



**Texas Southern University
Strategic Plan
2009-2015**

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 our desire to be a contributing partner to our community, state, nation, and world.

Mission

Texas Southern University is a comprehensive metropolitan university. Building on its legacy as a historically black institution, the University provides academic and research programs that address critical urban issues and prepare an ethnically diverse student population to become a force for positive change in a global society.

In order to achieve this mission, Texas Southern University provides:

- quality instruction in a culture of innovative teaching and learning
- basic and applied research and scholarship that is responsive to community issues
- opportunities for public service that benefit the community and the world

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

To ensure that the University achieves these goals, it has identified objectives under each goal and developed quantifiable performance measures for each objective.

Goal 1. PROVIDE HIGH-QUALITY INSTRUCTION

The central purpose of the University is to provide high quality higher education to its students. As such, this goal encompasses some of the most important functions of the University. The objectives identified as supporting the fulfillment of this goal include:

- Objective 1.1. Improve student performance on exit measures of competency
- Objective 1.2. Improve student performance on professional examinations
- Objective 1.3. Develop a culture for innovative teaching and learning
- Objective 1.4. Develop, expand and coordinate on-line courses
- Objective 1.5. Assess student performance upon completion of general education
- Objective 1.6. Secure accreditation/certification/reaffirmation of all eligible programs
- Objective 1.7. Equip students to compete in a global environment through innovative international education programs

Goal 1: Quality Indicators and Suggested Performance Measures

Objective	Suggested Measures	Quality Targets	Unit(s)/Person(s) Responsible
1.1. Improve student performance on exit measures of competency	Measures of student performance on comprehensive exams, senior exams, and senior/capstone projects	Improve performance on exit measures by 15%	Chief Academic Officer and academic units
1.2. Improve student performance on professional examinations	Performance on bar exam, pharmacy licensure exam, etc.	Improve performance on professional exams by 15%	Chief Academic Officer and academic units
1.3. Develop a culture for innovative teaching and learning	Number of courses utilizing instructional technology	Increase the number of courses using instructional technology by 30%	Chief Academic Officer and academic units
	Number of faculty utilizing instructional technology	Increase the number of faculty participants in faculty development for instructional technology by 30%	Chief Academic Officer and academic units
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
	Develop process for creation of on-line courses	25 faculty participants annually	Center for E-learning
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
1.6. Secure accreditation-certification-reaffirmation of all eligible programs	Accreditation/ certification/reaffirmation of programs	100% completion on program reviews for externally unaccredited programs by 2015	Chief Academic Officer and academic units
1.7. Equip students to compete in a global environment through innovative international education programs	Number of students participating in study abroad programs	Increase number of students participating in international study programs by 25%	Chief Academic Officer, academic units, and International Programming Committee

Goal 2. PROVIDE BASIC AND APPLIED RESEARCH

A university exists 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. Texas Southern's particular strengths in the creation of knowledge lie in its history and function as a historically black institution and as a metropolitan institution. The University's objectives under this strategic goal reflect its strengths. The University will:

- Objective 2.1. Increase the number and quality of scholarly and creative works generated by the faculty and by students
- Objective 2.2. Increase the amount of annual research and teaching funding
- Objective 2.3. Develop an incentive system for faculty teaching, research, and service
- Objective 2.4. Promote interdisciplinary research groups
- Objective 2.5. Identify opportunities for addressing campus and community issues
- Objective 2.6. Engage in research and technology transfer for commercialization

Goal 2: Quality Indicators and Suggested Performance Measures

Objective	Measures	Target	Unit(s)/Persons 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
2.2. Increase the amount of annual research funding	Change in research funding dollars	Increase the amount of external research funding by 30% annually	Chief Research Officer and academic units
	Change in number of proposals submitted	Increase the number of external grants submitted by 30% annually	Academic units and Chief Research Officer
2.3. Develop an incentive system for faculty teaching, research, and service	Faculty Awards given	Continue and increase Faculty Awards program annually	Office of the Provost
	Faculty incentive funding system created and awarded for research, teaching, and service	Develop an incentive funding system	Chief Research Officer and Office of the Provost
2.4 Promote interdisciplinary research groups	Interdisciplinary centers created	Create interdisciplinary research teams to develop three research centers by 2015	Chief Academic Officer and academic units
	Number of proposals submitted and funded	Increase number of grants submitted by interdisciplinary centers by 20% by 2015	Chief Academic Officer, Chief Research Officer, and academic units
2.5 Identify opportunities for addressing campus and community	Number of proposals submitted, number of publications	Increase the number of research projects on community issues by 20%	Chief Academic Officer, academic units, and Chief Research Officer

issues	Number of proposals; number of publications	Increase the number of research projects on academic and social issues on campus by 20% annually	Chief Academic Officer, academic units, and Chief Research Officer
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

Goal 3. PROVIDE PUBLIC SERVICE

Texas Southern has long served as a critical institution for the city of Houston and the state of Texas, and especially for its African American community. As it moves forward, it is imperative that the University continues to provide active and engaged community service.

- Objective 3.1. Develop and expand community and public service programs
- Objective 3.2. Increase the number of continuing education units generated
- Objective 3.3. Integrate service learning into the educational programs of the university

Goal 3: Quality Indicators and Suggested Performance Measures

Objective	Suggested Measures	Target	Unit(s)/Persons Responsible
3.1. Develop and expand community and public service programs	Public Service Plan	Develop a comprehensive University community service agenda	Office of the Provost, academic units, and Office of University Advancement
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
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

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

Texas Southern must ensure that it provides a quality educational experience for its students. It must continue to work to remove barriers to higher education that exist in its environment. The University must produce skilled and quality graduates. The University must adequately orient students to life on campus. The University must ensure that students demonstrate academic motivation by acquiring and maintaining a 2.0 minimum grade point average. Students are not by definition consumers of education; they are partners with the University in its attainment. The University must improve its ability to serve as an effective partner.

- Objective 4.1. Increase the number of college-ready incoming freshmen
- Objective 4.2. Increase diversity of student body
- Objective 4.3. Execute existing articulation agreements in order to increase number of transfer students to university
- Objective 4.4. Improve student satisfaction ratings
- Objective 4.5. Develop collaborative efforts to increase the proportion of students with a GPA of 2.0 or higher
- Objective 4.6. Improve retention and increase 6-year cohort graduation rates
- Objective 4.7. Improve career placement outcomes
- Objective 4.8. Increase the number of international students on campus and enrolled through innovative distance learning programs

Goal 4: Quality Indicators and Suggested Performance Measures

Objective	Measures	Target	Unit(s)/Persons Responsible
4.1. Increase the number of college-ready incoming freshmen	Number of new students who meet standards	Increase the number of incoming students who meet new admission standards by 25%	Office of Recruitment
	Improve college readiness skills during the Summer Academic Academy	Increase the number of students who achieve college readiness by 20%	Student Success Services
	Increase the number of students participating in the University's freshman orientation course	100% participation by freshman in orientation	Student Success Services
4.2. Increase diversity of student body	Increased diversity in student body as measured by standard student diversity measures	Increase diversity of student body by 30%	Office of Recruitment
4.3. Execute existing articulation agreements in order to increase number of transfer students to the University	Increased number of transfer students from community colleges	Increase the number of transfer students from community colleges by 40%	Office of Recruitment
4.4. Improve student satisfaction ratings	Increased retention and graduation rates	Increase score on student satisfaction survey and student climate survey by 15%	Institutional Assessment, Planning and Effectiveness, and academic units
4.5. Develop collaborative efforts to increase the proportion of	More strategically address/redress student deficiencies	Increase the proportion of students who successfully complete Mathematics	Office of the Provost Student Success Services

students with a GPA of 2.0 or higher		and English remedial courses by 20% annually	
	Increase the number of students utilizing the counseling and academic advising services	Increase the number of academic advisors and counselors with attempt to contact 100% of the first and second year students on a weekly basis achieving a minimum of 80% success	Student Success Services
	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. Retention will increase to 70% of first and second year students	Student Success Services
	Identify and assign to mandatory tutoring all first and second year students with a GPA below 2.0	70% of all students assigned to mandatory tutoring will raise their grade point averages to 2.0 or higher.	Student Success Services, Office of the Provost, and academic units
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
	Complete the development of the Freshman College	Increase the number of first-time freshmen living on campus to 100%	Student Success Services
	Better support services for academic development	Develop academic tracks to meet student needs	Office of the Provost and academic units
4.7. Improve career placement outcomes	Increased number of employers added to database. Increased number of events that bring employers to students and that take students to employers.	Increase the number of corporate partners by 30	Career Planning and Placement and school placement offices as appropriate
	Increased coordination on campus job fairs and employer receptions	Increase the number of employment fairs by 10	Career Planning and Placement
	Measures of placement of graduates in new and non-traditional careers	Establish strong career consulting services that include trending careers as well as less traditional careers	Career Planning and Placement
	Increased graduates in joint curricular programs	Increase use of joint curricular initiatives to prepare students for careers	Academic units
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

Goal 5. ENSURE STEADY AND SIGNIFICANT INCREASE IN PHILANTHROPY, ALUMNI GIFTS AND PARTICIPATION, AS WELL AS PRIVATE SECTOR DONATIONS

The University has long lagged behind comparable institutions in binding its former students to the institution in a life-long partnership supporting higher education. The University must also work to increase its support in the wider Houston community as it increases its ability to provide effective education, service, and research for the community.

- Objective 5.1. Increase proposals to and funding from corporate and philanthropic foundations
- Objective 5.2. Increase alumni participation
- Objective 5.3. Increase endowed funds raised to support scholarships, endowed chairs and endowed professorships
- Objective 5.4. Develop an ongoing alumni and friends annual giving campaign

Goal 5: Quality Indicators and Suggested Performance Measures

Objective	Measures	Target	Unit(s)/Persons Responsible
5.1. Increase proposals to and funding from corporate and philanthropic foundations	Number of major proposals per year	Generate at least 15 major proposals in FY2010, increasing from 12 in FY09 to 20 annually by 2015.	Office of Development
	Annual amount of such funds raised	Increase annual corporate and philanthropic foundation funds from \$4.5M in FY09 to \$10M by 2015.	Office of Development
5.2. Increase alumni participation	Annual number of new members	Increase alumni from 600 in FY09 to 2100 by 2015.	Alumni Office
	Annual number of new chapters	Increase number of alumni chapters from 13 in FY09 to 20 by 2015	Alumni Office
5.3. Increase endowed funds raised to support scholarships, endowed chairs and endowed professorships	Annual amount of such funds raised	Raise \$7.5M in new endowed funds by 2015	Office of Development and all academic units
5.4. Develop an ongoing alumni and friends annual giving campaign	Annual amount of such funds raised	Increase annual giving by 25% annually, from current \$150K in FY09 to \$500K by 2015.	Office of Development and Alumni Office

Goal 6. ENSURE THAT EACH ADMINISTRATIVE UNIT EFFECTIVELY AND EFFICIENTLY SUPPORTS THE UNIVERSITY'S MISSION

The University has long been plagued by an inefficient and unresponsive administrative structure. The current administration has made great strides in improving the ability of the institution to meet the critical needs of students and educational programs quickly and efficiently. The University must intensify its efforts to become a modern and effective institution.

Objective 6.1. Fiscal

- 6.1.1. Ensure that sufficient resources exist
- 6.1.2. Provide adequate controls and ensure transparency
- 6.1.3. Appropriate allocations to support University's mission

Objective 6.2. Facilities and Maintenance

- 6.2.1. Enhance infrastructure
- 6.2.2. Provide adequate space to achieve educational, research and student services
- 6.2.3. Provide adequate routine and preventative maintenance services
- 6.2.4. Enhance campus aesthetics

Objective 6.3. Programs

- 6.3.1. Enhance both the quality and number of University campus services
- 6.3.2. Provide exemplary opportunities for students to develop academically, socially and emotionally
- 6.3.3. Develop high quality, well-maintained and secure campus student housing to accommodate 50% of the University's full-time student enrollment over the next five years

Objective 6.4. Information Technology

- 6.4.1. Develop a five-year strategic technology plan that minimally:
 - 6.4.1.1. Supports increased on-line program development
 - 6.4.1.2. Reviews and determines standards for operation support (i.e. In-house vs. Privatization)
 - 6.4.1.3. Assesses hardware and software needs to support university mission

Goal 6: Quality Indicators and Suggested Performance Measures

Objective	Measures	Target	Unit(s)/Persons Responsible
6.1.1 Ensure that sufficient resources exist	Annual increases in budgeted resources	Budgeted resources adequate to meet the University's mission	Chief Executive and Chief Financial Officer
6.1.2 Provide adequate controls and ensure transparency	Continue annual external audits for next three years to ensure elimination of concerns in annual external University audits	Ensure that adequate financial controls exist	Chief Executive and Chief Financial Officer
	Unqualified opinion on annual external audits	Ensure accuracy of financial records	Chief Financial Officer
6.1.3 Appropriate allocations to support University's mission	Annual budgets of all units	Implement approved budget procedures	Chief Financial Officers and all units
	Annual unit assessments	Assessments of effectiveness of budget procedures	Office of Institutional Effectiveness
6.2 Facilities and Maintenance	Completion of Master Plan	Completion of an updated University Master Building Plan containing University Building Standards	Chief Operating Officer
6.2.1 Enhance infrastructure	Creation of new committee	Completion of an updated University Master Building Plan will include the establishment of a standing committee that reviews the planning process and provides input to the Master Building Plan revisions	Chief Operating Officer
6.2.3 Provide adequate routine and preventative maintenance services	Completion of plan	Complete a routine, preventative and deferred maintenance schedule	Office of Facilities and Maintenance
6.3.1 Enhance both the quality and number of university campus services	Feedback from the annual student satisfaction survey and information gained from community, faculty and staff	Increase satisfaction with student and campus services	Office of Campus Services and Office of Student Services
6.3.2 Provide exemplary opportunities for students to develop academically,	Log of activities & events culled from the centralized University	Increase the number of campus events	Student Services and academic units

socially and emotionally	Events Calendar Log of academic summer camps culled from the University Course Selection Bulletin	Increase number of summer programs utilizing campus facilities	College of Continuing Education and other academic units
6.3.3 Develop high quality, well-maintained and secure campus student housing to accommodate 50% of the University's full-time student enrollment over the next five years	Ratio of full-time students living in campus housing	Increase the availability of student housing	Office of Residential Life and Housing
	Reduction in property losses	Ensure asset management processes are followed	Office of Residential Life and Housing
	Develop and deploy student housing satisfaction survey	Measure student satisfaction with housing	Office of Residential Life and Housing
	Feedback on the annual student satisfaction survey	Increase student satisfaction with housing	Office of Residential Life and Housing
	Annual campus crime statistics	Maintain and improve public safety on campus	Department of Public Safety
6.4.1 Develop a five-year strategic technology plan that minimally:	Strategic Plan	Develop a five year technology strategic plan	Office of Information Technology
6.4.1.1 Supports increased on-line program development	Strategic Plan	Create a centralized, in-house IT department	Office of Information Technology
6.4.1.2 Reviews and determines standards for operation support (i.e. In-house vs. Privatization)	Creation of committee	Institute a committee comprised of major IT stake holders that determine/define hardware and software standards and operation	Office of Information Technology
6.4.1.3 Assesses hardware and software needs to support university mission	Performance measures in Strategic Plan	Execute new IT Strategic Plan	Office of Information Technology

Strategic Planning Committee

Members of the committee grouped by sub-committee:

1. Business Affairs

Co-Chairs: Jim McShan, Usche Nwabueze
Sheri Smith
Frazier Wilson

2. Student Affairs

Co-Chairs: Kimberly Campbell, Nzinga Boyer
Hasan Jamil
Willie Marshall
Nellie Boyd
Natia Simon
Chris LaBlanc

3. Academic Affairs

Co-Chairs: Gregory Maddox, Marcia Johnson
Trayce McDaniel
Desiree Jackson
Sunny Ohia
Elizabeth Brown-Guillory
Claude Superville

4. Advancement

Co-Chairs: Wendy Adair, Shanna Broussard
Ronald Samples

5. Operations

Co-Chairs: Johnnie Williams, Gloria Walker
Lalita Sen
Veon McReynolds
Brian Dickens
Charles McClelland