

Texas Southern University

Strategic Plan Final Review 2009-2015

Prepared Spring 2016

Institutional
Assessment
Planning
Effectiveness

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

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Goal 1. Provide high-quality instruction

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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



Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
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Law: Texas Bar Passage Rates							
2009	2010	2011	2012	2013	2014		2015
67.27%	76.7%	90.0%	79.2%	82.6%	89.5%	Target →	77.4%
						Actual →	70.3%

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

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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

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

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



Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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



Pharmacy: (North American Pharmacist Licensure Examination) NAPLEX Passage Rates

2009	2010	2011	2012	2013	2014		2015
96.6%	97.5%	98.9%	97.3%	97.3%	96.1%	Target →	100%
						Actual →	92.9%

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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



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

Data Source: Texas Higher Education Coordinating Board

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

2013=eMAJ

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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

General Education: Mathematics-Course Passage C or Higher							
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



Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

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



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

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

Data Source: Office of Research
Values reported in millions.

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



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

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

2009=High School GPA ≥ 2.0 or above

2010=High School GPA ≥ 2.0 & ≥ 820 on SAT or ≥ 17 ACT

2012=High School GPA ≥ 2.5 & ≥ 820 on SAT or ≥ 17 ACT

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

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

Admissions Standards							2015
2009	2010	2011	2012	2013	2014	Target	2015
87.8%	50.25%	55.2%	46.7%	51.0%	42.4%	58.4%	
						Actual	43.1%

2009=High School GPA ≥ 2.0 or above;

2010=High School GPA 2.0 and ≥ 820 on SAT or ≥ 17 ACT,

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

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

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



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

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

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

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

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

*Data Source: Relational database developed from Banner
Percent of 1st-time freshmen enrolled in their 1st year (Fall to Spring Semesters)
Fall 2013 curriculum change: Freshman Seminar no longer required.



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

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



Developmental Mathematics-Course Passage C or Higher							
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%	<div style="background-color: #800000; color: white; padding: 5px; display: inline-block;">Target</div>	67%- 72.0%
						<div style="background-color: #ff0000; color: white; padding: 5px; display: inline-block;">Actual</div>	54.5%

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

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

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



Developmental English-Course Passage C or Higher								
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15	
64.3%	66.2%	54.9%	59.7%	50.4%	72.4%	<div style="background-color: #800000; color: white; padding: 5px; display: inline-block;">Target</div>	65.9%- 79.4%	
							<div style="background-color: #ff0000; color: white; padding: 5px; display: inline-block;">Actual</div>	61.4%

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

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

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



1 st -time Full-time Freshmen-1 st Year Students						
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
67.0%	61.1%	60.8%	61.4%	55.2%	53.3%	70.0%
						Target
						Actual
						45.5%

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

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



1 st -time Full-time Freshmen-2 nd Year Students						
2007-09	2008-10	2009-11	2010-12	2011-13	2012-14	2013-15
42.1%	39.3%	40.1%	40.7%	40.8%	39.5%	70.0%
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: #800000; color: white; padding: 5px 10px; font-weight: bold;">Target</div> </div>						
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: #ff0000; color: white; padding: 5px 10px; font-weight: bold;">Actual</div> </div>						39.5%

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

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



1 st -time Freshmen-SAT Scores							
2009	2010	2011	2012	2013	2014	2015	
810	810	820	820	820	810	931.5	
						Target →	
						Actual →	800

Data Source: Relational database developed from Banner

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

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



1 st -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

Data Source: Relational database developed from Banner

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

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



On-Campus 1 st -time Freshmen							
2009	2010	2011	2012	2013	2014		2015
49.4%	56.7%	58.7%	56.9%	61.9%	53.9%	Target →	100%
						Actual →	52.6%

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

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

Undergraduate International Students

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

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

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



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

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

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



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

Areas of Additional Focus/Standard Measurements

Goal 2. Provide basic and applied research

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



Areas of Additional Focus/Standard Measurements

Goal 2. Provide basic and applied research

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



Areas of Additional Focus/Standard Measurements

Goal 3. Provide public service

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



Areas of Additional Focus/Standard Measurements

Goal 3. Provide public service

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

