools to reach their highest potential. It will ground them with a range of opportunities from the local community to across the globe.

Priority 4. Engaged

Texas Southern University is in a unique position in its historical development and location in the city to contribute to and benefit from the diversity in its student population and the residents of the city and state. To facilitate the University's commitment to public service locally, nationally, and internationally, the University will engage all its communities through service and outreach.

Priority 5. Creative

Texas Southern will build on its strengths as a metropolitan institution not only to convey knowledge to new generations but also to lead in the creation of new basic and applied knowledge through research and scholarship.

Priority 6. Collaborative

Texas Southern University will work with its partners in the city, state, nation, and world to provide critical thinkers and skilled practitioners from among its students, service from its members, and new and applied knowledge from its researchers. It will increase its efforts to inform stakeholders of its critical role and seek support and investment from cooperative allies.

Priority 7. Efficient

Texas Southern University will be a good steward of its resources, reflecting its responsibility to the people of the state of Texas. It will allocate its assets to achieve its goals in ways that maximize the benefits to its students and stakeholders. Its administration will be known for its efficiency, transparency, and integrity.

Priority 1. Excellence

Texas Southern University will continue its tradition of excellence as the standard for everything it does. Academic programs will be innovative and forward looking. This principle will determine what we embrace and value as an institution and will set our priorities for support.

Goal 1. Improve the Educational Experience

Objectives

- Create and implement a protocol for competency-based education
- Encourage student-centered active-learning experiences
- Increase and monitor opportunities for experiential learning

Goal 2. Increase Student Progression

Objectives

- Implement university-wide protocol for academic advising/mentorship/ career counseling
- Attract and retain students who will contribute to and benefit from the TSU educational experience
- Improve persistence rate of first-time freshmen
- Improve student progression rate
- Enhance the employment rate of graduates

Strategic Plan Number	Objectives	Metrics/ Measurements	Targets	Unit(s)/ Individual(s) Responsible
1.1 Improve the Educational Experience				
1.1.1	Create and implement a protocol for competency-based education	Quality Enhancement Plan (QEP) student learning outcomes in information literacy and communication literacy.	Meet or exceed program targets outlined in QEP.	QEP Assessment Committee Academic Deans Academic Programs
1.1.2	Encourage student-centered active-learning experiences	The number of engaged learning experiences.	Provide students with a minimum of 1 engaged learning experience annually.	Academic Deans Department Chairs Academic Programs

1.1.3	Increase opportunities for experiential learning	The number of experiential learning opportunities provided.	Monitor the type and number of experiential learning opportunities to develop baseline data. Develop Target Fall 2016.	Academic Deans, Chairs, and Academic Programs
1.2 Increase Student Progression				
1.2.1	Implement university-wide protocol for academic advising/mentorship/career counseling	Status of standard academic advising plan (advising plan will be associated with type of academic program area).	Complete plan by Fall 2015	Academic Affairs, Student Affairs Academic Deans, Chairs, Academic Programs
1.2.2	Attract and retain students who will contribute to and benefit from the TSU educational experience	Percentage of entering freshmen indicating TSU as first choice on student survey. Percentage of entering freshmen with a high school grade point average (GPA) of 3.0.	Increase percent over prior year. Establish baseline data Fall 2015. A minimum of 40% of entering freshmen will have a 3.0 GPA. Fall 2014 baseline=37%	Enrollment Management, Academic Affairs, Student Affairs
1.2.3	Improve persistence rate of first-time freshmen.	Fall to Spring Persistence Rate.	Fall to Spring Target 85%. Fall 2013 to 14 Baseline=83%	Academic Affairs Student Affairs IAPE Enrollment Services
		Fall to Fall Persistence Rate	Fall to Fall Target 65%. Fall 2013 to 14 Baseline=53%	Academic Affairs Student Affairs IAPE Enrollment Services
1.2.4	Improve student progression rate.	Fall to Fall Progression Rate of first time freshmen.	Fall to Fall Target 40%. Fall 2013 to 14 Baseline=22%	Academic Affairs Student Affairs IAPE Enrollment Services
		Completed credit hours to attempted credit hours ratio of all undergraduates.	Undergraduates will complete 80% of the credit hours they attempt each semester.	Academic Affairs Student Affairs IAPE
1.2.5	Enhance the employment rate of graduates.	Job placement rates.	Develop Target in Fall 2015 based on surveying 2013-2014 graduates to determine current employment.	Academic Affairs COLEIT IAPE

Priority 2. Student Centered

Texas Southern University is a student-centered institution which gauges its success by the achievements of its students past, current, and future. Support of students to succeed academically is inclusive not only of pedagogy but also of ancillary sectors of student life.

Goal 1. Increase Student Success

Objectives

- Increase student success through quality academic advising
- Increase student success through the identification of impediments to academic success in General Education courses
- Early engagement in support services for students demonstrating need
- Increase student success through timely provision of financial aid

Goal 2. Increase Engagement in Field of Study

Objectives

- Engage students in professional activities relative to respective field of study
- Provide opportunities for student engagement globally

Goal 3. Provide Adequate Faculty

Objectives

- Provide adequate faculty in order to meet the academic needs of students in general education courses
- Provide adequate tenured/tenure-track faculty to meet the academic needs of students enrolled in major courses

Goal 4. Increase Student Satisfaction

Objectives

- Develop a survey to distribute to entering freshmen and seniors
- Develop a baseline satisfaction score for all major categories: Academic, Admissions, Rules & Policies, Facilities, Registration, General
- Increase the satisfaction score for all major categories: Academic, Admissions, Rules & Policies, Facilities, Registration, General (Categories will be measured individually for determining success of this objective).

Strategic Plan Number	Objectives	Metrics/ Measurements	Targets	Unit(s)/ Individual(s) Responsible
2.1 Increase Student Success				
2.1.1	Increase student success through quality academic advising	DegreeWorks usage report by academic advisors and by students	At least 75% of advisors will utilize DegreeWorks for advising purposes	Individual academic units
2.1.2	Increase student success through the identification of impediments to academic success in General Education courses	General Education Assessment	100% of Academic Units offering General Education courses will identify impediments to academic success and develop action plans for eliminating barriers	Individual academic units Student Affairs
2.1.3	Early engagement in support services for students demonstrating need	TSI Scores Student enrollment in appropriate developmental courses	100% of students demonstrating developmental deficiencies will be enrolled in all necessary courses	Individual academic units Student Affairs Office of Enrollment Management
2.1.4	Increase student success through timely provision of financial aid	Financial Aid award status.	80% of students applying for financial aid by published University deadlines will receive financial aid decisions by first day of classes	Financial Aid Student Affairs Enrollment Services
2.2 Increase Engagement in Field of Study				
2.2.1	Engage students in professional activities relative to respective field of study	Number of internships, career forums, alumni activities, graduate/professional school opportunities	Increase the number of activities related to professional fields by 5% from baseline, Increase the number of students participating in professional activities related to the field of study by 5% over the prior year's finding.	Individual academic units Career Services Office of Alumni Relations
2.3 Provide Adequate Faculty				
2.3.1	Provide adequate faculty in order to meet the academic needs of students in General Education courses	Ratio of faculty to students enrolled in General Education courses	General Education course faculty to student ratio will reflect discipline specific guidelines	Academic Affairs Individual academic units responsible for General Education courses
2.3.2	Provide adequate tenured/tenure-track faculty to meet the academic needs of students enrolled in major courses	Ratio of faculty to students enrolled in major related courses	Major specific course faculty to student ratio reflect discipline specific guidelines or accepted practices	Academic Affairs Individual academic units

2.4 Increase Student Satisfaction				
2.4.1	Develop a survey to distribute to entering freshmen and seniors	Status of survey completion	Completion of survey development-2015	Academic Areas Institutional Assessment, Planning & Effectiveness (IAPE) Center for Online Education and Instructional Technology (COLEIT)
2.4.2	Develop a baseline satisfaction score for all major categories: Academic, Admissions, Rules & Policies, Facilities, Registration, General Student Services	Mean satisfaction score	FY 2015-2016 Baseline year	IAPE COLEIT
2.4.3	Increase the satisfaction score for all major categories: Academic, Admissions, Rules & Policies, Facilities, Registration, Student Services (Categories will be measured individually for determining success of this objective)	Mean satisfaction score	Achieve a 4.0 on a 5.0 satisfaction scale	IAPE COLEIT

Priority 3. Inclusive

Texas Southern University will create a community among its students that will include all in transformative educational experiences. It will ensure that students have the tools to reach their highest potential. It will ground them with a range of opportunities from the local community to across the globe.

Goal 1. Establish effective communication among the members of the campus community

Objectives

- Increase awareness of campus activities by students, faculty, and staff

Goal 2. Provide management, oversight and direction for the registered campus organizations and for all aspects of student programming at Texas Southern University

Objectives

- Implement extra-curricular activities that enhance student engagement
- Implementation of community service projects

Goal 3. The university's aesthetic environment will enhance student learning

Objectives

- Increase visibility through media (publications, social media, radio)
- Increase in amenities on campus that promote a safe and inviting learning environment

Goal 4. Embrace a comprehensive career services strategy to expand career activities

Objectives

- Increase community partnerships and student partnerships
- Expand mentorship experiences
- Increase personal and professional development workshops for students

Goal 5. Develop and enhance partnerships that help identify and respond to the educational needs of the community and promote learning through the effective application of available resources

Objectives

- Increase engagement with community colleges
- Increase engagement with special populations

Strategic Plan Number	Objectives	Metrics/ Measurements	Targets	Unit(s)/ Individual(s) Responsible
3.1 Establish effective communication among the members of the campus community				
3.1.1	Increase awareness of campus activities by students, faculty, and staff.	Number of announcements on University media including message screens, campus signs, etc. Increase use of social media.	Increase student participation in campus activities by 10% per year	Office of Communication and Marketing All Academic Units Student services
3.1.2	Create a social media communication strategy that interacts and engages in conversation with target audiences	Numbers of participants or followers on media site or app	Increase two-way conversation and feedback of target population by 10% annually	Office of Communication and Marketing All Academic Units Student services
3.2 Provide management, oversight and direction for the registered campus organizations and of all aspects of student programming at Texas Southern University				
3.2.1	Implementation of extra-curricular activities that enhance student engagement.	Increase in number of cultural excursions, site visits	Increase in events by 10% per year	Academic Units Student Services
3.2.2	Implementation of community service projects	Increase in number of community service projects per year.	Increase community partnerships by 10% over the prior year's findings.	Student Services
3.3 The university's aesthetic environment will enhance student learning				
3.3.1	Increase visibility through media (publications, social media, radio).	Collaborations to significantly develop community building skills and university visibility.	Increase the number of collaborations. Establish baseline data Fall 2015.	Student Services Academic Units (Career Services)

3.3.2	Increase in amenities on campus that promote a safe and inviting learning environment	Enhancements to public artwork Outdoor seating Better lighting Landscaping Colleges adopt spaces and use all available outdoor spaces on campus	2 new projects initiated per year	Administration Building and Grounds Academic Units
3.4 Embrace a comprehensive career services strategy to expand career activities				
3.4.1	Increase community partnerships and student partnerships	Field base partnerships	Establish baseline data Fall 2015	Academic units Career Services
3.4.2	Expand mentorship experiences	Increase internship opportunities	Establish baseline data Fall 2015	Academic units Career Services
3.4.3	Increase personal and professional development workshops for students	Number of workshops	Establish baseline data Fall 2015	Career Services
3.5 Develop partnerships that help identify and respond to the educational needs of the community and that promote learning through the effective application of available resources				
3.5.1	Increase engagement with community colleges	Number of transfer students Number of dual enrollment	Increase community college transfers by 50% by 2020 Establish baseline data Fall 2015	Academic Unit Recruitment
3.5.2	Increase engagement with special populations	Partner with special populations to provide custom resources needed (i.e. veterans, nontraditional students, foreign students)	Increase engagement activities annually	Veterans Affairs Student Services

Priority 4. Engaged

Texas Southern University is in a unique position in its historical development and location in the city to contribute to and benefit from the diversity in its student population and the residents of the city and state. To facilitate the University's commitment to public service locally, nationally, and internationally, the University will engage all its communities through service and outreach.

Goal 1. Develop and expand community programs

Objectives

- Encourage civic engagement by students
- Increase number and range of activities that promote campus awareness with the community

Goal 2. Increase the number and types of ancillary educational programs

Objectives

- Increase online education
- Increase flexibility in course offerings
- Increase community education programs

Goal 3. Integrate global awareness into university activities

Objectives

- Expand study abroad initiatives
- Engage international alumni

Goal 4. Increase student engagement with one another

Objectives

- Increase student peer mentoring programs
- Expand non-traditional programs and course offerings
- Expand campus activities to include special groups
- Increase support of commuting students and those with families and special circumstances

Goal 5. Improve communication between university units

Objectives

- Improve usefulness of the University's website
- Improve unit reports with archives
- Improve campus signage
- Improve weekly, monthly, and annual calendars

Strategic Plan Number	Objective	Suggested Measures	Target	Unit(s)/Persons Responsible
4.1 Develop and expand community programs				
4.1.1	Encourage civic engagement by students	Develop comprehensive agenda	Completion of public service plan	Community Service/Awareness Program and all other units on campus
		Create Community Service/Awareness Program	Creation of Program	University administration -- Dean of Students
		Number of activities	Increase of 2 per year	Community Service Office
4.1.2	Increase number and range of activities that promote campus awareness with the community	Create programs that engage with the community including directory for Third Ward (listing churches, businesses, restaurants for distribution to students, faculty, staff, parents), a retail discount program, promotion of University events in the community, voter registration drives, and candidate forums	Increase participation of community partners/vendors, students, faculty, staff for wide distribution	Alumni Relations/Marketing, Office of Communications and Community Relations
		Extend community gardens, develop greenhouse to support community CO-OP	Use vacant lots on campus & in community	Sciences, Business, Consumer services, Health Sciences, Marketing, other units
		Extend use library by creating better work spaces	Increase patronage	Library COLEIT OIT
		Extend Recreation Center use	Increase patronage	Dean of Students
		Expand Health Fair	Increase number of participating students and vendors, yearly	COPHS, community vendors, Consumer Services
		Legal clinics, research workshops, and entrepreneurial workshops	Increase number of events and participating students and vendors, yearly	Law and Business Schools, Office of Research, all academic units
4.2 Increase the number and types of ancillary educational programs				
4.2.1	Develop more online courses and programs	Numbers of courses Numbers of online programs	Increase number of courses by 10% Increase number of programs by 1 a year	All academic units COLEIT
4.2.2	Increase flexibility in course offerings	Increase flexibility with Saturday and evening classes	Increase class offerings, rotate selection yearly	Weekend College
4.2.3	Increase community education programs	Develop and implement language literacy program for	Establish baseline and target and	COE, COLABS

		community residents	increase participation of community partners, students, faculty, staff, course offerings, and successful completion of programs, yearly	
		Develop test prep courses (SAT, ACT, AP,ELS, GRE) for community	Increase participation yearly	COE, Admissions
		Sponsor GED classes for community residents	Establish baseline and increase participation yearly	COE
		Expand Continuing Education offerings and grant writing workshops	Increase number of students, faculty, community partners	Continuing Education
		Develop "leisure learning" classes	Establish baseline and increase participation yearly	All academic units, Marketing
		Develop job readiness/career training for community residents with job/career fair	Increase participation of students, community residents and vendors	Career services, marketing, Business, Public Affairs
4.3 Integrate global awareness into university activities				
4.3.1	Expand study abroad initiatives	Identify additional countries for inclusion in study abroad program	Increase the number of countries as potential sites for study abroad program.	All academic units
		Develop more courses for adaptation in study abroad program including service learning	Develop courses/seminars customized for study abroad programs.	Provost, International Student Affairs, Graduate School, International programs
		Expand virtual participation in study abroad programs and cultural projects with social media	Increase student participation in university of local and virtual cultural activities 5% over the prior year	
	Increase number of student participants in study abroad program, (TSU and independent)	Get feedback from students about accommodations, scheduled activities, timeliness of events via survey, after every trip	Complete annual report of study abroad program reviews.	All academic units
4.3.2	Engage international alumni	Get international alumni organizations/individuals more involved in student recruitment, career placement	Increase number of participants annually.	Alumni Relations, Office of Recruitment, Office of Career Services
		Raise international awareness of TSU programs	Increase international partnerships and activities to improve awareness and service options	Offices of International Students and Study Abroad Programs, Marketing

4.4 Increase student engagement with one another				
4.4.1	Increase student peer mentoring programs	Number and scope of mentoring programs	Increase yearly number of students, tutors and mentors	Dean of Students, Colleges and Schools
	Involve upper class students in orientation sessions for incoming freshmen and transfer students	Number of students involved	Annually increase the number of upper-class participation.	Student government and other student organizations, Recruitment, Admissions
4.4.2	Strengthen programs for first generation students	Number of new programs	Create a new initiative annually	Dean of Students and all academic units
	Expanding peer mentoring and tutoring programs for special groups of students (i.e. veterans, disabled, LGBTQ-(Lesbian, Gay, Bisexual, Transgender, Questioning)	Number of new programs and organizations	One new program a year	All academic units, student organizations
4.4.3	Increase engagement of students' families	Institute Parent Weekend for new first year, transfer, and returning students and provide virtual events for those unable to attend	Increase family participation and access yearly	Provost , Admissions, all academic units
		Partner with legacy families	New programs for legacy families	Alumni Relations
		Engage retired faculty, alums, students as university ambassadors, tour guides	Increase participation yearly	Provost , Human Resources, all academic units
4.4.4	Increase support of commuting students and those with families and special circumstances	Create child care options for commuting students Support transportation options for commuters	Increase number of students served and faculty, alums involved yearly	COE, Child care and Development, Human Services and Consumer Science, Provost
4.5 Improve communication among university units				
4.5.1	Improve usefulness of University's website	More timely communication via website	Set up weekly website review	OIT
4.5.2	Archive University communications	Create archive	Posting of annual reports	Academic Affairs
4.5.3	Improved campus signage	Review and improve campus signage	Plan for improved signage	Facilities, Academic Affairs
4.5.4	Weekly, monthly, annual calendars	Refine current on-line calendars	Plan for systematic maintenance of calendars	OIT, Academic Affairs

Priority 5. Creative

Texas Southern will build on its strengths as a metropolitan institution not only to convey knowledge to new generations but also to lead in the creation of new basic and applied knowledge through research and scholarship.

Goal 1. Increase external funding for research and creative activities

Objectives

- Increase number of proposals for funding submitted
- Increase number of grants funded
- Increase amount of grant funding
- Increase the number of faculty consultancies

Goal 2. Increase faculty intellectual contributions that are consistent with the university, college, or program mission, expected outcomes, and strategies, and that impact the theory, practice, and/ or teaching in the discipline.

Objectives

- Provide an adequate number of seed grants
- Provide an adequate number of faculty development and travel grants
- Provide adequate startup funds for new hires necessary to attract high-quality faculty
- Provide the physical infrastructure necessary to support research
- Provide support for student research

Goal 3. Increase the number of scholarly and creative works produced

Objectives

- Increase number of refereed articles
- Increase number of faculty-authored books
- Increase number of invited speaking engagements
- Increase number of creative activities produced
- Increase number of workshops and training programs on campus

Goal 4. Incentivize research

Objectives

- Promote the ability of faculty to obtain leave time through funded research
- Increase institutional recognition for scholarships.

Goal 5. Promote interdisciplinary research

Objectives

- Increase on-campus interdisciplinary seminars
- Increase collaboration between University centers and institutes.
- Increase collaborative funding efforts.
- Increase collaborative publications.
- Increase collaborative training.

Goal 6. Increase visibility of the university as a research hub.

Objectives

- Increase collaboration with peer institutions
- Increase on-campus events featuring external researchers
- Integrate Research Day activities into national and international research networks
- Raise national and international visibility of TSU researchers

Goal 7. Engage in research and technology transfer for commercialization

Objectives

- Increase number of patents and other intellectual property.
- Increase the number of commercially viable projects.

Strategic Plan Number	Objectives	Metrics/ Measurements	Targets	Unit(s)/ Individual(s) Responsible
5.1 Increase external funding for research and creative activities				
5.1.1	Increase number of proposals for funding submitted	Number of proposals	Increase from 80 to 100 annually	Chairs, Deans, and Office of Development
5.1.2	Increase number of grants funded	Number of grants	Increase from 20 to 30 annually	Chairs, Deans, and Office of Development
5.1.3	Increase amount of grant funding	Amount of grant funding	Increase from \$3M to \$10M	Chairs, Deans, and Office of Development Division of Finance
5.1.4	Increase the number faculty consultancies	Number of consultancies	Increase to 50 annually	Chairs, Deans, and Office of Development
5.2 Increase faculty intellectual contributions that are consistent with the university, college, or program mission, expected outcomes, and strategies and that impact the theory, practice, and/ or teaching in the discipline				
5.2.1	Provide an adequate	No. of seed grants	Maintain number and	Office of Research

	number of seed grants		increase if necessary	Division of Finance
5.2.2	Provide an adequate number of faculty development and travel grants	No. of travel awards	Maintain number and increase if necessary	Office of Research Division of Finance
5.2.3	Provide adequate startup funds for new hires to attract high-quality faculty	No. of new faculty hires	All new hires	Dean Provost Division of Finance
5.2.4	Provide the physical infrastructure to support research	No. of new core labs	Increase to 1 annually	Office of Research Provost President Division of Finance
	Ensure faculty have needed resources.	Functionality of equipment	Faculty computers will be reviewed for performance annually by The Office of Information Technology (OIT) – Findings will be used to determine need	Chairs/ Deans Academic Affairs Office of Information Technology
5.2.5	Provide support for student research	No. of students supported for research	Increase from 50 to 70 UGs graduate annually	Directors Chairs/ Deans Ofc of Research
		Number of mentors supported for research	Increase 35 to 50 faculty mentors	Directors Chairs/ Deans Ofc of Research
5.3 Increase the number of scholarly and creative works produced				
5.3.1	Increase number of refereed articles	No. of refereed articles	Establish goals for each school and department as appropriate	Chairs and Deans
5.3.2	Increase number of faculty-authored books	No. of books in university or reputable trade press	Establish goals for each school and department as appropriate	Chairs and Deans
5.3.3	Increase the number of invited speaking engagements	Speaking engagements, excluding conference presentations	Establish goals for each school and department as appropriate	Chairs and Deans
5.3.4	Increase the number of creative activities produced	No. of creative activities	Establish goals for each school and department as appropriate	Chairs and Deans
5.3.5	Increase the number of workshops and training programs on campus	No. of workshops/training activities	10 annually	Chairs and Deans
5.4 Incentivize research				
5.4.1	Increase the number of faculty with leave time (course release) for funded research	Release Time for faculty	Increase No. of Faculty granted release from 5 to 20 annually	Provost and Deans

5.4.2	Increase institutional recognition for scholarship	Recognize faculty achievement	Increase institutional awards & amount from 3 to 5 annually	Office of Research, Provost and Deans
5.5 Promote Interdisciplinary Research				
5.5.1	Increase on-campus interdisciplinary seminars	Interdisciplinary Seminars Organized	Increase from 3 to 4 annually	Office of Research, Provost, Center Directors and Deans
5.5.2	Increase collaboration between University Centers and Institutes	Joint Activities involving University level Centers and Institutes	Increase to 1 annually	Office of Research, Provost, Center Directors and Deans
5.5.3	Increase collaborative funding efforts	No. of proposals & grants reflect interdisciplinary effort	Increase from 10 to 15 annually	Office of Research, Provost, Center Directors and Deans
5.5.4	Increase collaborative publications	No. of publications/presentations involving multi-disciplinary approach	Increase from 30 to 50 annually	Office of Research, Provost, Center Directors and Deans
5.5.5	Increase collaborative training	No. of institutional conference or workshop w/interdisciplinary focus	Increase from 5 to 10 annually	Office of Research, Provost, Center Directors and Deans
5.6 Increase visibility of the university as a research hub				
5.6.1	Increase collaboration with peer institutions	Sponsored visits of accomplished investigators from peer and/or emerging institutions	Increase visits from 2 to 5 annually	Office of Research, Provost, Center Directors and Deans Office of Communications
5.6.2	Increase on-campus events featuring external researchers	Seminars/speaking engagements from faculty visiting the university	Increase speaking engagements from 5 to 10 annually	Office of Research, Provost, Center Directors and Deans
5.6.3	Integrate Research Day activities into national and	Research Day-involving outside institutions	Increase from 1 to 5 over 5 years (1	Office of Research, Provost, Center Directors and Deans

	international research networks		annually)	
5.6.4	Raise national and international visibility of TSU researchers	Sponsored visits of TSU faculty to other Universities	Increase from 1 to 2 annually	Office of Research, Provost, Center Directors and Deans
		Marketing in local media & social media of research achievements of faculty including patent/intellectual property development	(Capture 100% of every significant award/accomplishment)	Office of Research, Provost, Center Directors and Deans Office of Communications
5.7 Engage in research and technology transfer for commercialization				
5.7.1	Increase number of patents and other intellectual property	No. of patents/intellectual property developed	Increase from 2 to 5 annually	Office of Research, Provost, Center Directors and Deans
5.7.2	Increase the number of commercially viable projects	No. of commercially viable projects	Increase to 5 over 5 years	Office of Research, Provost, Center Directors and Deans

Priority 6. Collaborative

Texas Southern University will work with its partners in the city, state, nation, and world to provide critical thinkers and skilled practitioners from among its students, service from its members, and new and applied knowledge from its researchers. It will increase its efforts to inform stakeholders of its critical role and seek support and investment from cooperative allies for its efforts.

Goal 1. Increase overall giving to \$10 million/year by 2020

Objectives

- Launch major gifts initiative with focus on individual gifts of \$25K and above and corporate gifts of \$100K and above
- Implement Bequest and Charitable Giving Program
- Generate 4 new major gifts of \$100,000 or greater each year for a cumulative total of 20 gifts annually by 2020
- Generate 5 new matching endowment gifts each year of \$100,000 or greater
- Increase the annual funds raised

Goal 2. Increase alumni participation and giving by 10% per year

Objectives

- Increase alumni contributions
- Increase alumni involvement in athletics, student recruitment, orientation, gala, graduation, etc.
- Increase alumni communications

Goal 3. Advance and enrich means by which the university communicates with and engages prospective students, parents, alumni and the community.

Objectives

- Develop some big ideas to help define Texas Southern
- Increase all electronic and alternative communications (web, blogs, twitter, FaceBook, IM, etc.) to students and prospective students to encompass all new media
- Make KTSU an integral communication tool to reach alumni, students and community
- Increase major articles about successful alumni in major publications by 2020
- Increase corporate communications and outreach through personal letters and contacts from President

Strategic Plan Number	Objectives	Metrics/ Measurements	Targets	Unit(s)/Individual(s) Responsible
6.1 Increase overall giving to \$10 million/year by 2020				
6.1.1	Launch major gifts initiative with focus on individual gifts of \$25K and above and corporate gifts of \$100K and above.	Funds raised—requires addition of 3-5 central major gifts officers and college advancement officers	\$1,000,000 added each year	Development
6.1.2	Implement Bequest and Charitable Giving Program	Number of people signing up for new program	500 new members in giving society by 2020	Development/Colleges
6.1.3	Generate 4 new major gifts of \$100,000 or greater each year for a cumulative total of 20 gifts annually by 2020.	Funds raised	\$400,000 in \$100K major gifts each year	Development/Colleges
6.1.4	Generate 5 new matching endowment gifts each year of \$100,000 or greater	# of Endowments developed	\$500,000 in \$100K endowments each year	Development/Colleges
6.1.5	Increase the annual funds raised	Funds raised	Increase by 10% each year to \$1.5 million by 2020 As of Fall 2014: \$1,000,000/yr	Development/Colleges
6.2 Increase alumni participation and giving by 10% per year				
6.2.1	Increase alumni contributions	Funds raised from alumni donors	Increase by 10% over the prior year, which measures to an increase to \$1.2 million/yr by 2020. As of Fall 2014: \$700,000/yr	Alumni Relations and Annual Fund
6.2.2	Increasing alumni involvement in athletics, student recruitment, orientation, gala, graduation, etc	Alumni participation in events.	Increase alumni event participation by 15% each year for alumni and University events, athletics, student	Alumni Relations/Colleges

			recruitment, orientation, graduation, etc.	
6.2.3	Increase alumni communications	This will require increase in budget to distribute hard copy to all alumni (approx. \$50,000/year)—could do electronic version with 1 print and 3 electronic to reach older group as well	Improve communications to at least quarterly magazine and bi-weekly e-mail news by 2020	Alumni/Communications/Colleges
6.3 Advance and enrich means by which the university communicates with and engages prospective students, parents, alumni and the community.				
6.3.1	Develop some big ideas to help define Texas Southern	Define primary communications around Student Success, Urban Issues, Unique Academic programs, discovery (research)	Branding and recruitment—increase local coverage by 10% per year keeping TSU ahead of other area colleges (currently at approx. 7,000 items/quarter)	Communications/colleges
6.3.2	Increase all electronic and alternative communications (web, blogs, twitter, FaceBook, IM, etc.) to students and prospective students to encompass all new media	Increase in social media audience and involvement	Add net of 5,000 new subscribers each year Reach 40,000 audience by 2020— As of Fall 2014: 8,000 audience	Communications/Alumni
6.3.3	Make KTSU an integral communication tool to reach alumni, students and community	Develop regular TSU programming for KTSU to air weekly—measurement is amount of TSU airtime provided	To have at least one weekly hour of programming focused on TSU, alumni, programs, etc.	Communications/KTSU
6.3.4	Increase major articles about successful alumni in major publications by 2020	Number of profiles/articles published	Adding at least 2 per year to reach total of 6 annually	Communication/Alumni
6.3.5	Increase corporate communications and outreach through personal letters and contacts from President	Direct letter outreach increase from quarterly to bi-monthly by FY2016	Increase visits to quarterly in FY2016 and one additional each year CEO campus visits increase from 3 to 9 annually bringing at least one major corporate visit to	Advancement/Development /President's Office

			campus 9x/year by 2020 (currently approx.. 3-4/year)	
--	--	--	------------------------------------------------------------	--

Priority 7. Efficient

Texas Southern University will be a good steward of its resources reflecting its responsibility to the people of the state of Texas. It will allocate its assets to achieve its goals in ways that maximize the benefits to its students and stakeholders. Its administration will be known for its transparency and integrity.

Goal 1. Provide responsible fiscal management

Objectives

- Ensure that sufficient resources exist to support and further the University's mission
- Provide adequate controls on the use of fiscal and physical resources
- Foster collaboration in the planning and allocation of resources in support of the University's mission
-

Goal 2. Provide excellence in facilities and maintenance operations

Objectives

- Enhance and preserve the University's physical infrastructure
- Ensure that adequate and appropriate space is provided to achieve the University's educational, research, and student support and community service missions
- Provide adequate routine and preventative maintenance services

Goal 3. Provide effective programs to support student learning

Objectives

- Improve the quality and increase the number of services provided to the University community
- Provide exemplary opportunities for students to develop academically, socially and emotionally
- Develop high quality, well-maintained and secure campus student housing to accommodate 50% of the University's full-time enrollment over the next five years

Goal 4. Increase the effectiveness of Information Technology in University operations

Objectives

- Develop a five-year strategic technology plan that as a minimum:
 - supports increased online program development
 - reviews and determines standards for optimal operational support

- assesses current hardware and software resources and future requirements for the support and furthering of the University's mission

Strategic Plan Number	Objective	Metrics/ Measurements	Targets	Unit(s)/ Individual(s) Responsible
7.1 Provide responsible fiscal management				
7.1.1.	Ensure that sufficient resources exist to support and further the University's mission	Annual analysis and review of resource availability and projection of future resources	Adequacy of financial resources to support the University's core mission	Chief Financial Officer
7.1.2.	Provide adequate controls on the use of fiscal and physical resources	Continuation of annual external audits with no significant findings and with unqualified opinion	Ensure accuracy of University financial records and appropriate financial controls	Chief Financial Officer
		Review of business process to ensure appropriate internal control.	Ensure University financial resources are utilized appropriately	Chief Financial Officer
7.1.3.	Foster collaboration in the planning and allocation of resources in support of the University's mission	Provide adequate budget to units through collaborative planning process	Redesign of budget planning process	Chief Financial Officer Executive and Budget Officers of all units
7.2 Provide excellence in facilities and maintenance operations				
7.2.	Facilities and Maintenance	Completion of Master Plan	Completion of updated University Master Plan to contain University Building Standards	Chief Financial Officer
7.2.1.	Enhance and preserve the University's physical infrastructure	Formation of committee	Completion of an updated University Master Plan that will include the establishment of a standing committee to review the planning process and advise on Master Planning revisions	Chief Financial Officer
7.2.2.	Ensure that adequate and appropriate space is provided to achieve the University's educational, research, and student support and community service missions	Improvement of Space Utilization Monitor Space Utilization Report (SUE)-Classroom & Lab usage	Improvement in space scheduling and decommissioning or repurposing of that space which may no longer be appropriate to the University's mission	Chief Financial Officer Facilities Academic Affairs Registrar's Office
7.2.3.	Provide adequate routine and preventative maintenance services	Reduction in service interruptions	Complete and implement comprehensive preventative and deferred maintenance schedule.	Office of Facilities and Maintenance
7.3 Provide effective programs to support student learning				

7.3.1.	Improve the quality and increase the number of services provided to the University community	Annual surveys of student and user satisfaction	Determine baseline and means to measure improvement in services being provided.	Dean of Students Chief Financial Officer
7.3.2.	Provide exemplary opportunities for students to develop academically, socially and emotionally	Record activities and events	Increase support to and thus the number of opportunities for students represented by activities and events	Student Services Academic units
		Provide opportunities for mentoring students in financial and administrative operations	Increase student employment and non-employment opportunities to participate in learning experiences	Administration and Finance units
7.3.3.	Develop well-maintained and secure campus student housing to accommodate 50% of the University's full-time enrollment over the next five years	Increase the availability of student housing Reduce property losses Measure student satisfaction with housing	Absolute number and ratio of students living in campus housing Provide adequate security and asset control Develop and deploy student housing satisfaction survey	Office of Residential Life and Housing
		Improve annual campus crime statistics	Maintain and improve public safety on campus	Department of Public Safety
7.4 Increase the effectiveness of Information Technology in University operations				
7.4.1	Develop a five-year strategic technology plan that supports increased on-line program development	Completion of strategic plan	Involvement of academic units in planning for future on-line programs	Office of Information Technology Academic units COLEIT
	Develop a five-year strategic technology plan that reviews and determines standards for optimal operational support	Completion of strategic plan	Creation of governing structure for Information Technology that provides opportunity for shareholder involvement	Office of Information Technology
	Develop a five-year strategic technology plan that assesses current hardware and software resources and future requirements for the support and furthering of the University's mission	Performance measures in strategic plan	Determine baseline measures and measurement of improvement	Office of Information Technology

Committees

Steering Committee

President John Rudley
 Sunny Ohia
 Jim McShan
 Wendy Adair
 Charles McClelland
 Hasan Jamil
 Bryan Dickens
 Danille Taylor
 Danny Holley
 Lei Yu
 Lillian Poats
 James Ward
 Ronald Johnson
 Edward Stemley
 Robert Bullard
 Humphrey Regis
 Gregory Maddox
 Elizabeth Brown-Guillory
 Adebayo Oyekan
 Betty Cox
 Kimberly McLeod
 Raijanel Crockem
 SGA Pres. Leon Spencer
 GSGA Pres. R. Bautista
 Rasoul Saneifard
 Trushna Parekh
 Audrey Player
 Okezie Chukwumerije
 Connie Cochran
 Gerald Smith
 Julie Askew
 William Alexander
 Georgia Provost

Mission, Vision, and Values

Brian Dickens
 Connie L. Cochran
 Trushna Parekh
 Sunny Ohia
 Gregory H. Maddox
 Humphrey Regis
 Gerald B. Smith
 Dannye Holley

Excellence

Ronald A. Johnson, Chair
 Elizabeth Brown-Guillory
 Gregory Maddox
 Lillian Poats
 Denika Douglas
 Okezie Chukwumerije
 Teryana Lamb

Student Centered

Danille Taylor, Chair
Needha Boutte-Queen
Kimberly McLeod
Dominique Broussard
Hasan Jamil
Lei Yu
Gabrielle Floyd
Demetra Gregg
Tiffany Echevarria

Inclusive

Lillian Poats, Chair
Rosemarie Bautista
Tanya Jones
Shannon Henderson
Rodney Hughes
Gregory Maddox
Sarmistha Majumdar
Cheymere Robinson
Andrea Shelton
Derrick Wilson

Engaged

Andrea Shelton, Chair
Sarmistha R. Majumdar
Georgia D. Provost
Stephanie Riles
Cheymere Robinson

Creative

Adebayo Oyekan, Chair
Audrey N. Player
Collette M. Bloom
Robert Bullard
S. Srinivasan
Daniel Vrinceanu
Dong Liang
David Owerbach

Collaborative

Wendy Adair, Chair
Spencer Yantis
Oscar Criner
Connie Cochran
Carolyne Oliver

Efficient

Craig Ness, Chair
Jim McShan
Gregory Maddox