

Document 2. SHSU Strategic Plan

HISTORY

Sam Houston State University, located in Huntsville, Texas, serves one of the most diverse populations of any educational institution in the state. The university is committed to the development of its creative resources so that it can adapt to the changing educational needs of its constituency while maintaining the highest quality in the traditional curricula. The institution was created by the Texas legislature in 1879 as Sam Houston Normal Institute to train teachers for the public schools of Texas. During the following four decades, instruction was offered in the natural sciences, agriculture, home economics, manual training, geography, sociology, and foreign languages. The baccalaureate degree was first awarded in 1919.

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

Following World War II, an increase in students and faculty as well as a wide range of faculty-research activities provided impetus for the emergence of a multi-purpose institution. By 1960, about 25 percent of the graduating seniors were receiving degrees in fields other than teaching. Degrees were offered in the social and communication sciences; the biological, physical, and soil sciences; business administration; the fine arts; the humanities; and education. A growing emphasis on research allowed faculty to make significant contributions in their fields beyond the classroom, and these activities were accompanied by an increasing diversity in the student body as more out-of-state and foreign students began seeking degrees at Sam Houston. In recognition of these developments, the institution's name was changed by the Texas legislature to Sam Houston State College in 1965, and in that year the Texas legislature established as an integral part of the institution The Institute of Contemporary Corrections and the Behavioral Sciences.

During the following years, there was a rapid increase in the enrollment of students with diversified backgrounds, interests, and aspirations, which necessitated continuous examination of programs, faculty, and facilities. The number of graduate degrees conferred increased significantly in the late 1960s, and the Texas legislature, recognizing the changes that had taken place during the course of the institution's history, changed the name of the institution to Sam Houston State University in 1969. In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

**SAM HOUSTON STATE UNIVERSITY
INSTITUTIONAL MISSION STATEMENT**

UNIVERSITY MISSION

Sam Houston State University is a multicultural institution whose mission is to provide excellence by continually improving quality education, scholarship, and service to its students and to appropriate regional, state, national, and international constituencies.

UNIVERSITY GOALS

- Promote students' intellectual, social, and leadership growth.
- Recruit and retain qualified, dedicated faculty and support staff.
- Recruit and retain qualified, motivated students.
- Provide the necessary library and other facilities to support quality instruction, research, and public service.
- Provide an educational environment that encourages systematic inquiry and research.
- Promote and support diversity and provide for equitable opportunities for minorities.
- Offer a wide range of academic studies in preprofessional, baccalaureate, master's, and doctoral programs.
- Collaborate with other universities, institutions, and constituencies.
- Provide instructional research and public service through distance learning and technology.

TABLE OF PROGRAMS

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, &	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language &	(23)		1	1		
Liberal A&S, General Studies, &	(24)		3F			
Library Science	(25)		2	1		

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Library Science	(25)	2	1	
Biological/Life Sciences	(26)	1	1	
Mathematics	(27)	1	1	
Multi/Interdisciplinary Studies	(30)	3G	2H	
Parks, Recreation, Leisure, & Fitness Studies	(31)	3I		
Philosophy	(38)	1		
Physical Sciences	(40 & 41)	1	1	
Psychology	(42)	1	1	3J
Protective Services	(43)	1	1	1
Public Administration & Services	(44)			
Social Sciences & History	(45)	1	1	
Trade & Industrial	(46, 47, 48, & 49)	3K		
Visual & Performing Arts	(50)	1	1	
Health Professions & Related Sciences	(51)	3L		
Business Management & Admin. Services	(52)	1	1	

ASSUMPTIONS ABOUT THE PLANNING PROCESS

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

ENVIRONMENTAL SCAN 2001 - 2002

1. Social/Demographic Trends

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate and graduate students, including older students and those who are parents, at SHSU is expected to continue.
- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems including student services at The University Center and other locations.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services
- g. Public concerns related to safety, crime, and alcohol issues will grow.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The percentage of student participation in international education will increase in Texas institutions of higher education.
- j. The current gender ratio in colleges and universities will remain stable. More colleges will likely see their student bodies become predominantly female as women prepare for careers in the new millennium.
- k. The need for continuing professional education for workers in Texas will increase.
- l. A growing number of spouses will enter the work force, requiring continued increasing needs for quality childcare and Saturday classes.
- m. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.
- n. Demand for certified teachers will grow and community colleges will be allowed to certify teachers.
- o. National public health recommendations and trends will impact students and the university in the area of immunology. Stricter epidemiological regulations, public opinion, and changing trends of infectious diseases may require major review and action in university policy related to these areas
- p. p. National and local health insurance changes may require reconsideration of policies.

2. Economic Trends

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.
- e. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will remain strong and modest economic growth can be anticipated in the three-county primary student source area.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number, increasing the market for graduates with these qualifications.
- i. Grantors and funding sources will look for more multi-disciplinary and multi-organizational proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.
- k. TDCJ will continue as a major employer for this area.

3. Technological Trends

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education for the next century.
- b. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- c. New technologies, computer-assisted instruction, and computer-based instruction will require expanding development programs for staff, faculty, and administration.
- d. The increase in technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Nontraditional educational organizations will begin to deliver higher education via distance learning.
- h. Use of technology will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.
- j. The demands for the teaching of technological skills will continue to increase.
- k. Advanced technology will change the way some student services are delivered.

4. Trends in Higher Education

- a. Successful appropriation requests for state assistance will be tied directly to

- agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research. Each major may soon be evaluated with standardized test.
 - c. A greater interdependence among the public schools, private schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
 - d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
 - e. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.
 - f. There will be a high demand for newly certified teachers, special education teachers, math teachers, school counselors, and school psychologists.
 - g. TDCJ needs for trained personnel will increase.
 - h. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
 - i. The variety of community college programs seeking transferability will increase.
 - j. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
 - k. Interdisciplinary programs will become more common (e.g., environmental science).
 - l. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.
 - m. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
 - n. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes to improve quality or shorten the traditional four-year program.
 - o. The percentage of higher education students speaking English as a second language will increase.
 - p. The demand for program-specific accreditation will increase.
 - q. Pressure to improve student retention rates will increase.
 - r. The traditional definition of faculty workload and productivity expectations will change as the result of technology.

5. Political/Legal Trends

- a. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- b. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- c. Diversity and equity will become increasingly complex in Texas.

- d. There is potential for realignment of higher education entities in Texas.
- e. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- f. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which will negatively impact campus enrollments.
- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

6. Physical Facility Trends

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and library resources and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

7. Trends in Philanthropy

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to track its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.
- f. The growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures.
- g. The importance of researching alumni and friends will increase as the university strives to increase and substantiate its pool of known major gift and planned gift prospects.

Sam Houston State University
Prospectus for Substantive Change for Distance Learning

INSTITUTIONAL GOALS

Sam Houston State University, within the broad institutional directions established in 1991:

1. have excellent quality academic and ancillary programs;
2. project a clear and consistent image of its role as quality education and cultural resource;
3. develop its human, financial, and physical resources; and
4. have an inclusive, effective, and integrated program of planning and management.

President Bobby K. Marks established four major directions for enhancement through strategic reallocation. These four directions provide focus to the strategic planning process:

1. increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus,
2. improve student retention rates for first-time, full-time, degree-seeking freshmen,
3. increase gifts and grants to the University, and
4. broaden the institutional emphasis on international curriculum and activities.