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**The Sul Ross State University Plan**  
*Strategies for the Second Century*  
**2016-2021**  
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**GOALS**

- Goal 1: **Promote Growth in Academic, Research and Artistic Excellence**
- Goal 2: **Target Recruiting, Maximize Retention & Increase Graduation Rates**
- Goal 3: **Strengthen a Sustainable & Diversified Financial Base while Ensuring Affordable Access**
- Goal 4: **Recruit, Retain & Develop Faculty, Staff and Student Employees**
- Goal 5: **Unify and Enhance the Image and Visibility of Sul Ross**

**OBJECTIVES**

- Goal 1: **Promote Growth in Academic, Research and Artistic Excellence**
  - Objective 1: Develop new or build on existing learning programs to create expanded opportunities to “learn by doing” across the curriculum, emphasizing tangible skills for lifelong learning and preparation to contribute to 21<sup>st</sup> century society
  - Objective 2: Establish ourselves as a regional leader in providing curricular programs that leverage the educational potential of our rich and diverse campus community
  - Objective 3: Support, improve and recognize research and its impact on faculty development and student engagement & learning
  - Objective 4: Support, improve and recognize excellence in artistic endeavor
  - Objective 5: Encourage and support efforts to obtain external funding for all forms of research, education, scholarly, creative, service and outreach activities

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**Goal 2: Target Recruiting, Maximize Retention & Increase Graduation Rates**

Objective 1: Increase new student enrollment over the next 5 years

Objective 2: Increase student retention and persistence over the next 5 years

Objective 3: Increase overall student graduation rates over the next 5 years

**Goal 3: Strengthen a Sustainable & Diversified Financial Base while Ensuring Affordable Access**

Objective 1: Advance available operating resources

Objective 2: Cultivate an appropriate infrastructure of personnel, resources, and facilities that can be maintained by available revenue

Objective 3: Support and develop resources that enable the university to cultivate, expand and sustain philanthropic support

Objective 4: Maintain the university's relative affordability in Texas, while providing a "Private education experience at a state education price"

**Goal 4: Recruit, Retain & Develop Faculty, Staff and Student Employees**

Objective 1: Provide competitive salaries, benefits, and professional advancement resources to support the recruitment, retention, and development of faculty and staff

Objective 2: Create an environment that promotes development, training and job satisfaction for faculty, staff and student employees

**Goal 5: Unify and Enhance the Image and Visibility of Sul Ross**

Objective 1: Increase awareness of and advocacy for the university by showcasing Sul Ross's teaching, learning, research, athletics and artistic endeavors

Objective 2: Maintain a visually unified, aesthetically pleasing campus that showcases our status of quality and regional leadership in higher education

Objective 3: Advance and provide support for sustainability initiatives throughout the university

Objective 4: Broaden and deepen constituent engagement, developing more meaningful relationships with alumni, friends and students

Objective 5: *[Pending: a goal & associated strategies for positioning **athletics & sports** as a vehicle for enhancing the image and visibility of Sul Ross]*

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**STRATEGIES**

**Goal 1: Promote Growth in Academic, Research and Artistic Excellence**

Objective 1: Develop new or build on existing learning programs to create expanded opportunities to “learn by doing” across the curriculum, emphasizing tangible skills for lifelong learning and preparation to contribute to 21<sup>st</sup> century society

Strategy 1: Expand Summer Bridge Programs

Strategy 2: Establish a faculty discussion series “Pedagogy and Practice”

Strategy 3: Develop a comprehensive educational career program and a program of career-focused student internships

Strategy 4: Engage and support student applications to national and international service organizations such as Fulbright U.S. Student Program, Peace Corps, AmeriCorps, etc.

Strategy 5: Establish a Task Force within the Office of International Studies to develop programs that encourage participation in national and international field study and travel programs

Strategy 6: Improve technical support in distance learning to include online/web based learning and teleconference instruction

Objective 2: Establish ourselves as a regional leader in providing curricular programs that leverage the educational potential of our rich and diverse campus community

Strategy 1: Each SRSU college will establish its own *Task Force on the Sul Ross Educational Experience* to develop college-specific actions that support both this and the previous Objective #1

Strategy 2: Create department-level programs that engage the student community around shared experiences

Strategy 3: Provide access both electronically and in person to current books, journals and other academic resources needed for effective teaching, learning, and research

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Objective 3: Support, improve and recognize research and its impact on faculty development and student engagement & learning

Strategy 1: Enhance & embrace the current policies regarding IDC & grant funding accounting and supported release time, including identifying and providing release time for faculty participating in research and providing criteria for productivity measures

Strategy 2: Create opportunities for both funded and unfunded research at the graduate and undergraduate level with associated opportunities to present or publish, including growing the current undergraduate research symposiums and creating a graduate student symposium

Strategy 3: Establish the Division of the Library and Information Technologies as the official repository and promoter of all faculty scholarly publications

Strategy 4: Ensure that graduate fellowships and assistantships are awarded to students engaged in significant research as deemed by their committees.

Strategy 5: Enlist senior research faculty to mentor, advise, and assist early career tenure track faculty

Strategy 6: Encourage research collaboration opportunities that are multidisciplinary and reach across Sul Ross colleges

Objective 4: Support, improve and recognize excellence in artistic endeavor

Strategy 1: Support and improve publication and presentation of student work, on campus and beyond

Strategy 2: Implement a Cultural Life Program

Strategy 3: Recognize student and faculty artistic excellence through the Sullies in areas of theater, music, visual arts, creative writing and communication.

Objective 5: Encourage and support efforts to obtain external funding for all forms of research, education, scholarly, creative, service and outreach activities

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- Strategy 1: Improve faculty, staff & student proposal writing skills to enhance capabilities in grant writing
- Strategy 2: Create opportunities for faculty, staff, and students to learn about available grants and write grant proposals
- Strategy 3: Promote and publicize projects and programs supported by grants
- Strategy 4: Budget funds for post-grant staffing and other related institutional costs
- Strategy 5: Create policies and procedures for grant management

**Goal 2: Target Recruiting, Maximize Retention & Increase Graduation Rates**

**Objective 1: Increase new student enrollment over the next 5 years**

- Strategy 1: Target applicants who meet the new-student designated scholarships criteria (e.g. Presidential Access Scholarship program)
- Strategy 2: Promote internships and cultural encounters through the Office of International Studies to increase the international student body
- Strategy 3: Develop secondary and tertiary markets using Enrollment Planning Services to target the Texas Hill Country and greater Austin area
- Strategy 4: Increase the number of online graduate degree programs
- Strategy 5: Establish and implement minimum editorial and layout standards for undergraduate and graduate program webpages
- Strategy 6: Further develop data sources that permit enrollment trend analysis by campus, department or cohort
- Strategy 7: Provide smooth transition from junior/community colleges to Sul Ross to increase enrollment of transfer students

**Objective 2: Increase student retention and persistence over the next 5 years**

- Strategy 1: Engage nationally recognized retention experts & apply their best-practices to ensure 60% or better freshman cohort retention

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Strategy 2: Increase the impact and effectiveness of First Year Seminar by posting mid-terms grades, tracking attendance and employing academic interventions

Strategy 3: Facilitate the shift from Lobo Den advising to faculty advising by ensuring all retention-related job classifications and work assignments are focused on first-time-in-college and 4<sup>th</sup> semester sophomore cohort retention

Strategy 4: Convert grant-funded staff to permanent funded position and facilities to assist graduate thesis preparation, research and communication

Strategy 5: Increase number of high-impact retention practices, e.g. club participation, extra-curricular activities, participatory sports, entertainment

Objective 3: Increase overall student graduation rates over the next 5 years

Strategy 1: Require every department to have a set course rotation plan going out two years

Strategy 2: Course delivery plans will diversify their methods of instruction as much as practical

Strategy 3: Rollout a university-wide, universally applied degree planning tool such as DegreeWorks that guarantees all students and their advisors are working with a current and viable degree or certification plan.

Strategy 4: Attrition mitigation programs will be designed based on department-level attrition data rather than college or university-level data trends.

**Goal 3: Strengthen a Sustainable & Diversified Financial Base while Ensuring Affordable Access**

Objective 1: Advance available operating resources

Strategy 1: Implement a multi-year forward-looking fee enhancement plan

Strategy 2: Establish, cultivate & maintain purchasing relationships with vendors to increase our competitive base for procurement

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Strategy 3: Enhance maintenance of loan and collection processes to improve days-outstanding

Objective 2: Cultivate an appropriate infrastructure of personnel, resources, and facilities that can be maintained by available revenue

Strategy 1: Periodically update and disseminate the Master Plan with input from faculty, staff and students

Strategy 2: Design & implement a university-wide framework and decision tool that could be used to assess the long-term strategic importance of programs and departments that would be triggered by a significant and abrupt decrease in revenue

Strategy 3: Identify & manage any excess space that adversely impacts state & HEAF funding while providing appropriate and adequate space for learning and university operations

Strategy 4: Increase revenues from leasing facilities for outside-sponsored events

Objective 3: Support and develop resources that enable the university to cultivate, expand and sustain philanthropic support

Strategy 1: Develop a comprehensive fund raising plan anchored to the core institutional policies

Strategy 2: Consolidate and expand the Development Office to reflect more closely industry standards and supports the Office's comprehensive plan

Strategy 3: Launch the Second Century Campaign

Strategy 4: Develop donor relations and stewardship programs that focus on and improve donor retention

Objective 4: Maintain the university's relative affordability while providing a "Private education experience at a state education price"

Strategy 1: Prioritize course offerings such that we balance the need to grow our financial base, meet the demands of our students and maximize the state's funding

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Strategy 2: Target financial resources on improving programs and services that impact the perceived quality and affordability of the university

Strategy 3: Design & implement tools that help us make informed decisions regarding in which programs to invest or disinvest

Strategy 4: Methodically invest in faculty and staff such that we have the right resource in the right place to improve educational quality and positively impact enrollment & retention

**Goal 4: Recruit, Retain & Develop Faculty, Staff and Student Employees**

Objective 1: Provide competitive salaries, benefits, and professional advancement resources to support the recruitment, retention, and development of faculty and staff

Strategy 1: Maintain competitive salaries for faculty compared to the CB salary data for faculty and a reasonably comparable dataset for staff

Strategy 2: Identify and provide options for professional training for faculty and staff, including increased allocations for faculty and staff training

Strategy 3: Implement merit- and performance-based salary treatment procedures for faculty and staff

Objective 2: Create an environment that promotes development, training and job satisfaction for faculty, staff and student employees

Strategy 1: Implement in-depth orientation for new faculty, staff and student employees

Strategy 2: Design & implement professional development opportunities for faculty & staff, including SRSU course work applicable to employees' current work assignments

Strategy 3: Institute a leadership program that recognizes academic and administrative excellence in current and developing campus leaders

Strategy 4: Provide additional professional development in online pedagogy for faculty who teach online courses

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Strategy 5: Promote and articulate job & organizational expectations and local environmental characteristics to prospective employees

**Goal 5: Unify and Enhance the Image and Visibility of Sul Ross**

Objective 1: Increase awareness of and advocacy for the university by showcasing Sul Ross's teaching, learning, research, athletics and artistic endeavors

Strategy 1: Establish a baseline on current messaging, outreach & event attendance

Strategy 2: Install a process for ensuring news from alumni, friends and students are communicated along all messaging platforms established in Strategy 1

Strategy 3: Implement a published schedule of regular communications from SRSU to the communities established in Strategy 1

Strategy 4: Install a conformance testing process to monitor print authorization and branding guidelines adherence

Strategy 5: Develop a policy to standardize department-level website design to encourage consistent messaging across the university.

Objective 2: Maintain a visually unified, aesthetically pleasing campus that showcases our status of quality and regional leadership in higher education

Strategy 1: Budget maintenance costs per the actual monthly maintenance experience

Strategy 2: Maintain an inventory of deferred maintenance for budgeting & work prioritization

Strategy 3: Generate and maintain a "Best Use" inventory of hands-on, non-dedicated learning environments across the Alpine campus

Strategy 4: Ensure Physical Plant & Maintenance Department is full participant in the Campus Planning & Campus Master Plan committees and the proposed Office of Sustainability

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Objective 3: Advance and provide support for environment sustainability initiatives throughout the university

Strategy 1: Develop an Office of Sustainability

Strategy 2: Expand the current SRSU recycling program

Strategy 3: Implement a sustainability performance measurement framework, e.g. STARS that emphasizes the environmental, social, and economic benefits of sustainable practices

Strategy 4: Become a member of the National Council for Science and the Environment

Strategy 5: Develop a mutidisciplinary sustainability minor

Strategy 6: Become a signatory to the Talloires Declaration which commits to sustainability education in higher education.

Objective 4: Broaden and deepen constituent engagement, developing more meaningful relationships with alumni, friends and students

Strategy 1: Implement effective regional programs to engage alumni and friends across Texas

Strategy 2: Grow the alumni / student mentor program

Strategy 3: Increase the number of yearly events and special recognitions for donors and alumni with special focus on persistent or programmatic donors

Strategy 4: Ensure that all university units receiving any and all types of outside funding distribute financial reports to those donors no later than February.

Objective 5: *[Pending: a goal & associated strategies for positioning **athletics & sports** as a vehicle for enhancing the image and visibility of Sul Ross]*