STRATEGIC PLAN 2022-2027: OUR STUDENT-CENTRIC FOCUS

COMBINED ANNUAL REPORT FOR 2022-2023 AND 2023-2024

Prepared by the Office of Institutional Effectiveness

EXECUTIVE SUMMARY FROM PRESIDENT HERNANDEZ

The Combined Annual Report for 2022-2023 and 2023-2024 for the "Strategic Plan 2022-2027: Our Student-Centric Focus" is the first report for the university's current strategic plan. As we reflect on the progress made in the past two years, we are pleased to share the successes and achievements of our hard-working faculty and staff to implement initiatives that continue to advance our goals.

We've made notable advancements in improving retention and graduation rates, launching new academic support initiatives (e.g., Lobos LEAD, tutor.com), and expanding services to all students. These efforts directly impact our students' ability to achieve their academic and professional goals, ensuring they are prepared for the future. In collaboration with Ruffalo Noel Levitz (RNL), we launched a new survey instrument, the Student Satisfaction Inventory (SSI), to measure our students' overall satisfaction. 67% of respondents reported being satisfied or very satisfied with their experience at SRSU compared to the national average of 54%. When asked if they would consider reenrolling, 69% of respondents reported probably or definitely yes, 6% above the national average. We can achieve such numbers through the efforts of faculty and staff in alignment with the Strategic Plan.

Our faculty has been at the forefront of high-quality, innovative, and flexible academic programs that will enhance interdisciplinary collaborations and continue to market SRSU as the best value in Texas higher education.

As we move forward into the next year, we remain steadfast in our dedication to these goals, recognizing that each achievement brings us closer to creating a more dynamic, inclusive, and innovative institution. The work we have accomplished thus far is a testament to the collective effort of our students, faculty, staff, and the broader community. Together, we are laying the groundwork for a prosperous future.

We are excited to continue this journey and build upon the foundation we have established as we remain focused on a culturally inclusive environment where students learn to develop creativity, foster critical thinking, enhance diversity, and engage in research to serve our region, state, and nation as impactful members of an educated society.

Dr. Carlos Hernandez
President of Sul Ross State Univeristy

WHO WE ARE

Sul Ross State University is a small, diverse community that values personal interactions while providing life-changing opportunities for students through quality undergraduate and graduate education, in-person and online.

MISSION STATEMENT

Sul Ross State University offers life-changing opportunities by delivering quality undergraduate and graduate education. We foster critical thinking, creativity, diversity, and research, empowering our students to excel beyond the frontiers of what is possible. We are a Hispanic serving public institution for the residents of the U.S./Mexico borderlands, Southwest Texas region, and beyond.

VISION

We aspire to be the best value in Texas higher education and expand access to higher education for the underserved populations of the State. We will accomplish this by providing high quality, innovative, and flexible academic programs within a culturally inclusive environment, where students learn to develop creativity, foster critical thinking, enhance diversity, and engage in research to serve our region, state, and nation as impactful members of an educated society.

VALUES

Student Access and Success
Ethics and Integrity
Academic Excellence
Mutual Respect and Collaboration

STRATEGIC PLAN GOALS

1. Promote Student Opportunity and Success
2. Recruit, Empower, and Retain High-Quality Faculty and Staff
3. Improve Resources Available to Support Faculty Teaching and Research and Student Success
4. Streamline and Enhance Campus Business Processes
5. Implement the Texas State University System Goal of Transforming Rio Grande College into a Branch Campus Prior to the Transformation into an Independent, Four-Year University in Eagle Pass, Texas

CONTENTS

SECTION	PAGE
Reports for Strategies Addressed in 2022-2023 & 2023-2024	
Goal 1: Promote Student Opportunity and Success	4
Goal 2: Recruit, Empower, and Retain High-Quality Faculty and Staff	10
Goal 3: Improve Resources Available to Support Faculty Teaching and Research and Student Success	13
Goal 4: Streamline and Enhance Campus Business Processes	19
Goal 5: Implement the TSUS Goal of Transforming Rio Grande College into a Branch Campus Prior to the Transformation into a Independent, Four-Year University in Eagle Pass, Texas	22
Additional Resources	
Contributor List for 2022-2023 & 2023-2024	34
Appendices	39

HOW TO READ THIS REPORT

There are five **Goals** in the Strategic Plan 2022-2027: Our Student-Centric Focus (see page 2). Each Goal has a number of **Outcomes** within the Goal. These are written in numeric order and correspond to the Goal they are listed (e.g., 1.1 or 5.10). Each Outcome has a number of **Strategies** that outline strategies or plans to achieve the desired Outcomes. These Strategies follow the same pattern in the numeric ordering of the Outcomes (e.g., 1.1.1 or 5.10.2).

Implementation Strategies are provided for some of the Outcome – Strategies. These Implementation Strategies offer faculty, staff, and administrators ideas on how they, too, might contribute to the successful implementation of the particular Outcome – Strategy.

REPORTS FOR STRATEGIES ADDRESSED IN 2022–2023 & 2023–2024

GOAL 1: PROMOTE STUDENT OPPORTUNITY AND SUCCESS

SRSU is a Hispanic Serving Institution with a diverse student body at each of the four campuses: Alpine, Del Rio, Eagle Pass, and Uvalde. Our current student enrollment is 2,325 (Texas State University System, 2022). Through Goal 1, we will provide academic support services for the entire student life cycle, from pre-enrollment through retention and student engagement and then on to graduation and beyond. Our student-centric culture will encourage all students, including First Generation, athletes, and minorities to excel. Peer-to-peer, student-faculty, and student-staff relationships are the foundation of student success in college, and we seek to promote the primacy of those personal relationships that support retention and persistence (Felten & Lambert, 2020).

The current student enrollment for Fall 2024 is 2,576 (Appendix E: SRSU Enrollment Fall 2024 Press Release).

Outcome 1.1: Continue to enhance a student-centered, student-first culture throughout the university.

Strategy 1.1.1: Define and communicate the meaning of being a student-centered and student-first university. *[student-centered and student-first university]*

A student-centered, student-first university is one in which services and systems are crafted and reimagined with the students in mind. Services are tailored to benefit the students. Conversation topics might include the elimination of barriers to registration or grievance procedures. All faculty, staff, and administrators at SRSU should consider what it means to be student-centered and student-first within individual positions and departments.
Contributor: President's Office

Implementation Strategy:
On a personal level, review your job description and renew with your supervisor during the performance evaluation season. Determine what aspects of your job would allow you to think about the students and how you can best help them. For departments, we recommend that you review your department or division's mission, vision, or purpose statements. Find where your department or division can recenter students into the mission or create a student-first mentality through the purpose statement. Departments or individuals might consider taking academic customer service training through Academic Impressions (a free resource to all faculty, staff, and administrators).

Strategy 1.1.2: Create a culture of personalized support for students. *[personalized support]*

The Office of Student Life spent 2022-2023 "right-sizing" Student Life to get the right people in the right places. At the start of 2023-2024, Student Life wanted students to feel like they were supported. One way that this was evidenced is through the discipline process. The office made changes to the former process to be more student-first and to not discourage students through the process. Administrative Policy and Procedure Manual (APM) policies 4.8, 4.9, and 4.10 were updated to reflect these changes.

All of the departments in Student Life meet more regularly than ever before and consistently prioritize decisions, programming, or support systems that prioritize the students. See Strategy 1.1.3, and 1.1.4 for more details on specific programming.

Contributor: The Office of Student Life

Implementation Strategy:
Consider Strategy 1.1.1 and think of ways to personalize your experience with students and other staff, faculty, or administrators. How can you add a personal touch to your work? How can you personalize the help that you provide to the students? Think of something that is uniquely you. For example, if you work in a department that consistently transfers students from one department to another consider some special touch you could add to this process. This could include walking students to the appropriate building no matter what, making a phone call to the appropriate location each time a student asks for directions, or maybe giving the students a small map and some candy. How can you make the experience memorable and, above all, helpful?

Strategy 1.1.3: Host various events each academic year to promote the student focus among the campus community. *[student focused events]*

There were a number of events hosted over the past two academic years that promoted a student focus among the campus community. The Office of Student Life has worked to expand programs offered to students in the first two weeks of the fall semesters on the Alpine campus. Programming has expanded to include events hosted daily over the course of those two weeks. Similarly, various offices have worked together or independently to expand programming for Hispanic Serving Institute Week. This programming reflects the cultural heritage of a majority of our SRSU students.

Contributor: The Office of Student Life, Campus Activities

Strategy 1.1.4: Promote and sustain university programs that enhance the student experience on campus. *[university programs and student experience]*

SRSU has continued to support, enhance, and carry forward recent university programs designed to enhance the student experience. This includes recreational programs, Lobo Pantry, and Civic Engagement activities related to volunteer opportunities and voting resources. The Graduate Fellows program is also in its third year of implementation which has proven to be successful in retaining graduate students.

Contributor: The Office of Student Life

Outcome 1.2: Promote enrollment through innovative marketing, new market-driven academic programs, and partnerships with high schools and community colleges.

Strategy 1.2.1: Develop and implement a long-term marketing plan to increase SRSU brand awareness and recruitment efforts. *[long-term marketing]*

In October 2022, the Department of Communications and Marketing and Enrollment Management contracted services with vendor A4 for digital advertising for online graduate programs. The office worked to identify existing marketing needs for the rest of the academic year.

In October 2023, the Department of Communications and Marketing contracted with WDM, World Design Marketing, to target more traditional first-time college students through the new campaign, "Far From Ordinary," to increase brand awareness. The office will continue working with Optimum and WDM to increase brand awareness.

Contributor: University Communications

Implementation Strategy:
All SRSU faculty, staff, and students can access updated logos and branding guidelines here: https://srinfo.sulross.edu/branding/

Strategy 1.2.2: Develop and implement a focused marketing plan for online graduate programs. *[online graduate program marketing]*

This is a similar situation to what was mentioned under Strategy 1.2.1. The vendor, WDM which developed the "Far From Ordinary" and "Change Your Altitude" campaigns, has been working with these offices to provide specific marketing plans to attract graduate students.

Contributor: University Communications and College of Graduate Studies

Strategy 1.2.3: Create new academic programs that meet significant regional needs and high market demand based on the Hanover Research Report. *[new academic programs]*

Many of the new programs suggested are in the works or in approval queues through the Texas Higher Education Coordinating Board (THECB) and/or the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The only programs created from Fall 2022 to Fall 2024 that were approved and implemented were the MS Forensic Science, MA Anthropology, and Graduate Spanish for Professions Certificate. More programs are currently seeking approval for implementation.

Contributor: Office of Academic Affairs

Strategy 1.2.4: Host annual workshops for high school guidance counselors. *[high school guidance counselor workshops]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Undecided

Strategy 1.2.5: Invite community college advisors to workshops. *[community college advisor workshops]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Undecided

Outcome 1.3: Prepare students for success with active learning and personalized engagement opportunities that inspire student creativity, motivate student persistence, and create a desire for life-long learning.

Strategy 1.3.1: Provide excellent academic advising and tutoring services for students. *[academic advising and tutoring]*

This strategy has two components to it. Firstly, the Lobo Den Advising and Tutoring Center advises all freshman students, TSI-affected, undeclared majors, and transfer students if they fall into any of the other three categories. Starting 2024-2025, the Lobo Den Advising and Tutoring Center has developed a detailed plan to evaluate the quality of academic advising as reported by students who go through Lobo Den for advising and registration. They will also begin studying the benefits of early registration on overall retention rates for the prescribed group of students. We will include more information on the faculty advising model next year.

Contributor: Lobo Den Advising and Tutoring Center and faculty advisors

Strategy 1.3.2: Promote the academic success of student-athletes. *[student-athletes academic success]*

Since 2022, the Athletics Department has promoted student-athlete stories through the SRSU Media services. The Office of Athletics has implemented grade checks that happen bi-weekly to ensure student compliance with Division II grade requirements. Athletic coaches also have study halls for athletes that encourage students to utilize the Lobo Den Advising and Tutoring Center and tutor.com. The faculty athletics representative has also implemented bi-weekly grade checks and study hall requirements to help students stay on top of their academic progress. This has been a successful initiative!

Contributor: Athletics

Strategy 1.3.3: Establish a Center for Teaching and Learning to provide development for faculty through innovative and engaging teaching strategies. *[center for teaching and learning]*

This is an ongoing project assigned to the Provost's office. Please look forward to more details in next year's report. See Strategy 3.3.1 for more context on faculty professional development efforts.

Contributor: Office of Academic Affairs

Strategy 1.3.4: Establish new and improved high impact student experiences. *[high impact student experiences]*

The Connecting Students for Success Initiative was piloted in Spring 2023, with the Lobos LEAD program following close behind in Spring 2024. These new high-impact student experiences have already proven to be quite successful and beneficial for the students. The "Lobos LEAD November 2024 Report" is located in Appendix C.

Contributor: Office of Academic Affairs – Academic Center for Excellence

Outcome 1.4: Provide innovative programs and resources that promote the health, well-being, and safety of students and the learning environment.

Strategy 1.4.1: Develop students' physical and mental health and wellness knowledge, awareness, and behaviors by providing programming related to the Wellness Wheel The Theoretical model (Appendix A). *[wellness wheel programming]*

Several offices have worked on achieving this strategy for student wellness. The SRSU Alpine campus has increased DeStress activities on each Dead Day to provide students with relaxation and study resources as they prepare for final exams. In the Counseling office, the Counselors have begun a new initiative, "Counselor's corner" where Mary Schwartze Grisham and Ronnie Harris go to the UC and answer student questions. The Office of Counseling and Accessibility Services has continued to host a World Mental Health Awareness Day program each October on the Alpine campus. The Lobo Pantry on the Alpine campus has continued to grow each year to meet the food needs of our students and campus community. Lastly, there will be a new student survey instrument utilized starting November 2024 which will measure the wellbeing and belonging of all SRSU students.

Contributor: Office of Student Life – Counseling and Accessibilities Services

Strategy 1.4.2: Sustain a well-resourced mental health counseling program that is easily accessible to all students. *[mental health counseling program]*

Two full-time counselors on the Alpine campus also service RGC students virtually. This office also partnered with TimelyCare to offer 24/7, 365 counseling for all students 18 years or older. In Fall 2023, the two counselors had a combined total of 520 sessions and 78 timely accommodations. No one is turned away from services. The counselors make sure that all students are seen when the need arises.

Contributor: Counseling and Accessibilities Services

Outcome 1.5: Support the transition from college to career by developing marketable skills in students and providing access to employment opportunities.

Strategy 1.5.1: Coordinate a Career Fair twice a year on the Alpine and RGC campuses. *[career fair]*

The Career Services department has successfully hosted two Career Fairs on the Alpine campus during the Fall 2024 semester. We are excited to continue providing these opportunities to our students and community in the Spring 2025 semester. Our plans include hosting a large-scale Career Fair on the Alpine campus in March 2025, catering to high school students and Sul Ross State University college students.

Additionally, Alpine's Career Services department is preparing to attend a Career Fair at the RGC campus in February 2025. We are committed to supporting students across all campuses and look forward to engaging with students, employers, and community members at these upcoming events.

Contributor: Career Services and Testing

Strategy 1.5.2: Partner with deans and department chairs to incorporate more integration of Career Services support in their academic programs focusing on junior/senior courses, projects, or capstones. *[integrated career services for upper-level]*

The Career Services department has made significant progress integrating our resources into academic programs this semester. They have partnered with various departments to provide targeted career development opportunities for students. For example, Career Services collaborated with Dr. Jessica Velasco to host an LSAT Prep Workshop for pre-law students, equipping them with the tools and strategies needed for success on the exam. Additionally, Career Services worked with the Education Department to deliver resume development workshops for student teachers, helping them tailor their resumes to align with their professional goals.

Beyond departmental collaborations, we have prioritized personalized student support by scheduling one-on-one meetings to refine resumes, enhance interview skills, and address individual career preparation needs. To further modernize our approach, Career Services introduced Quinncia, an AI-powered platform for resume enhancement and interview practice, to faculty and students. This tool has provided valuable, innovative support to students preparing to enter competitive job markets.

Career Services also worked to strengthen relationships with faculty, promoting Career Services in classrooms and offering professors training and resources to support their students' career readiness better. Their efforts have focused heavily on upper-level courses and capstone projects to ensure juniors and seniors are equipped with the necessary tools for internships, graduate school applications, and post-graduation careers.

Looking ahead, Career Services plans to expand classroom visits and offer more tailored workshops while continuing to build on the successes of our current initiatives. These efforts aim to further increase student engagement with Career Services and ensure all students have access to the resources needed to achieve their professional goals.

Contributor: Career Services and Testing

REPORTS FOR STRATEGIES ADDRESSED IN 2022–2023 & 2023–2024

GOAL 2: RECRUIT, EMPOWER, AND RETAIN HIGH-QUALITY FACULTY AND STAFF

Across all campuses, our faculty count is 192 and staff count is 226 (Texas State University System, 2022). In Goal 2, we seek to enhance the working environment for all faculty and staff through diverse hiring practices; and to provide necessary resources within a supportive environment to achieve academic and administrative goals. As of Fall 2024 there are 251 full-time staff, 17 part-time staff, 107 full-time faculty, and 56 part-time faculty (Office of Institutional Research, 2024).

Outcome 2.1: Implement a plan that attracts a qualified and diverse pool of faculty and staff.

Strategy 2.1.1: Expand and diversify the advertisement of job postings to attract a wide range of candidates. *[external job postings]*

Job postings are posted on the SRSU website under Human Resources and within the Quick Links tab. SRSU job postings are swept by external agencies such as HigherEd Jobs, and all departments have the ability to share the job postings through program or field-specific agencies and organizations.

Contributor: Human Resources

Implementation Strategy:
Does your department share job postings elsewhere? Let Human Resources know at humanresources@sulross.edu to increase institutional knowledge and avoid duplications of efforts.

Strategy 2.1.2: Provide training on best practices in hiring, from crafting better job descriptions to running more successful search committees. *[hiring and interview training]*

This is a major priority for Human Resources (HR) as it is for other departments. To make progress toward this strategy, HR is working to create templates that can be used to update job descriptions. These templates will be accompanied by training resources to help hiring managers include all of the appropriate information needed to describe what the position will be responsible for accurately. These templates will be shared across divisions and departments in a staggered format for the next three years. There are also efforts being made to provide specific training on successful search and hiring committees.

Contributor: Human Resources

Implementation Strategy:
The performance evaluation timeframe would be a good time to reflect on your current responsibilities and what has been added that will continue in the next year. Any employee may update their job description with HR after receiving approval from their supervisor. If you are not

sure what your current job description is, try researching similar institutions and/or positions to find a template that may be appropriate for your role.

Outcome 2.2: Support faculty and staff with necessary resources to succeed across all campuses.

Strategy 2.2.1: Increase total research expenditure as reported annually by offering workshops and trainings to help members of the university community improve their proposal development skills. *[research expenditure and proposal development]*

It is difficult to connect an increase in research expenditures to grant proposals. Research expenditures are the responsibility of the university, not any of the various grants, which makes it difficult to assess these two things. The Office of Sponsored Programs is working to get an accurate budget summary to reflect the difference in expenditure sources for grants. However, it can be reported that the vendor Ellucian regularly schedules virtual and in-person meetings for all faculty, staff, and administrators to explore grant or foundation opportunities available for their departments or projects. For more information on training toward proposal development skills, please email Brett Seybert, Grant Specialist, brett.seybert@sulross.edu.

Contributor: Office of Sponsored Programs

Strategy 2.2.2: Increase academic and administrative operating budgets as reported annually. *[annual operating budgets]*

Overall, department budgets have not been increased due to budget constraints. Some requests have been completed from certain funding obtained. Administration's focus was to increase salaries. As enrollment continues to increase, funding will be increased and added to department budgets for growth and need.

Contributor: Office of Budget and Finance

Outcome 2.3: Provide faculty and staff with a positive and support work environment that includes opportunities for career advancement, access to professional development, and pathways to upper career mobility.

Strategy 2.3.1: Create and apply a standard policy on how merit-based faculty and staff advancements are going to be implemented by the year 2025. *[merit-based advancements policy]*

Human Resources is actively working on this project to provide more information about employee career advancement opportunities. This project will not be available for the 2024 evaluation process in February 2025 but will hopefully take effect for the 2025 evaluations in February 2026.

Contributor: Human Resources

Strategy 2.3.2: Maintain an office of professional development to coordinate and host professional development sessions. *[professional development]*

The Pack First Professional Development program consistently began in January 2021 to provide professional development opportunities for staff and faculty. From September 2022 to August 2023, 361 events were promoted on the Professional Development calendar. From September 2023 to August 2024, that number declined to 187. The calendar continues to provide free training resources to faculty, staff, and administrators. Between 2022 and 2023, there were 57 SRSU-sponsored events; in 2023-2024, there were 50. In August 2022, the office, in collaboration with Academic Affairs, hosted a new faculty onboarding to accompany the orientation provided by Human Resources. Between 2022 and 2023, there were 4 faculty and staff onboarding sessions. From 2023 to 2024, there were 3 faculty and staff onboarding sessions.

In June 2024, the Administrative Procedure and Policy Manual (APM) 5.14 was revised to require 12 hours of professional development training hours or credits for supervisors, managers, and other executives (administrators) and 8 hours for non-supervisory staff. This new policy will most definitely increase the number of hours reported by faculty, staff, and administrators through the SRInfo submission site. Hours submitted in calendar year 2022 were 5,347, this number decreased to 3,887.25 in 2023. For the calendar year 2024, as of November 5, 2024 there are 1,984.75 hours submitted.

Contributor: Office of Institutional Effectiveness

Implementation Strategy:

If you are a staff member or administrator, don't forget to submit your professional development training hours each year. Similarly, if you are hosting or would like to host a training or professional development session, email professionaldevelopment@sulross.edu so that this office can help promote the event and keep accurate records of how many in-house events SRSU employees are hosting.

Strategy 2.3.3: Increase the base pay for all faculty and staff, contingent on enrollment and legislative appropriations. *[base pay increases]*

There is a new faculty plan to increase faculty salaries over a 3-year period. The lower paid staff employees will be increased over 3 years to bring them to $15 per hour with a tiered increase for those up to the salary of 37,000. Some departments reorganized and increased salaries with the savings.

Contributor: Office of Budget and Finance

Strategy 2.3.4: Increase faculty and staff salaries by the inflation rate plus 1% every year, contingent on enrollment and legislative appropriations. *[faculty and staff raises]*

Those employees that were not included in the criteria for Strategy 2.3.3 received a 3% merit increase for fiscal year 2025. An additional criterion was that each staff member had to be in their current position six months prior to August 31, 2024.

Contributor: Office of Budget and Finance

REPORTS FOR STRATEGIES ADDRESSED IN 2022-2023 & 2023-2024

GOAL 3: IMPROVE RESOURCES AVAILABLE TO SUPPORT FACULTY TEACHING AND RESEARCH AND STUDENT SUCCESS

Goal 3 promotes enhancing the conditions of the University infrastructure ranging from technology to the library to facilities to finance to better equip the university to support our students and our faculty teaching. It calls for collaboration to support upgrades across all campuses.

Outcome 3.1: Provide technology that supports the needs of faculty, staff, and students on all campuses.

Strategy 3.1.1: Maintain a technology inventory of purchase dates with a 5-year refresh rotation. *[technology inventory]*

This strategy will be implemented in 2024-2025. The Office of Information Technology has a goal of keeping 75% of all laptop, hardware, and software updates within 5 years or newer each year. This is easier to track with laptops and some hardware, but software is often dependent upon third-party vendors and/or funding.

Contributor: Office of Information Technology

Implementation Strategy:
If you have specific departmental software that will be going through an upgrade soon or whose funding is precarious, please reach out to OIT to make sure that it is on their radar.

Strategy 3.1.2: Track and analyze ratings on satisfaction surveys for Lobo Technology Assistance Center (LTAC) Help Desk services with the intention of continuing to improve technology support service to the campus. *[LTAC satisfaction ratings]*

The LTAC satisfaction surveys have been collected for the past couple of years but have not been reported. They will report on these percentages beginning in 2024-2025. Beginning September 2024, the Office of Information Technology has a goal of maintaining a 90% satisfaction rating or higher each year for LTAC surveys.

Contributor: Office of Information Technology

Implementation Strategy:
Don't forget to complete the satisfaction surveys after each LTAC ticket request is closed to help OIT report on this goal.

Outcome 3.2: Assure campus WIFI covers the relevant campus areas, and campus internet access is capable of handling growing bandwidth "speed" needs for both wireless and wired connections.

Strategy 3.2.1: Conduct data tracking of bandwidth usage and capacity to support efficient university business. *[internet bandwidth]*

The Office of Information Technology (OIT) began formally assessing the expansion of IT services to align with university growth. As the student population grows, technology is deployed to meet the needs of these students. The same is true for new employees. In 2023, OIT upgraded all internet circuits on the Alpine campus from 1G to 10G. Previously, the campus only used a fiber line that connected Alpine to Midland. If the fiber line was cut we would lose internet access on campus. Now, if a fiber line is cut between Alpine and Midland, the backup circuit lines will switch over to El Paso. This makes it almost impossible to tell when the internet has been lost. Also, the upgrade from 1G to 10Gs means that we will not come close to maxing out on our bandwidth usage. OIT can pull reports on bandwidth usage but we have never come close to using up all of our resources since this was installed. More will be reported next year on efforts made toward this strategy on the other campuses.

Contributor: Office of Information Technology

Outcome 3.3: Ensure distance and online education is supported across all campuses.

Strategy 3.3.1: Provide distance education training and faculty certification through Sam Houston's Online Faculty Course Redesign & Faculty Certification, Quality Matters training, and with our instructional designers' and technologists' support. *[faculty professional development]*

There was a variety of training opportunities provided to faculty by SRSU and SHSU instructional designers and technologists. In the academic year 2022-2023, 69 faculty completed the SHSU Online Faculty Course Redesign & Faculty Certification course (SHSU CRD). In that same year, 45 faculty completed the Quality Matters training course, 11 of which were for self-review which can only be done after a faculty member has completed the initial rubric training. In 2023-2024, 22 completed the SHSU CRD and 12 completed the Quality Matters training. There are plans to expand these services in 2024-2025.

Contributor: Instructional Services, Online Programs, and Office of Institutional Effectiveness

Strategy 3.3.2: Increase the number and quality of fully online programs offered. *[online programs]*

The new MS Forensic Science and Graduate Certificate in Spanish for the Professions are both offered fully online. Again, more programs are seeking approval, which will be offered entirely online.

Contributor: Office of Academic Affairs

Strategy 3.3.3: Maintain technology support and instructional design staff and up-to-date equipment to maximize the distance education experience for students and faculty. *[distance education equipment]*

This strategy will be aligned with the Office of Information Technology (OIT) and Instructional Design. Moving forward, OIT will report on the effectiveness of distance education equipment in classrooms across all sites and will include results in their departmental assessment plan.

Contributor: Office of Information Technology and Instructional Design

Outcome 3.4: Provide relevant and easy access to necessary print and digital resources to facilitate active engagement and scholarship.

Strategy 3.4.1: Conduct data tracking to show increase in access to required online professional journals. *[online professional journals]*

The Wildenthal Memorial Library (Library) routinely reaches out to faculty to determine which professional journals they need or would like to use during the academic year. This practice is not new and helps the Library to make cost savings where possible while also supporting the research needs of the faculty and students. In 2022, the Library purchased software from EBSCO (a leading provider of Library resources) to populate usage reports on professional journals. Then, in the summer of 2023, the librarians revised the previous collection development policy (drafted in 2017) to more accurately reflect the current needs of the Library, faculty, and students.

As a result of CY 2023 Collections Chats with Department Chairs, Library staff canceled 16 print journal titles in favor of electronic subscriptions. Further, the Library has modernized its analog process for tracking recommended cancellations in an effort to further streamline regular collaboration with faculty regarding collection usage and directions.

Contributor: Library and Archives

Strategy 3.4.2: Catalogue all University-owned books and journals in the Integrated Library System (ILS) and keep the ILS updated. *[catalog and ILS updates]*

During CY 2023 SRSU Librarians and Archivists discussed the pros and cons of cataloging all University-owned books and journals into the ILS. It was decided that additional staffing and training to perform this strategy would preclude perceived benefit of tracking resource acquisition and use outside the Library and Archives. Still, the Library and Archives will use this strategy as an opportunity to collaborate with repositories and departments across the University. One such potential collaboration includes researching involvement with Texas Digital Library, an organization that offers institutional repository services among other things.

Contributor: Library and Archives

Outcome 3.5: Enhance the conditions and reliability of the university infrastructures, including construction of new facilities and maintenance and renovations of existing facilities.

Strategy 3.5.1: Create a timeline for new scheduled construction and remodeling. *[new construction]*

Remodeling and construction depend on budgeting appropriated by the State, tuition revenue bonds, or donor investments. This type of system makes it difficult to maintain a timeline beyond one to two years. The current budgeted project includes updating greenery around the Alpine campus, the expansion to the Museum of the Big Bend, upgrades to the Fine Arts building, construction on a physical site in Eagle Pass, the purchase of the old TransPecos bank building,

and the old Porter's on 5th street. All of these projects have been put on a schedule. Some of this funding will go toward getting the local building purchases up and running and updates to Fletcher Hall. The Fletcher Hall project has a priority deadline of being active for the Fall 2025 semester. Fine Arts building updates have already begun, and construction on Fletcher Hall, Museum of the Big Bend, Kokernot Lodge, and the old Porter's building will begin in January or February 2025. There will be more updates on the Eagle Pass campus construction in the 2025-2026 report.

Contributor: Physical Plant

Strategy 3.5.2: Ensure every room and digital space meets the standards for the Americans with Disabilities Act Standards for Accessible Design ("2010 ADA Standards," 2012). *[ADA compliance]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Office of Information Technology and Physical Plant

Strategy 3.5.3: Conduct an inventory of student study locations to determine adequacy. *[study locations]*

There is nothing to report on this strategy yet. However, in 2024-2025 various campus partners will work together to define "student study locations" and determine what adequacy means so that this strategy may be delegated in 2025-2026.

Contributor: Undecided

Strategy 3.5.4: Develop and implement a maintenance schedule for all buildings. *[maintenance schedule]*

This is a work in progress. The Sproket maintenance request management software helps inform the Physical Plant of what needs repairing. However, current budget allocations only allow for the replacement of items once they have reached "end of life." This makes some requests difficult to fulfill.

Contributor: Physical Plant

Implementation Strategy:
Don't forget to report maintenance, grounds, or custodial requests in the Sproket system. This allows Physical Plant to stay informed on small to large issues happening around campus and maintain effective project management.

Strategy 3.5.5: Update and add signage on all campuses. *[campus signage]*

The institution is using the vendor Comic Signs who have worked with Lamar Tech to create signage for the Alpine campus. Signage will go into a phase one process to cover just the main campus. This is an ongoing project that should be completed within the academic year 2024-2025.

Contributor: Physical Plant, Title V: Frontier Student Experience, and University Communications

Outcome 3.6: Assess the university master plan to ensure that it addresses all the campuses' needs.

Strategy 3.6.1: Complete an analysis of staff needed and create a plan to increase staff to meet needs. *[physical plant staff analysis]*

In reference to Outcome 3.6, this strategy has been reported on for Physical Plant. Physical Plant conducted a needs analysis within the past year and found that they need 20 positions, 10 of which are posted but they have not been able to get new hires due to the salary rate. See Strategy 2.3.3 for details on how salary will be increased and staggered over the next three years to help fix this issue.

Contributor: Physical Plant

Outcome 3.7: Maintain a modern vehicle fleet available for university purposes, including academic field trips, sport events, etc.

Strategy 3.7.1: Inventory ages of each vehicle in the fleet and allow for vehicle disposals and purchases in each budget year. *[fleet inventory]*

Narrative: This strategy is dependent upon funding but some progress has already been made. When vehicle purchases are made there are state and TSUS requirements that delay the delivery of new vehicles. Purchasing vehicles also depends on approved dealership inventory and how quickly they move SRSU through the process. However, seven (7) new vehicles were purchased for the RGC campuses last year and are finally going to be delivered in the month of November 2024. Alpine will be inheriting RGC's old fleet, which is still newer than the vehicles that we currently have. Several grants have also provided departments such as the Center for Big Bend Studies and Borderland Research Institute with additional vehicles needed for field research.

Contributor: Physical Plant

Strategy 3.7.2: Purchase an assortment of modern vehicles, including fuel-efficient or hybrid vehicles and high clearance vehicles to allow for field trips and field research in rugged areas. *[fleet inventory increase]*

See Strategy 3.7.1 for further details. This Strategy is difficult to achieve in that any type of electric vehicle purchases would require additional resources to be placed on campus so SRSU may provide for the needs of these vehicles. While this Strategy is innovative SRSU is not quite ready for "hybrid vehicles."

Contributor: Physical Plant

Outcome 3.8: Ensure there is a budget process in place with input from offices and departments.

Strategy 3.8.1: Hold and record meetings with budget managers. *[budget manager meetings]*

Meetings were not held with budget managers unless requested. There were no additional funds to provide for departments. The focus on additional funds was for salary increases.

Contributor: Office of Budget and Finance

Strategy 3.8.2: Finalize all budgets in July. *[annual operating budgets]*

The budget was finalized in July and submitted to the system office for board approval.

Contributor: Office of Budget and Finance

Strategy 3.8.3: Analyze the Annual Financial Report to show revenue and expenditures for each budget cycle. *[annual financial report]*

This information has been pulled and analyzed.

Contributor: Office of Budget and Finance

Strategy 3.8.4: Report to institutional stakeholders on the annual financial state of the university. *[financial updates]*

The Annual Financial Report was reported to the Executive Council and will be available on the website for stakeholders.

Contributor: Office of Budget and Finance

REPORTS FOR STRATEGIES ADDRESSED IN 2022-2023 & 2023-2024

GOAL 4: STREAMLINE AND ENHANCE CAMPUS BUSINESS PROCESSES

The Spring 2021 SRSU Campus Environment Survey assessed perceptions of university communication. In response to the statement, "Communication across the University is effective," 47% of faculty, staff, and students rated it strongly agree or agree (Majek, 2021). Goal 4 was crafted to promote effective communication and office practices. Key strategies include best practices for internal and external communications across all four campuses, maintaining organizational charts, and keeping the administrative policies and procedures manual current.

Outcome 4.1: Provide internal and external communication and branding for Sul Ross State University across all campuses by the University Communications Department.

Strategy 4.1.1: Maintain and communicate branding plan and communication procedures to faculty, staff, and students. *[branding plan]*

The Director has attended most of the faculty meetings since the 2022-2023 academic year to update them on branding. The department emails faculty and staff on a weekly basis and will often include links to our branding elements and guidelines. The branding guidelines were updated in 2023. In the summer of 2024, the office provided training on how faculty, staff, students and the larger campus community can download logos and maintain appropriate branding. You can view the resource here: https://srinfo.sulross.edu/branding/srsu-marketing-101/.

Contributor: University Communications

Implementation Strategy:
To request assistance in branding your materials to match other SRSU materials, please reach out to Betse Esparza at betse.esparza@sulross.edu.

Strategy 4.1.2: Promote the SRSU presence on social media, television, billboards, radio, and beyond. *[SRSU promotions]*

In 2022, University Communications hired Nico Westerlink to manage SRSU's increase in engagement and presence on social media. A4 and World Design Marketing (WDM), our marketing partners, are both utilizing TV and billboard advertisements. The institution continues to expand these marketing tactics. SRSU maintains a monthly retainer to the local radio station in Alpine for advertising events and other information. The office also sends press releases to local area and state-wide publications on a weekly basis. If you're curious which organizations receive our press releases, please email betse.esparza@sulross.edu. A copy of the 2022-2023 Social Media Engagement Report can be found in Appendix D.

Contributor: University Communications

Outcome 4.2: Leverage currently licensed technologies to streamline, simplify, and enhance practices and communication.

Strategy 4.2.1: Develop and implement a university-wide technology support plan for training to enhance employees' abilities to achieve overall goals. *[technology support]*

This is an ongoing design for the Office of Information Technology (OIT). According to State mandate and general need, a new Cybersecurity training was introduced in 2022-2023 for all staff, faculty, administrators, and student employees. There are plans for further collaboration between OIT and the Pack First Professional Development program to offer further technology training opportunities.

Contributor: Office of Information Technology

Strategy 4.2.2: Promote employee participation in the training for new and existing services related to technology. *[technology training]*

There is nothing to report at this time. The Office of Information Technology (OIT) does not provide training on specific software or services purchased by departments. OIT can assist departments in asking for training resources from vendors during or before the implementation of services.

Contributor: Office of Information Technology

Implementation Strategy:

If you are looking for training on a new or existing service try to see what the vendor has already provided or review what other institutions have posted to see if it helps. This is not a solution that would apply to everything, but it is a good place to start.

Outcome 4.3: Continue to develop and revise policies and processes to ensure a university community that promotes a friendly and helpful environment.

Strategy 4.3.1: Coordinate with responsible departments to maintain and oversee the Administrative Policies and Procedures Manual (APM) updates. *[APM updates]*

The Office of Institutional Effectiveness has been instructed to assist the President's Office in requesting APM updates as policies become outdated. There is a structure to update these policies based on VP and Executive Cabinet level administrators. The structure is in alignment with the university's SACSCOC requirements and will ensure that the institution maintains compliance with the APM each year.

Contributor: President's Office and Office of Institutional Effectiveness

Strategy 4.3.2: Update job descriptions a minimum of every five years and when an opening occurs. *[job descriptions]*

Please see Strategy 2.1.2 for more details on this. In short, departments are highly encouraged to maintain this practice within their departments and divisions.

Contributor: Human Resources

Strategy 4.3.3: Maintain administrative, departmental, and office level organizational charts annually. *[organizational charts]*

This is a priority of the President's Office. Faculty and staff can come to expect more regular postings of the university's organizational charts. Though monthly updates are difficult at best, the Office hopes to maintain either quarterly or six-month updates. You can view organization charts here: https://www.sulross.edu/wp-content/uploads/2021/08/Org-Charts-Combined-July-2024.pdf.

Contributor: President's Office

Implementation Strategy:

To assist the President's Office in maintaining these updates, departments may wish to keep track of their own departmental organizational charts and share them with the President's Office when major changes occur.

REPORTS FOR STRATEGIES ADDRESSED IN 2022-2023 & 2023-2024

GOAL 5: IMPLEMENT THE TEXAS STATE UNIVERSITY SYSTEM GOAL OF TRANSFORMING RIO GRANDE COLLEGE INTO A BRANCH CAMPUS PRIOR TO THE TRANSFORMATION INTO AN INDEPENDENT, FOUR-YEAR UNIVERSITY IN EAGLE PASS, TEXAS.

On September 29, 2022, the Regents of Texas State University System announced in Eagle Pass, Texas that Rio Grande College will start the process of transitioning to a branch campus with the goal of becoming a comprehensive four-year university ("TSUS Announces," 2022). The branch campus will offer both lower and upper-level undergraduate courses and graduate degrees. Rio Grande College will also be relocated to a new campus in Eagle Pass that is owned by the University. The timeline presented (Appendix B) indicated that Rio Grande College be accredited as a Branch Campus as part of the 2028 SACSCOC Accreditation for Sul Ross State University ("The Texas State University System and Sul Ross," 2022). The Rio Grande College Strategic Plan is based on the goals that the Regents of the Texas State University System announced for Rio Grande College in the Eagle Pass Announcement.

The Middle Rio Grande region has a population of 173,000 in a 14,000 square mile area ("Middle Rio Grande Development," 2022). It has long been underserved with only limited opportunities for higher education in the region, with no local facilities prior to 1946. In 1946 leaders in the region acquired surplus military facilities at Garner Field in Uvalde Texas to create a community college, Southwest Texas State Junior College (SWTJC) to serve the needs of the Middle Rio Grande Region ("The History of Southwest Texas Junior College," 2022). Today, SWTJC serves 11 counties with six locations, the largest region of any community college in Texas ("About SWTJC," 2022). In 1975, Sul Ross State University in Alpine established the Sul Ross State University Study Center in Uvalde Texas at SWTJC as an off campus instructional location. This was then renamed the Uvalde Center after adding sites in Del Rio, Texas and Eagle Pass, Texas ("Historical Background," 2020). In 1995, the Texas State Legislature united the three locations as the Rio Grande College, authorizing it to offer upper division and graduate programs to the region ("Education Code Title 3," 2022). Lacking local educational opportunities
has resulted in students that graduate high school becoming used to leaving the region to pursue a college degree, often never to return, with the result that the percentage of the population with a college education in the region is one of the lowest in the nation. In Maverick County, which has been selected as the location of the branch campus, only 61.5% of the population above age 25 have a high school diploma or equivalent while only 15.7% have a college degree, far below the national averages of 88.5% and 32.9% respectively according to the United States Census Bureau ("Profile for Maverick County," 2022). The lack of individuals with college degrees, or even high school diplomas, has hampered efforts to attract industry and economic development to the Middle Rio Grande Region.

There are numerous challenges to providing higher education to the Middle Rio Grande region including the large service area, economic trends, and post-pandemic trends in education. The large service area for the new branch campus will require it to be designed with distance education strategies to support and supplement the physical campus facilities. This is especially important as students look for online options in the post-pandemic world (Smalley, 2021). Other challenges include an acceleration in the decline in college enrollments. There was a 4.7 percent decline between spring 2021 and spring 2022 with an overall decline of 9.4 since the onset of the COVID pandemic (National Student Clearinghouse, 2022). Many high school students are also avoiding or delaying college to enter the work force (Nadworny, 2022). For those that consider the viability of higher education, proximity and affordability are strong considerations. Though

national college enrollment trends show a decline, the Rio Grande College branch campus will provide students of the Middle Rio Grande region with a local
alternative via blended instructional formats (Smalley, 2021). The economy will also be a challenge as budgets for education are cut. However, the strong commitment to the new branch campus should counter this by providing the funding needed. The national economy will also benefit the new branch campus as students that would normally leave the region are more likely to be attracted by a local university.

Outcome 5.1: Transform Rio Grande College into a comprehensive university by creating, developing, and offering lower-level (freshmen and sophomore) coursework in addition to the existing upper level and graduate coursework.

Strategy 5.1.1: Provide 4-year programs that are cohesive and innovative. *[RGC program innovation]*

Work is being done on this Strategy but there is nothing major to report at this time. With the expansion of dual-credit programs, Academic Affairs is able to build an infrastructure on the RGC campuses for faculty instruction of lower-level courses. This is something that will be necessary when RGC expands to offer freshman and sophomore-level courses.

The Office of Academic Affairs also completed the alignment of every 4-year Education program between Alpine and RGC. They completed the alignment of the BBA Business Administration between Alpine and RGC.

Contributor: Office of Academic Affairs

Strategy 5.1.2: Expand the RGC course inventory to include the freshman and sophomore level courses needed to satisfy the Texas Core Requirements. *[RGC course inventory]*

SRSU cannot complete this request due to Texas legislation and the instructional site status of the RGC location. This is an ongoing project that requires the completion of several other steps before the Office of Academic Affairs will be able to begin true downward expansion.

Contributor: Office of Academic Affairs

Strategy 5.1.3: Prepare existing degree programs to become four-year, independent programs. *[RGC program expansion]*

The Office of Academic Affairs is working with several departments and colleges to expand the number of 4-year programs from Alpine to RGC.

Creating the Rio Grande College of Business and hiring a new Dean, Dr. Sumantra Sengupta, will allow for the expansion of Business, Marketing, Accounting, and more programs. This includes the expansion of electives to become minors or graduate programs and the introduction of concentrations within the existing BBA Business Administration and MBA Business Administration programs. This is one example of the steps SRSU is taking to achieve this Strategy.

Contributor: Office of Academic Affairs

Strategy 5.1.4: Open all bachelor's degree programs to freshmen and sophomores for comprehensive on-site offerings in the Fall 2024 semester. *[RGC undergraduate expansion]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Office of Academic Affairs

Outcome 5.2: Have degree programs specific to the Middle Rio Grande region.

Strategy 5.2.1: Expand and enhance the quality of existing programs to serve the diverse educational needs of the Middle Rio Grande region. *[RGC specific programs]*

The Office of Academic Affairs completed the alignment of every 4-year Education program with RGC and the alignment of the BBA Business Administration with RGC. The RN to BSN program was aligned between Alpine and RGC. There have also been seven new faculty appointments to the RGC faculty roster.

Contributor: Office of Academic Affairs

Strategy 5.2.2: Conduct a comprehensive review and revision of RGC degree programs to better serve the educational needs of the Middle Rio Grande region while establishing the appropriate Student Learning Outcomes and assessment measures needed to prepare for Branch Campus accreditation by SACSCOC. *[RGC academic assessment]*

The Deans of Humanities and Sciences and the Rio Grande College of Business (RGCOB) have been conducting this comprehensive review. There are several new 4-year degrees and MBA Business programs under development. Many of these programs are going through the Texas State University System Board of Regents, the Texas Higher Education Coordinating Board, and SACSCOC for approval. See Strategy 1.2.3 for details about program development.

Contributor: Office of Academic Affairs and Office of Institutional Effectiveness

Strategy 5.2.3: Create developmental courses and offer support to prepare students for the college experience. *[RGC developmental courses]*

Work is still being done on this project. On the Alpine campus there has been a complete overhaul of the First-Year Seminar course. Work is also underway for enhanced language arts developmental courses. The Office of Academic Affairs has instituted a 4-year student leadership development program as well as a new faculty mentoring program. See Strategy 1.3.4 for more details on the Lobos LEAD program.

Contributor: Office of Academic Affairs

Strategy 5.2.4: Develop new bachelor's degrees in accordance with the findings of the Hanover research report. *[RGC Hanover program design]*

See Strategy 1.2.3 and Outcome 5.1 for more details.

Contributor: Office of Academic Affairs

Outcome 5.3: Develop and implement faculty recruitment procedures for expanding and retaining a diverse faculty.

Strategy 5.3.1: Reduce the loss of existing faculty and staff by increasing salaries to counter the impact of inflation and adjust to that of similar institutions. *[RGC salary increases]*

See Strategies 2.3.3 and 2.3.4, which address the salary increases for faculty and staff that applied to Alpine and RGC employees.

Contributor: Vice President and Chief Operating Officer and Office of Budget and Finance

Strategy 5.3.2: Attract new faculty and staff by providing compensation competitive with similar institutions and by offering professional development opportunities external to the university. *[RGC competitive salaries]*

The Provost, in collaboration with the Vice President and Chief Operating Officer, has strategically focused on recruiting qualified faculty and staff by offering competitive salaries designed to attract top-tier candidates. This targeted approach ensures the institution secures the best talent, enhancing academic and operational excellence.

Contributor: Vice President and Chief Operating Officer

Strategy 5.3.3: Ensure Rio Grande College has a sufficient number of full-time highly qualified faculty necessary for the new campuses and all course offerings. *[RGC faculty]*

Work is being done toward this Strategy. In the past two academic years, the Office of Academic Affairs has worked to support academic departments in filling in vacant positions and expanded where necessary and as new program development dictates. Within the past two years, the Office of Academic Affairs has hired seven new faculty members at RGC and sixteen new faculty in Alpine.

Contributor: Office of Academic Affairs

Outcome 5.4: Elevate the status of Rio Grande College to the level of a branch campus in preparation for full university status.

Strategy 5.4.1: Create a purpose-built academic campus in Eagle Pass, Texas. *[Eagle Pass construction]*

Construction on a physical purpose-built academic campus in Eagle Pass, Texas will begin in 2024-2025. See Strategy 3.5.1 for details.

Contributor: Vice President and Chief Operating Officer and Physical Plant

Strategy 5.4.2: Provide laboratories, study spaces, a library, patient treatment nursing lab, bookstore, childcare, and other physical facilities required to serve the expanded course and program inventory. *[Eagle Pass equipment and physical facilities]*

From Spring to Fall 2023, the Library and Archives underwent a budget neutral reorganization to promote Alpine librarian Mike Fernandez to Head of Library Services for Eagle Pass. The Library also hired Gabriela Casarez as the first Library Assistant in Eagle Pass in December 2023. Fernandez and Casarez have built out D-129 on the Eagle Pass campus as a welcoming library and study space offering access to physical books selected by RGC faculty and access to free resource sharing via Interlibrary Loan, ScanIt, and Direct Mail services. Additional equipment and physical books are in the FY25 budget. Concerning distance education technology, Dominick Percoco has been working with an NTIA grant to update the technology for all of the RGC sites. This technology will remain when the new campus in Eagle Pass is established.

Contributor: Library and Archives, Office of Information Technology, Sponsored Programs, and the Office of Academic Affairs

Strategy 5.4.3: Conduct research on highly rated equipment and installations that represent models of best practices in higher education (e.g., biology, physics, forensics, chemistry, and health science). *[RGC research equipment]*

The Office of Academic Affairs and various academic departments have prioritized filling vacant positions and hiring faculty in the sciences to not only strengthen the programs at the RGC campuses but also to evaluate this Strategy. More details should be provided in the next couple of years.

Contributor: Office of Academic Affairs

Strategy 5.4.4: Find and catalogue all Rio Grande College library resources and subscribe to appropriate data bases for electronic access to scholarly works. *[library services at Eagle Pass]*

The Library and Archives engaged in “Collections Chats” with Department Chairs, existing and new. The Library was able to meet with 2 RGC Department Chairs in 2024 and received title recommendations from 4 faculty members. The Library has plans to purchase relevant shareable equipment (calculators, a model of a brain) and more physical books in FY25 because of the Collections Chats. This is all possible because of Mike Fernandez and Gaby Casarez’s presence in D-129. Gaby is creating QR-code displays of accessible books, and the two are promoting resource sharing via email directly to RGC folks. Every conversation is an opportunity to grow awareness of what RGC faculty, staff, and students already have access to and how they can contribute to improving that access. The Library Services for Eagle Passbudget funds Direct Mail and has been a successful initiative.

Ahead of the Rio Grande Collge of Business Mike’s been participating in collection development and has now met with Dr. Candice Ward. The Library also plans to administer one annaul survey each Fall, beginning in 2024 to evaluate campus satisfaction with services and resources.

Contributor: Library and Archives

Outcome 5.5: Prepare appropriate policies and procedures for full university status.

Strategy 5.5.1: Conduct a comprehensive review and revision of Rio Grande College Policies and Procedures in preparation for Branch Campus accreditation by SACSCOC. *[RGC policies for branch campus]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer, President's Office, and Office of Institutional Effectiveness

Strategy 5.5.2: Prepare policies and procedures for full, four-year university accreditation by SACSOC. *[RGC policies for university status]*

Before a four-year university can be established in Eagle Pass, the SACSCOC status of RGC must change from an instructional site to a branch campus. Though often referred to as campuses, the instructional sites are not full campuses because they do not have independent leadership and do not offer more than 50% of overall instruction for these students. The institution is working on putting these practices in place so that in a few years, this Strategy will be achievable.

Contributor: Vice President and Chief Operating Officer, President's Office, and Office of Institutional Effectiveness

Outcome 5.6: Develop a tailored, experienced, and qualified workforce with the appropriate new administrative positions.

Strategy 5.6.1: Review and revise the organizational structure of Rio Grande College in preparation for Branch Campus accreditation by SACSCOC. *[RGC organizational structure]*

In January 2023, Elizabeth Pena was named Assistant Vice President of Operations and Economic Development at Eagle Pass. She assists the Vice President and Chief Operating Officer with daily operations and oversight of all Eagle Pass administrative activities. More work is continued to be made to review and revise the organizational structure at RGC.

Contributor: President's Office and Vice President and Chief Operating Officer

Strategy 5.6.2: Re-organize Rio Grande College administration to prepare for independent university status. *[RGC reorganization]*

See Strategy 5.6.1 for details.

Contributor: President's Office and Vice President and Chief Operating Officer

Strategy 5.6.3: Review staff needs and begin hiring with the intention of fully staffing an independent, four-year university. *[RGC hiring updates]*

The majority of faculty and staff hiring efforts have been strategically concentrated in Eagle Pass, with the goal of establishing all offices within the region. This focus aims to strengthen the local presence and ensure a cohesive, unified operational structure in Eagle Pass.

Contributor: President's Office and Vice President and Chief Operating Officer

Strategy 5.6.4: Establish a Rio Grande College Department of Student Services with a full-time director with qualifications sufficient to provide student support services such as are required by Americans with Disabilities Act for an increasing student body. *[RGC student services]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: President's Office and Vice President and Chief Operating Officer

Outcome 5.7: Achieve the TSUS milestones required for branch campus status.

Strategy 5.7.1: Implement a recruitment plan to ensure the enrollment of a solid and diverse student body. *[RGC recruitment strategy]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.7.2: Establish a Rio Grande College Office for Recruitment and Enrollment with a full-time Director of Recruitment and Enrollment reporting to the chief executive officers of Rio Grande College. *[RGC office for recruitment and enrollment]*

We have restructured the organizational plan in collaboration with the Director of Enrollment to hire a full-time Director of Admissions, Aryel Ramirez, who has focused on developing and executing enrollment strategies tailored to the Middle Rio Grande region and other key regions across the State. The Vice President and Chief Operating Officer have partnered closely with the Executive Director for Enrollment Management, Natalie Sandoval, to establish a dedicated recruitment team designed to effectively attract and engage students from the area. This strategic collaboration ensures a focused, data-driven approach to student recruitment, optimizing outcomes and strengthening our regional presence. See Strategy 5.7.3 for more details.

Contributor: Vice President and Chief Operating Officer

Strategy 5.7.3: Hire recruitment and enrollment staff in numbers and with qualifications sufficient to carry out the marketing plan and enroll an increasing number of students. *[RGC hiring enrollment staff]*

The Vice President and Chief Operating Officer and the Executive Director for Enrollment Management have worked closely together to recruit and hire a team of highly qualified staff, ensuring that the team is fully equipped to effectively execute the strategies they have developed.

This strategic staffing initiative is crucial for the successful implementation of enrollment goals and the continued growth of the institution. See Strategy 5.7.2 for more details.

Contributor: Vice President and Chief Operating Officer

Strategy 5.7.4: Establish a recruitment plan that encompasses stages for specific geographical areas and targeted population in accordance with the findings of the Hanover research report. *[RGC geographical recruitment strategy]*

The Vice President and Chief Operating Officer and the Executive Director for Enrollment Management have collaborated closely to implement targeted plans that focus on engaging specific geographic populations. These initiatives include hosting events designed to promote the university and its programs, fostering stronger connections with the communities in this region and showcasing the university's offerings to prospective students and their families.

Contributor: Vice President and Chief Operating Officer and Enrollment Management

Strategy 5.7.5: Increase recruitment efforts in Piedras Negras, Acuña, Morelos, and Allende with fully bilingual professional recruiters. *[RGC international recruitment]*

The Vice President and Chief Operating Officer, Provost, and Dean of the College of Business have forged strong collaborations with several universities across the state of Coahuila, establishing agreements that provide students with opportunities to pursue double majors or earn their master's degree at Sul Ross State University. These strategic partnerships enhance academic offerings, broaden educational pathways, and offer students greater flexibility and advanced opportunities for their academic and professional growth.

Contributor: Vice President and Chief Operating Officer and Academic Affairs

Strategy 5.7.6: Achieve an enrollment of 2500 students by 2027. *[RGC enrollment numbers]*

Enrollment for the combined Uvalde, Eagle Pass, and Del Rio instructional sites can be found in Table 1.

The Provost, Vice President and Chief Operating Officer, and individual deans have worked closely with high schools in the surrounding area to promote dual credit programs, empowering students to establish a clear educational career path before graduating. This collaborative effort has successfully increased dual credit participation by over 30%, providing students with valuable opportunities to earn college credits while still in high school and setting them on a trajectory for academic and professional success.

Table 1: RGC Enrollment Dashboard

Semester	Count
Fall 2022	718
Spring 2023	620
Summer 2023	303
Fall 2023	642
Spring 2024	646

Summer 2024	351
Fall 2024	632

Contributor: Office of Institutional Research

Strategy 5.7.7: Create dual credit programs with high schools in the Middle Rio Grande region to provide a seamless transition to Rio Grande College. *[RGC dual credit programs]*

In 2022-2023, SRSU prioritized creating a partnership with the local high schools in Eagle Pass. The expansion of C.C. Wynne and collaboration with Eagle Pass ISD introduced 50 dual credit students to SRSU in fall 2023 to 500 dual credit students in fall 2024. This is a primary recruitment and enrollment strategy for SRSU at this time. Two additional partnerships are being considered.

Contributor: Office of Academic Affairs and President's Office

Strategy 5.7.8: Create a 2-year early-entrance college academy in Eagle Pass. *[Eagle Pass college academy]*

Academic Affairs and the office of the Vice President and Chief Operating Officer are actively collaborating with high schools in the surrounding areas to establish early college academies across a range of educational programs, including teacher certification and criminal justice degrees. This initiative is designed to provide students with the opportunity to earn college credits and professional certifications while still in high school, preparing them for successful careers and advanced education in these high-demand fields.

Contributor: Office of Academic Affairs and Vice President and Chief Operating Officer

Strategy 5.7.9: Create a program that will enable individuals without a high school diploma to take the GED and be admitted to Rio Grande College. *[RGC GED programming]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Outcome 5.8: Enhance the image and visibility of Rio Grande College as an emerging university.

Strategy 5.8.1: Develop new and strengthen existing partnerships with surrounding schools and colleges. *[RGC external partnerships]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.8.2: Participate in local school and college orientations. *[RGC school orientations]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.8.3: Meet regularly with surrounding school district personnel and participate in college and career days. *[RGC career days]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.8.4: Host and promote Open-Campus days to meet faculty, staff, and students. *[RGC open-campus days]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Outcome 5.9: Broaden community engagement and public service opportunities among the surrounding communities of the region.

Strategy 5.9.1: Offer community service, experiential learning and service-learning opportunities for faculty, staff, and students. *[RGC community service and other opportunities]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.9.2: Collaborate with community professionals to target professional development for faculty, staff, and students. *[RGC professional development]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.9.3: Collaborate with community leaders to develop student internship opportunities. *[RGC student internships]*

The Vice President and Chief Operating Officer and Dean of College of Business are collaborating closely with various economic development centers to establish a wide range of student internship opportunities across multiple programs. This partnership aims to provide students with valuable hands-on experience, strengthen industry connections, and enhance career readiness by immersing them in real-world business environments.

Contributor: Vice President and Chief Operating Officer

Outcome 5.10: Develop a marketing approach that effectively highlights Rio Grande College's role as a regional leader in higher education.

Strategy 5.10.1: Develop a comprehensive marketing plan to advertise expanding programs and downward expansion throughout the Middle Rio Grande region. *[RGC program marketing plan]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.10.2: Enhance communication to publicize academic success of faculty and student achievement (newspaper, calendar of events, Rio Grande College publication, brochures). *[RGC student achievement]*

Publicist actively collaborates with local and regional newspapers to publish press releases showcasing significant faculty achievements, such as research, awards, and community projects. Additionally, the publicist creates calendar invites and designs engaging flyers for Sul Ross State University Rio Grande College's social media platforms, promoting upcoming academic events and inviting the community to participate. The Publicist also develops visually appealing brochures that highlight our university and are tailored for use in recruitment events and community outreach.

Contributor: Vice President and Chief Operating Officer

Strategy 5.10.3: Increase social media networking outreach by hiring public relations personnel with relevant expertise. *[RGC public relations]*

In 2024, Isis Cardenas was hired as the Publicist for RGC, residing in Eagle Pass. Isis actively works with staff and faculty on the RGC campuses and with the overall University Communications team to promote the RGC student experience.

Contributor: University Communications

Strategy 5.10.4: Create and maintain a Rio Grande College website. *[RGC website]*

Administration and leaders at RGC are working with the Webmaster to develop a more cohesive, intuitive, and user-friendly website. This effort is focused on enhancing navigation, improving accessibility, and ensuring a seamless online experience for all users, ultimately making it easier to find information and engage with the site's content.

Contributor: Vice President and Chief Operating Officer

Strategy 5.10.5: Impart a common identity that connects students, faculty, and staff of all Rio Grande College campuses, including branded merchandise. *[RGC identity and brand]*

Nothing to report on this Strategy for the years 2022-2023 or 2023-2024. Please look forward to the results next year.

Contributor: Vice President and Chief Operating Officer

Strategy 5.10.6: Develop advertisements that target specific geographic areas and age groups. *[RGC advertisements]*

The Publicist creates impactful advertisements across social media and city-wide platforms that highlight the value and opportunities of each targeted area. Examples include a social media campaign highlighting the $2,000 Transfer Scholarship to attract students or billboards strategically placed in key locations to promote the university's offerings. Messaging is tailored to resonate with various age groups:

- High School Students: Focusing on academic programs and future career opportunities.
- Working Professionals and Adult Learners: Highlighting flexible schedules, online options, and pathways for career growth.

Social media platforms are utilized effectively, with Instagram engaging younger audiences and Facebook targeting adult learners and professionals. The publicist also partners with local radio stations, newspapers, and community bulletin boards to connect with audiences who prefer traditional media outlets. To enhance community engagement, the publicist attends events such as school fairs and job expos, distributing printed materials and building personal connections to strengthen outreach and recruitment efforts.

Contributor: Vice President and Chief Operating Officer

End of Reports

STRATEGIC PLAN 2022-2027: OUR STUDENT-CENTRIC FOCUS

CONTRIBUTOR LIST FOR 2022-2023 & 2023-2024

Academic Affairs	**Contact:** Michelle Lancaster michelle.lancaster@sulross.edu
Assigned Strategies	**Page Number**
1.2.3 New Academic Programs	6
1.3.3 Center for Teaching and Learning	7
3.3.2 Online Programs	14
5.1.1 RGC Program Innovation	23
5.1.2 RGC Course Inventory	23
5.1.3 RGC Program Expansion	23
5.1.4 RGC Undergraduate Expansion	24
5.2.1 RGC Specific Programs	24
5.2.2 RGC Academic Assessment	24
5.2.3 RGC Developmental Courses	24
5.2.4 RGC Hanover Program Design	24-25
5.3.3 RGC Faculty	25
5.4.2 Eagle Pass Equipment & Physical Facilities	26
5.4.3 RGC Research Equipment	26
5.7.7 RGC Dual Credit Programs	30

Athletics	**Contact:** Amanda Workman amanda.workman@sulross.edu
Assigned Strategies	**Page Number**
1.3.2 Student-Athletes Academic Success	7

Assistant Dean for Student Success	**Contact:** Dr. Kathy Stein kathy.stein@sulross.edu
Assigned Strategies	**Page Number**
1.3.4 High Impact Student Experiences	7

Budget and Finance	**Contact:** Bonnie Albright bonnie.albright@sulross.edu
Assigned Strategies	**Page Number**
2.2.2 Annual Operating Budgets	11
2.3.3 Base Pay Increases	12
2.3.4 Faculty and Staff Raises	12
3.8.1 Budget Manager Meetings	17
3.8.2 Annual Operating Budgets	18
3.8.3 Annual Financial Report	18

3.8.4 Financial Updates	18
5.3.1 RGC Salary Increases	25

Career Services and Testing	**Contact:** Brooke Guffin brooke.guffin@sulross.edu
Assigned Strategies	**Page Number**
1.5.1 Career Fair	8
1.5.2 Integrated Career Services for Upper-Level	8-9

College of Graduate Studies	**Contact:** Dr. Laura Payne laura.payne@sulross.edu
Assigned Strategies	**Page Number**
1.2.2 Online Graduate Program Marketing	6
3.3.2 Online Programs	14

Counseling & Accessibility Services	**Contact:** Mary Schwartze Grisham mschwartze@sulross.edu
Assigned Strategies	**Page Number**
1.4.1 Wellness Wheel Programming	8
1.4.2 Mental Health Counseling Program	8

Faculty Advisors	**Contact:** Varies/Non-Specific
Assigned Strategies	**Page Number**
1.3.1 Academic Advising and Tutoring	7

Human Resources	**Contact:** Karlin DeVoll kdevoll@sulross.edu
Assigned Strategies	**Page Number**
2.1.1 External Job Postings	10
2.1.2 Hiring and Interview Training	10-11
2.3.1 Merit-Based Advancements Policy	11
4.3.2 Job Descriptions	20

Institutional Effectiveness and Research	**Contact:** April Aultman Becker april.becker@sulross.edu
Assigned Strategies	**Page Number**
2.3.2 Professional Development	11-12
3.3.1 Faculty Professional Development	14
4.3.1 APM Updates	20
5.2.2 RGC Academic Assessment	24
5.5.1 RGC Policies for Branch Campus	27

5.5.2 RGC Policies for University Status	27
5.7.6 RGC Enrollment Numbers	29-30

Instructional Services	**Contact:** Tim Parsons tim.parsons@sulross.edu
Assigned Strategies	**Page Number**
3.3.1 Faculty Professional Development	14
3.3.3 Distance Education Equipment	14

Lobo Den Advising and Tutoring Services	**Contact:** Judith Loya jloya@sulross.edu
Assigned Strategies	**Page Number**
1.3.1 Academic Advising and Tutoring	7

Office of Information Technology (OIT)	**Contact:** Unassigned as of 12/1/2024
Assigned Strategies	**Page Number**
3.1.1 Technology Inventory	13
3.1.2 LTAC Satisfaction Ratings	13
3.2.1 Internet Bandwidth	13-14
3.3.3 Distance Education Equipment	14
3.5.2 ADA Compliance	16
4.2.1 Technology Support	20
4.2.2 Technology Training	20
5.4.2 Eagle Pass Equipment & Physical Facilities	26

Office of Sponsored Programs	**Contact:** Dr. Eric Funasaki eric.funasaki@sulross.edu
Assigned Strategies	**Page Number**
2.2.1 Research Expenditure and Proposal Development	11
5.4.2 Eagle Pass Equipment & Physical Facilities	26

Physical Plant	**Contact:** Office of Physical Plant vromero@sulross.edu
Assigned Strategies	**Page Number**
3.5.1 New Construction	16
3.5.2 ADA Compliance	16
3.5.4 Maintenance Schedule	16
3.5.5 Campus Signage	16
3.6.1 Physical Plant Staff Analysis	17
3.7.1 Fleet Inventory	17
3.7.2 Fleet Inventory Increase	17
5.4.1 Eagle Pass Construction	25

President's Office	**Contact:** Janice Espinoza-Valenzuela janice.espinoza-valenzuela@sulross.edu
Assigned Strategies	**Page Number**
1.1.1 Student-Centered and Student-First University	4
4.3.1 APM Updates	20
4.3.3 Organizational Charts	21

Student Life	**Contact:** Dr. Suzanne Harris suzanne.harris@sulross.edu
Assigned Strategies	**Page Number**
1.1.2 Personalized Support	4-5
1.1.3 Student Focused Events	5
1.1.4 University Programs and Student Experience	5
1.4.1 Wellness Wheel Programming	8

Title V DHSI FSE Grant	**Contact:** Joe Waggoner jwag1720@sulross.edu
Assigned Strategies	**Page Number**
3.5.5 Campus Signage	16

Unassigned	**Contact:** Office of Institutional Effectiveness ie@sulross.edu
Assigned Strategies	**Page Number**
1.2.4 High School Guidance Counselor Workshops	6
1.2.5 Community College Advisor Workshops	6
3.5.3 Study Locations	16

University Communications	**Contact:** Betse Esparza betse.esparza@sulross.edu
Assigned Strategies	**Page Number**
1.2.1 Long-Term Marketing	5-6
1.2.2 Online Graduate Program Marketing	6
4.1.1 Branding Plan	19
4.1.2 SRSU Promotions	19
5.10.3 RGC Public Relations	32

Vice President and Chief Operating Officer	Contact: Dr. Jorge Garza jorge.garza@sulross.edu
Assigned Strategies	Page Number
5.3.1 RGC Salary Increases	25
5.3.2 RGC Competitive Salaries	25
5.4.1 Eagle Pass Construction	25
5.5.1 RGC Policies for Branch Campus	27
5.5.2 RGC Policies for University Status	27
5.6.1 RGC Organizational Structure	27
5.6.2 RGC Reorganization	27
5.6.3 RGC Hiring Updates	27-28
5.6.4 RGC Student Services	28
5.7.1 RGC Recruitment Strategy	28
5.7.2 RGC Office for Recruitment and Enrollment	28
5.7.3 RGC Hiring Enrollment Staff	28
5.7.4 RGC Geographical Recruitment Strategy	28-29
5.7.5 RGC International Recruitment	29
5.7.6 RGC Enrollment Numbers	29-30
5.7.8 Eagle Pass College Academy	30
5.7.9 RGC GED Programming	30
5.8.1 RGC External Partnerships	30
5.8.2 RGC School Orientations	30-31
5.8.3 RGC Career Days	31
5.8.4 RGC Open-Campus Days	31
5.9.1 RGC Community Service and Other Opportunities	31
5.9.2 RGC Professional Development	31
5.9.3 RGC Student Internships	31-32
5.10.1 RGC Program Marketing Plan	32
5.10.2 RGC Student Achievement	32
5.10.4 RGC Website	32
5.10.5 RGC Identity and Brand	32-33
5.10.6 RGC Advertisements	33

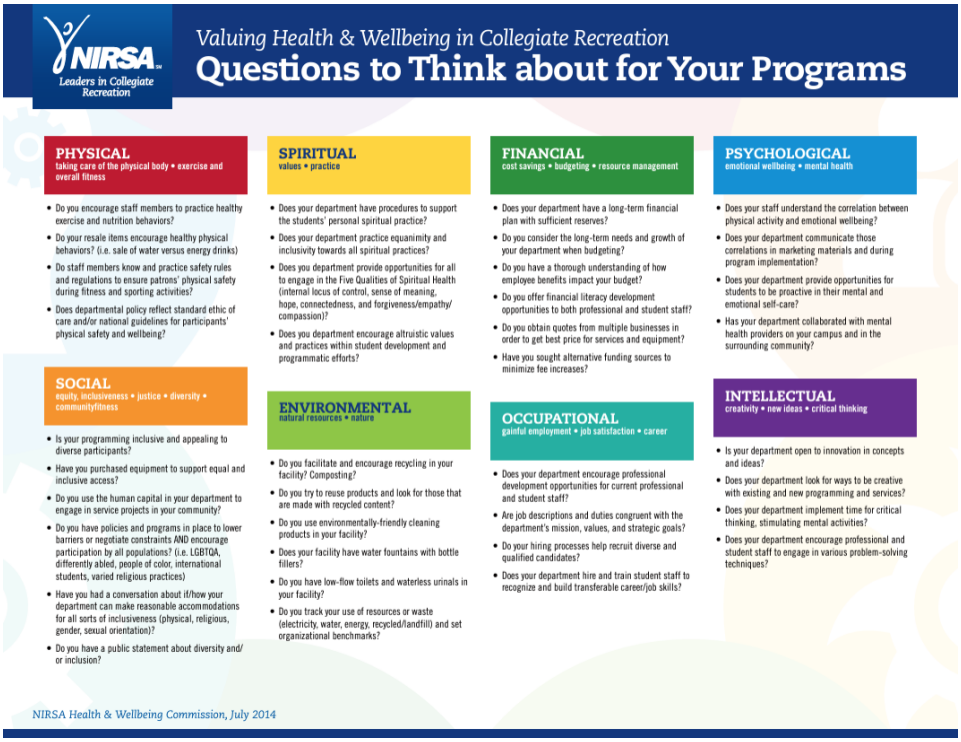
Library and Archives	Contact: Betsy Helesic betsy.helesic@sulross.edu
Assigned Strategies	Page Number
3.4.1 Online Professional Journals	15
3.4.2 Catalog and ILS Updates	15
5.4.2 Eagle Pass Equipment & Physical Facilities	26
5.4. Library Services at Eagle Pass	26-27

APPENDICES

APPENDIX		PAGE
A	"Models and Dimensions of Wellbeing", 2020	40
B	Texas State University System (TSUS) Middle Rio Grande Region Comprehensive University Fact Sheet and Timeline	41
C	Lobos LEAD November 2024 Report	42
D	Social Media Engagement Report: January 2022 to December 2023	45
E	SRSU Enrollment Fall 2024 Press Release	60

APPENDIX A

The 8 dimensions we are using in the Wellness Wheel model for the WHOLE Pack (Wellness Helps our Lobos Excel) is based on the original findings of the NIRSA: Leaders in Collegiate Recreation ("Models and Dimensions of Wellbeing", 2020).



APPENDIX B

Texas State University System (TSUS) Middle Rio Grande Region Comprehensive University Fact Sheet and Timeline

Middle Rio Grande Region Comprehensive University Fact Sheet and Timeline

The Texas State University System received $33.1 million in capital project funding for the Middle Rio Grande Region in the 87th Legislative Session.

Earlier this year, TSUS engaged Hanover Research, a leading market research firm, to assess current and future educational and workforce needs in the Middle Rio Grande Region.

Informed by Hanover's findings, TSUS will dedicate approximately $30 million to build a new, multi-purpose educational building in Eagle Pass and the remaining funds (~$3 million) for facility enhancements in Del Rio and Uvalde.

TSUS and Sul Ross State University will immediately begin developing plans to create a comprehensive four-year university serving the Middle Rio Grande Region if enrollment, funding, accreditation, and other milestones are achieved over the next decade.

THE TEXAS STATE UNIVERSITY SYSTEM

	2022	2023 - 2025	2025 - 2028	2028 - 2035
	SRSU Teaching Sites at SWTJC in Eagle Pass, Del Rio and Uvalde	SRSU Eagle Pass Academic Building SRSU Del Rio and Uvalde Enhanced Teaching and Student Success Sites	SRSU Eagle Pass Branch Campus SRSU Del Rio and Uvalde Enhanced Teaching and Student Success Sites	Comprehensive University in Eagle Pass Enhanced Teaching and Student Success Centers Across MRGR
Infrastructure	Current SWTJC Leased Space	Multi-Purpose University Center at Eagle Pass Facility Enhancements in Del Rio and Uvalde	Additional Buildings in Eagle Pass Student Service Enhancements in Del Rio and Uvalde	Additional Buildings in Eagle Pass Student Service Enhancements in Del Rio and Uvalde
Enrollment Estimates	850	1,000-1,500	1,500-2,500	2,500+
Academics	Current Academic Programs	High Market Demand (Business, Health, IT, Education) and Enhanced Online Offerings	Additional Academic Programming	Comprehensive Academic Program Mix - Undergraduate and Graduate Levels
Degree Levels	Upper Division Undergraduate and Graduate	Upper Division UG and Graduate (In-Person) and UG Lower Division and Graduate (Online) Phased-In	Full Undergraduate and Graduate In-Person and Online	Undergraduate and Graduate In-Person and Online
Statutory Changes		"Downward Expansion"		Independent Status
State Funding Needs		Academic Program Development Funds ($4m)	Additional Operating & Capital Funds	Additional Operating & Capital Funds

**Timeline may be accelerated or slowed due to enrollment, academic programming, and resource availability.*

APPENDIX C

November 2024 Annual Report of the Lobos LEAD program prepared by Dr. Kathy Stein, Assistant Dean for Student Success.

Lobos LEAD:
Learning
Earning
Assisting
Developing

Mission Statement:

The mission of Lobos LEAD is to provide the students, faculty, and staff of Sul Ross State University the opportunity to work together to create a campus environment that promotes learning, belonging, and serving.

Program Elements:

- Connecting with Students for Success (Dr. Qvarnstrom – (piloted in Spring 2024)
- Faculty Mentoring Program (Piloted in Spring 2023)
- First Year Experience (Revamped for Fall 2024)
- Lobo Leadership Program
  - Lobo Leadership Academy (piloted in Spring 2025)
    - SRSU 1101 Peer Mentorship Program (piloted in Fall 2024)
    - Lobo Ambassadors - Department Based (piloted in Spring 2025)
    - Campus Internships (to be piloted in Fall 2025)
      - Residential Living RAs
      - Lobo Ambassadors
      - Lobo Den Tutors
      - Academic Retention Administrator Assistants
- National Society of Leadership and Success

Connecting with Students for Success

Dr. Jeanne Qvarnstrom is running this program.
The program piloted (for a second time) in Spring 2024.
The Spring 2024 cohort continued into the Fall 2024 semester.
A second cohort started in the Fall 2024 semester.

Mentoring Programs

Faculty Mentoring Program

2023 Spring: 13 Faculty Mentors
(Pilot) 76 Dev Ed Mentees
51 were registered for Fall 2023 as of Census Day (60.27%)

NOTE: This was SRSU's last regular semester as a D3 instituton)

2023-2024: 25 Faculty Mentors

170 Dev Ed Mentees over the 2023-2024 year
109 were registered for Spring 2024 as of Census Day (64.1%)
64 were registered for Fall 2024 as of Census Day (37.4%)
Spring 2024 to Fall 2024 retention (58.%)

NOTE: Spring 2024 was the semester that student-athletes who weren't going to make the transition from D3 to D2 transferred out in large numbers.

Lobo Mentoring Program (Five staff members were invited to take on two mentees)
2024-2025: 32 Lobo Mentors
209 First Semester Freshmen over the 2024-2025 year
203 were registered for Fall 2024 as of Census Day

First Year Experience Program

The Sub-Committee for the First Year Experience met during Fall 2023 and Spring 2024.
Mandatory topics and mandatory assignments (with percentage of grade) were determined.
A training workshop was designed.
Three workshops (repeats) were offered during the Spring 2024 semester to Fall 2024 SRSU 1101 faculty. (A $200 stipend was paid by the Title V grant for attendance for submitting their syllabus on time.)
Faculty submitted their Fall 2024 SRSU 1101 syllabus by Dead Day.
Over the summer as SRSU 1101 Peer Mentors were hired and introduced to their SRSU 1101 professor.

Lobos Leadership Program

Freshman/1st Semester	
SRSU 1101	Students attend class. Faculty recommend students for Lobo Leadership Academy
Freshman/2nd Semester	
Lobo Leadership Academy	Students attend weekly leadership training (up to 20 students); earn a stipend of $200 (to be paid by Title V grant during the Sp 2025 semester and institutionalized by Spring 2026); students must be *good standing* (GPA of 2.0)
Sophomore/3rd Semester	
SRSU 1101 Peer Mentor	Students work 4-15 hours per week in support of an SRSU 1101 section; earn 12.00/hr (paid by Title V grant during the Fall 2024 pilot and to be institutionalized by Fall 2025); students must be *good standing* (GPA of 2.0)
Sophomore/4th Semester	
Lobo Ambassadors	Students move to Enrollment Management (EM) and are hired to be Lobo Ambassadors (department based); earn

	$12.00/hr (to be paid by Title V grant during Spring 2025 pilot and out of Designated Tuition thereafter); attend bi-monthly training session with the EM Lobo Ambassador Coordinator; complete end-of-semester evaluation of the program as a participant; participate in an end-of-semester evaluation with department supervisor (report to go to Lobo Ambassador Coordinator); students must be *good standing* (GPA of 2.0)

NOTE: Starting in November 2025, the Peer Mentors who wish to move forward as Department Lobo Ambassadors will need to apply for that position as a Department Lobo Ambassador

Junior/5th Semester	
On-Campus Internships Academic Retention Administrator Assistants Lobo Ambassadors Lobo Den Tutors Residential Living Advisors	Students move into an on-campus work opportunity; Campus Internships (pay hasn't been determined) - the funding will probably come from the DHSI grant
Junior/6th Semester	
Continuation of Campus Internships	Students continue with their on-campus employment
Senior/7th Semester	
Continuation of Campus Internships	Students continue with their on-campus employment
Senior/8th Semester	
Continuation of Campus Internships	Students continue with their on-campus employment

9th Semester → Graduate School or Career

National Society of Leadership and Success (NSLS)

2024 Fall: All sophomores and juniors at both the Alpine and RGC campuses were invited to join the National Society of Leadership and Success. Membership is $95 plus shipping and handling.

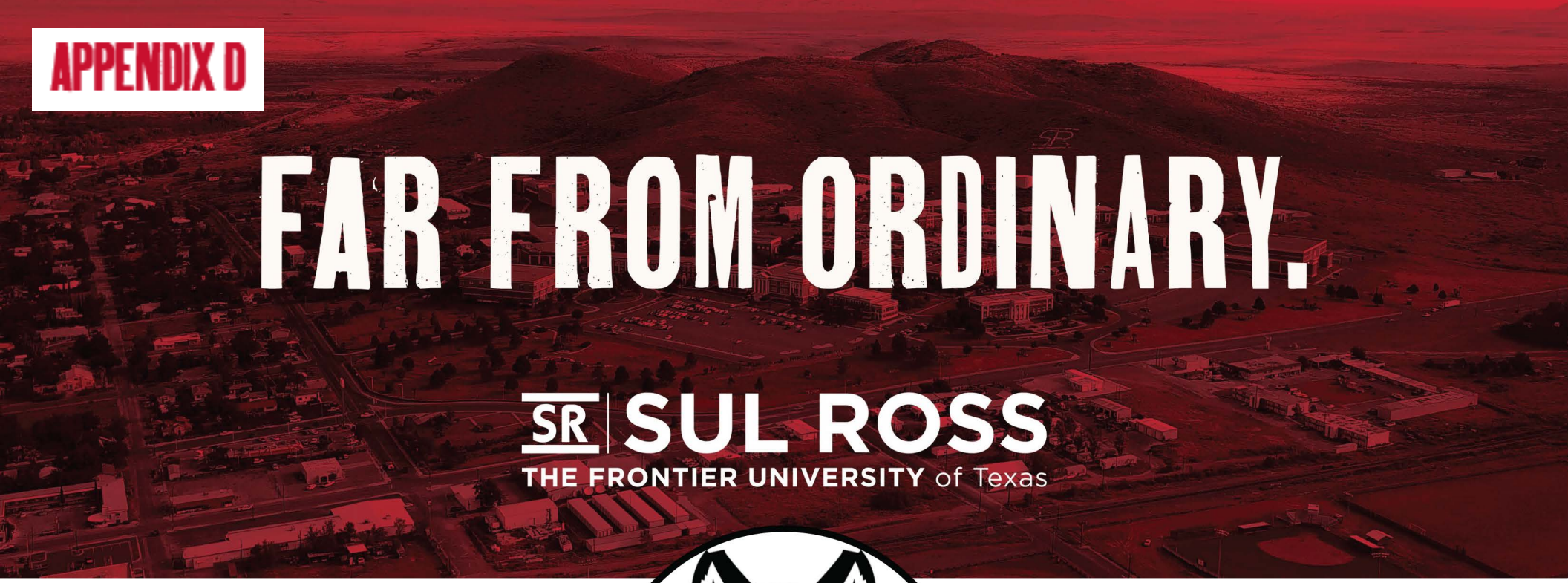
To date, we have had 74 students join.

Bechtel Education Foundation has donated 75 memberships to SRSU.

We offered the NSLS Speaker Series (livestreaming) to the SRSU Community.
The Fall 2024 speakers included the following:

Dr. Brené Brown: Oct. 15 – "Daring Leadership"
Ketanji Brown Jackson: Oct. 22 – "Supreme Insights"
Kevin Bacon: Nov. 6 – "Six Degrees of Leadership"

APPENDIX D



Social Media Engagement Report

January 2022 to December 2023
Office of Communications & Marketing
to the Office of Institutional Effectiveness

Page Followers

9,455

3,994

* As of January 23, 2024 at 12:00:00 p.m. CST

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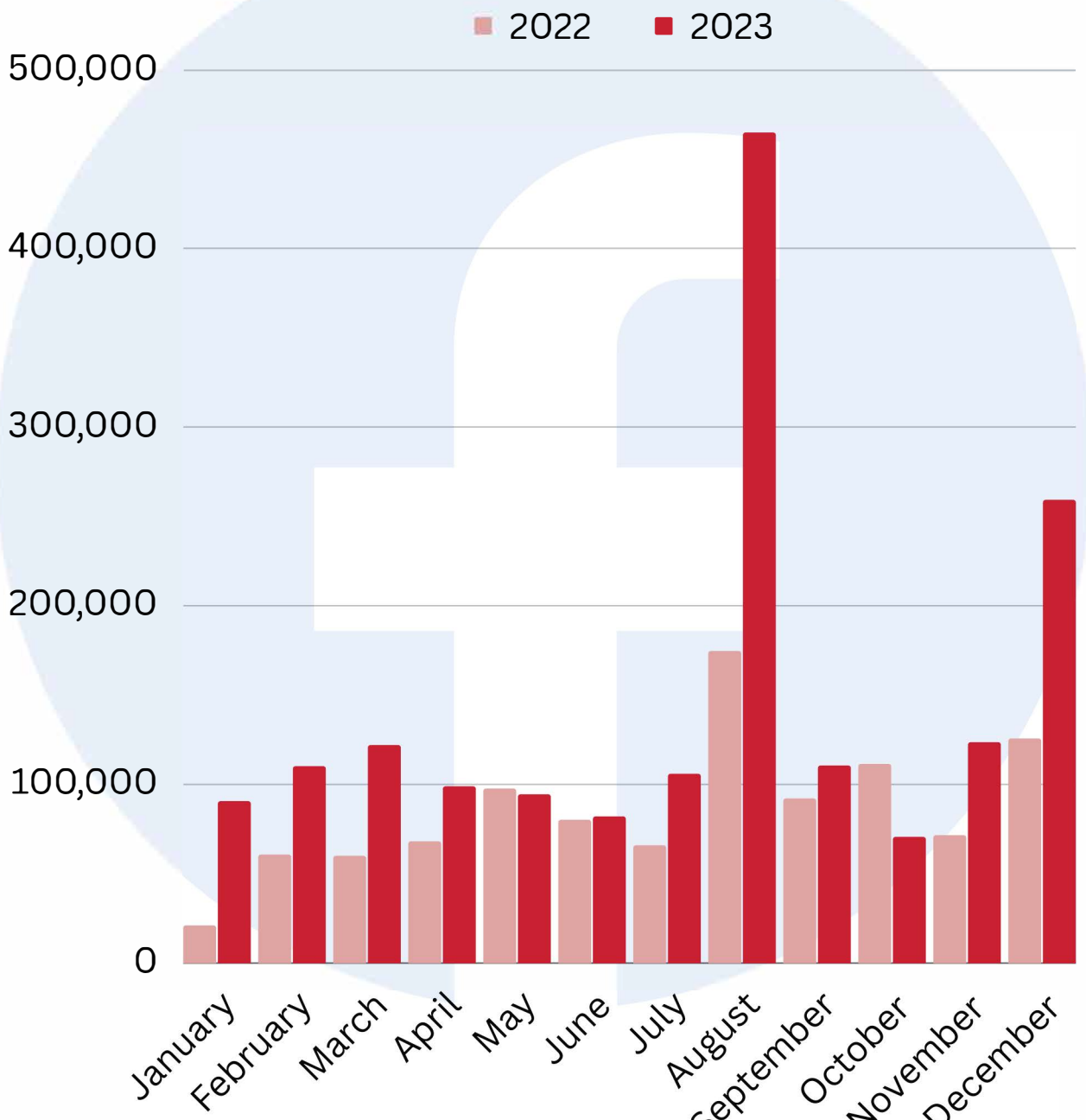

* Earliest data recorded from January 21, 2022 from Meta Business Suite

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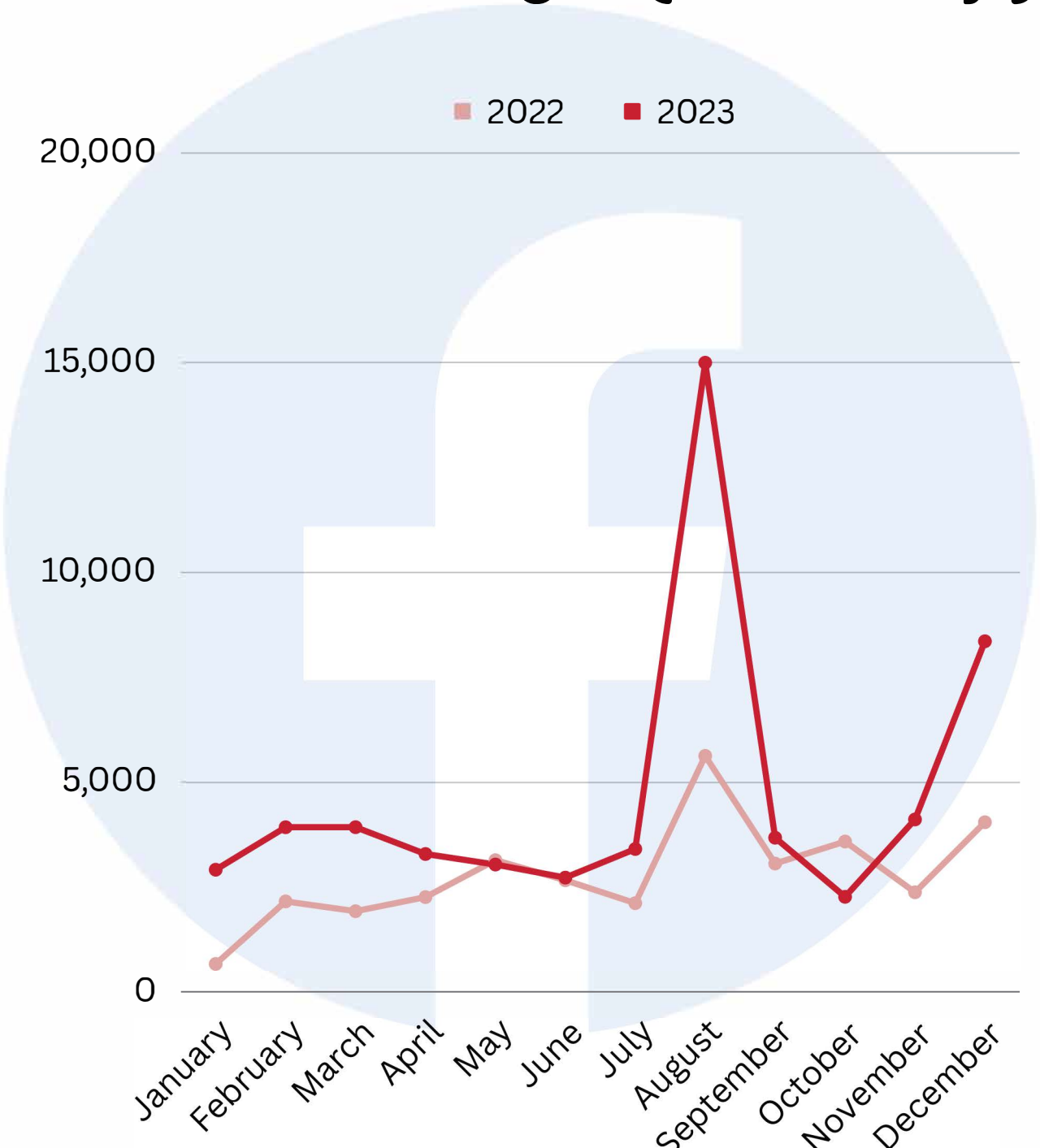

* Earliest data recorded from January 21, 2022 from Meta Business Suite

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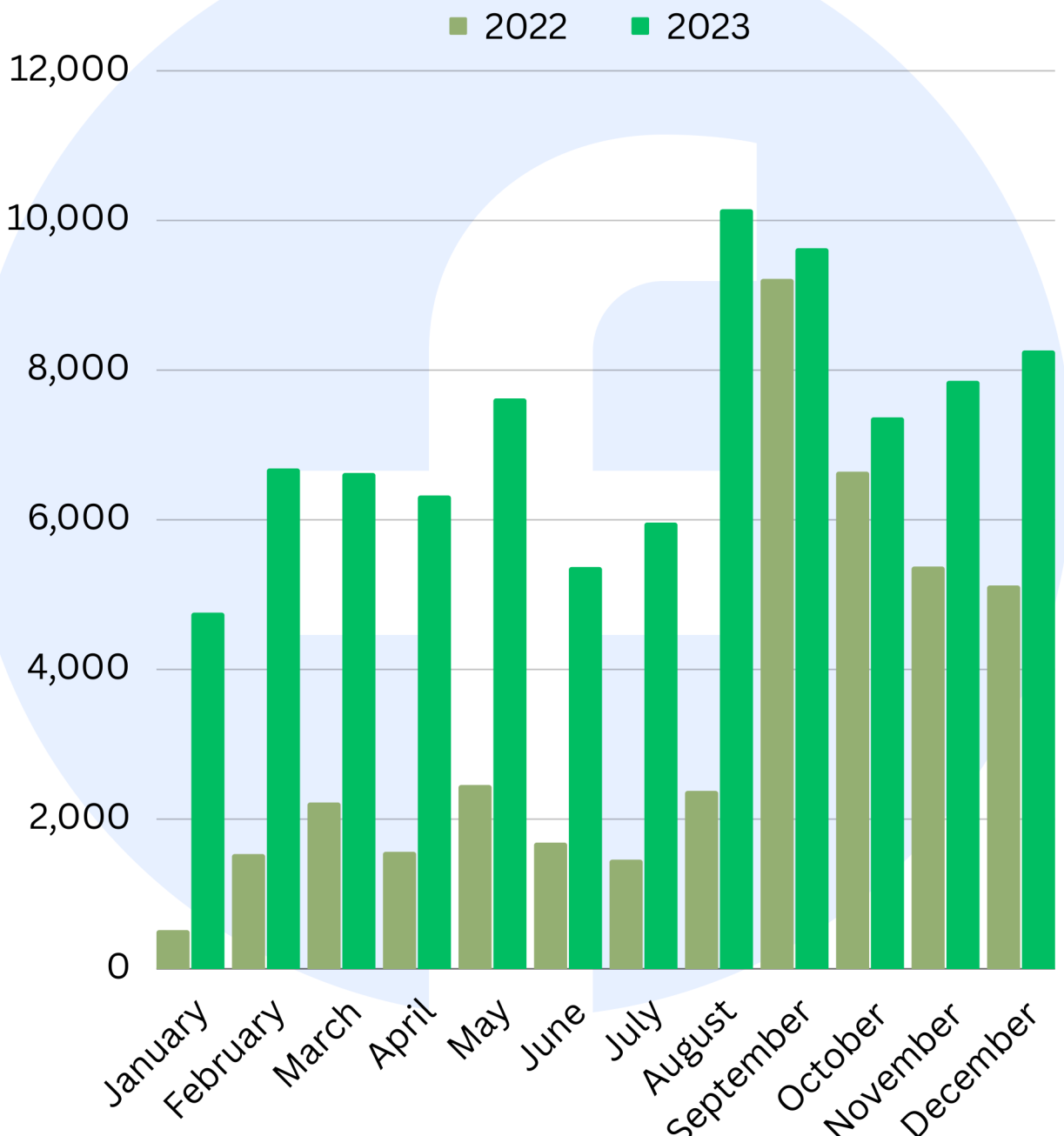

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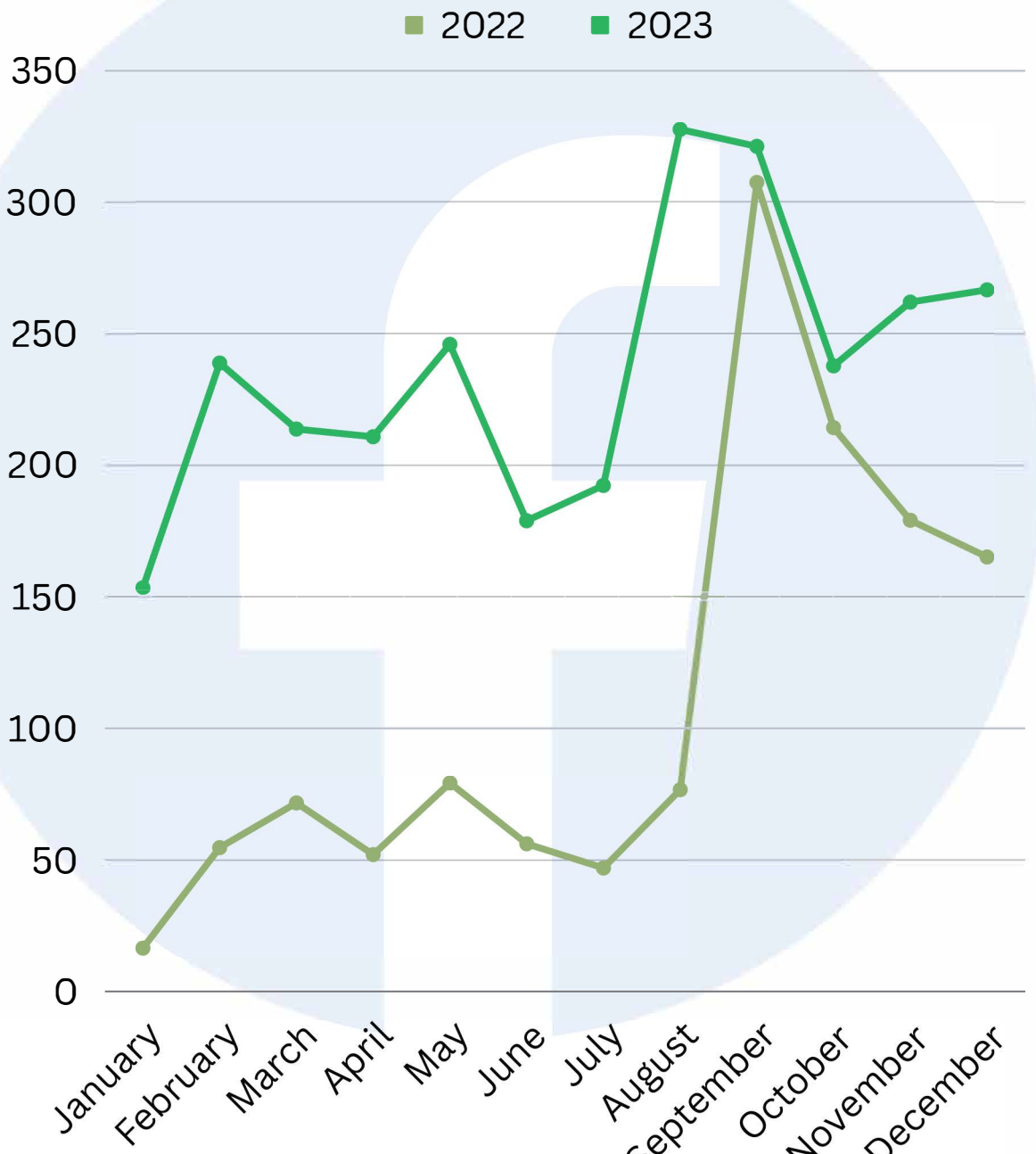
Visits Average (Per Day)



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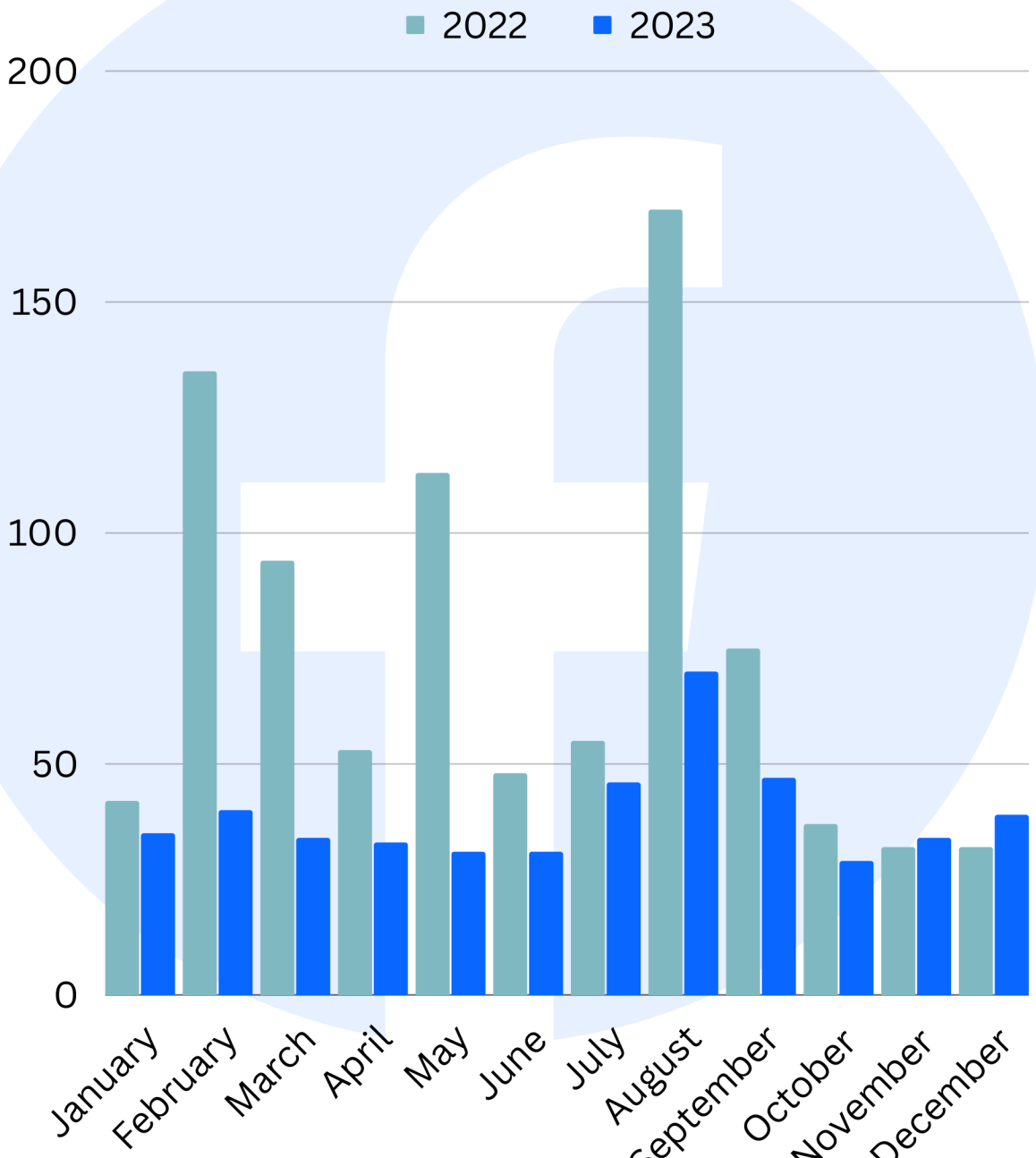
Likes/Follows (Total)



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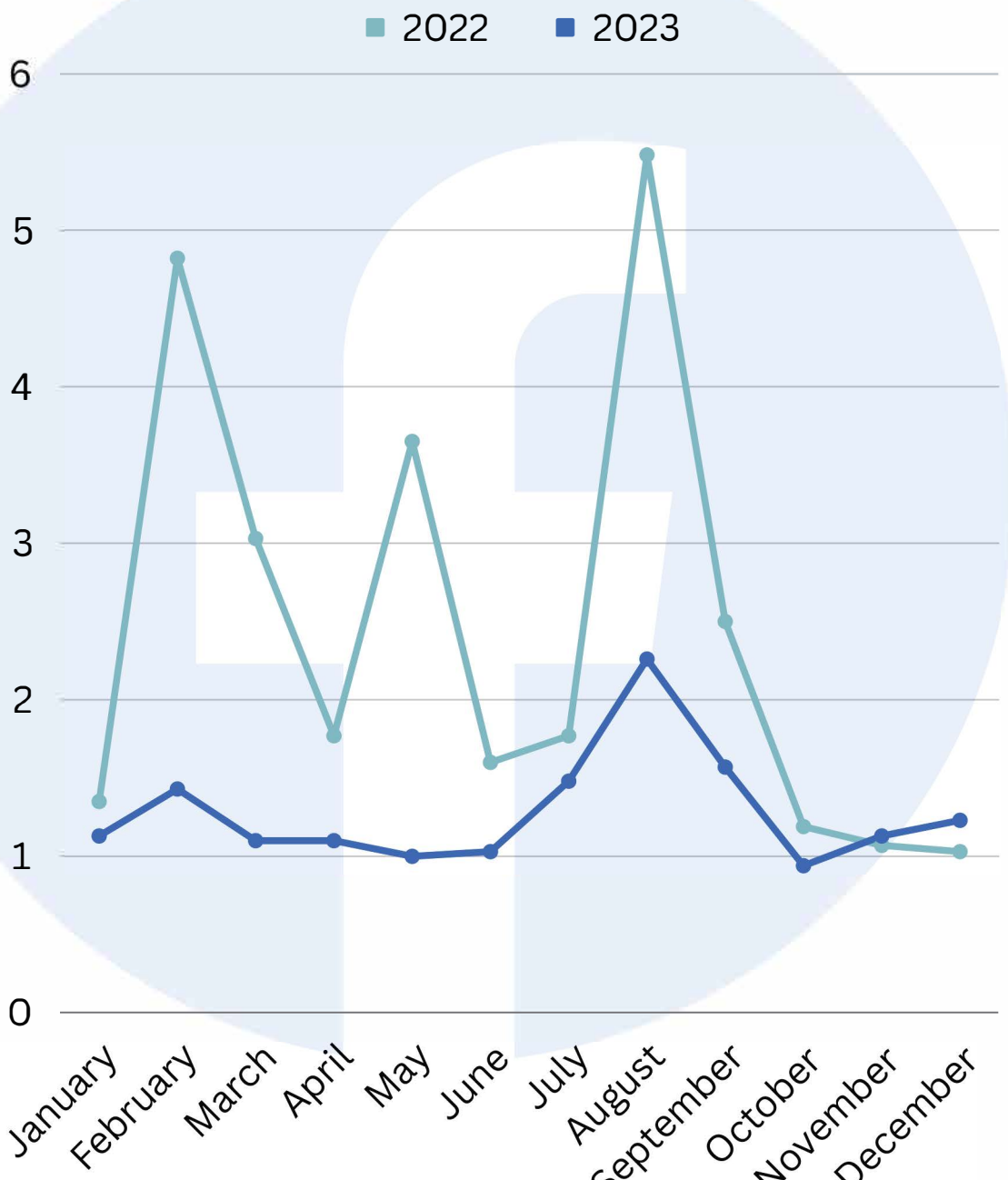
Likes/Follows Average (Per Day)



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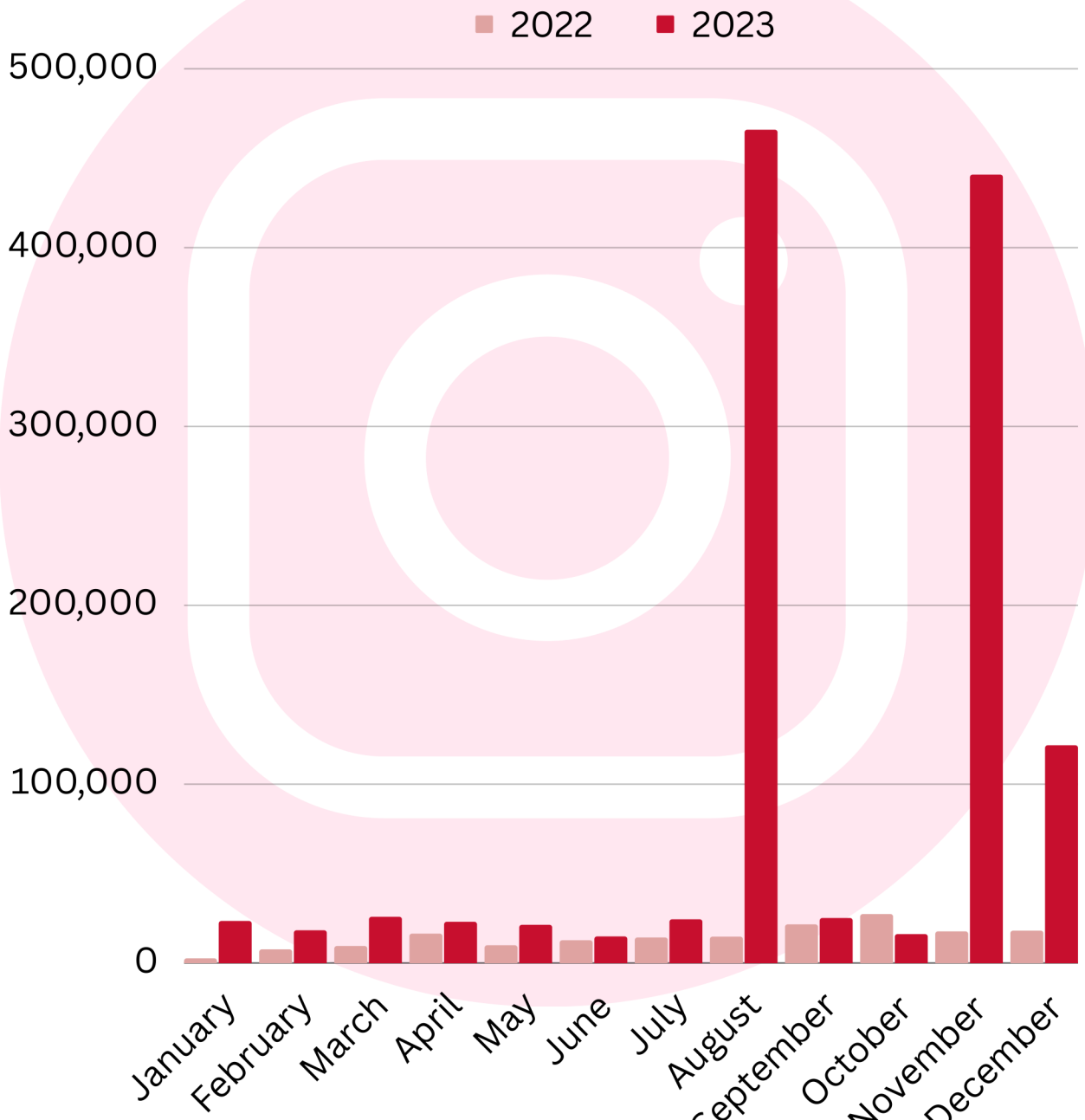

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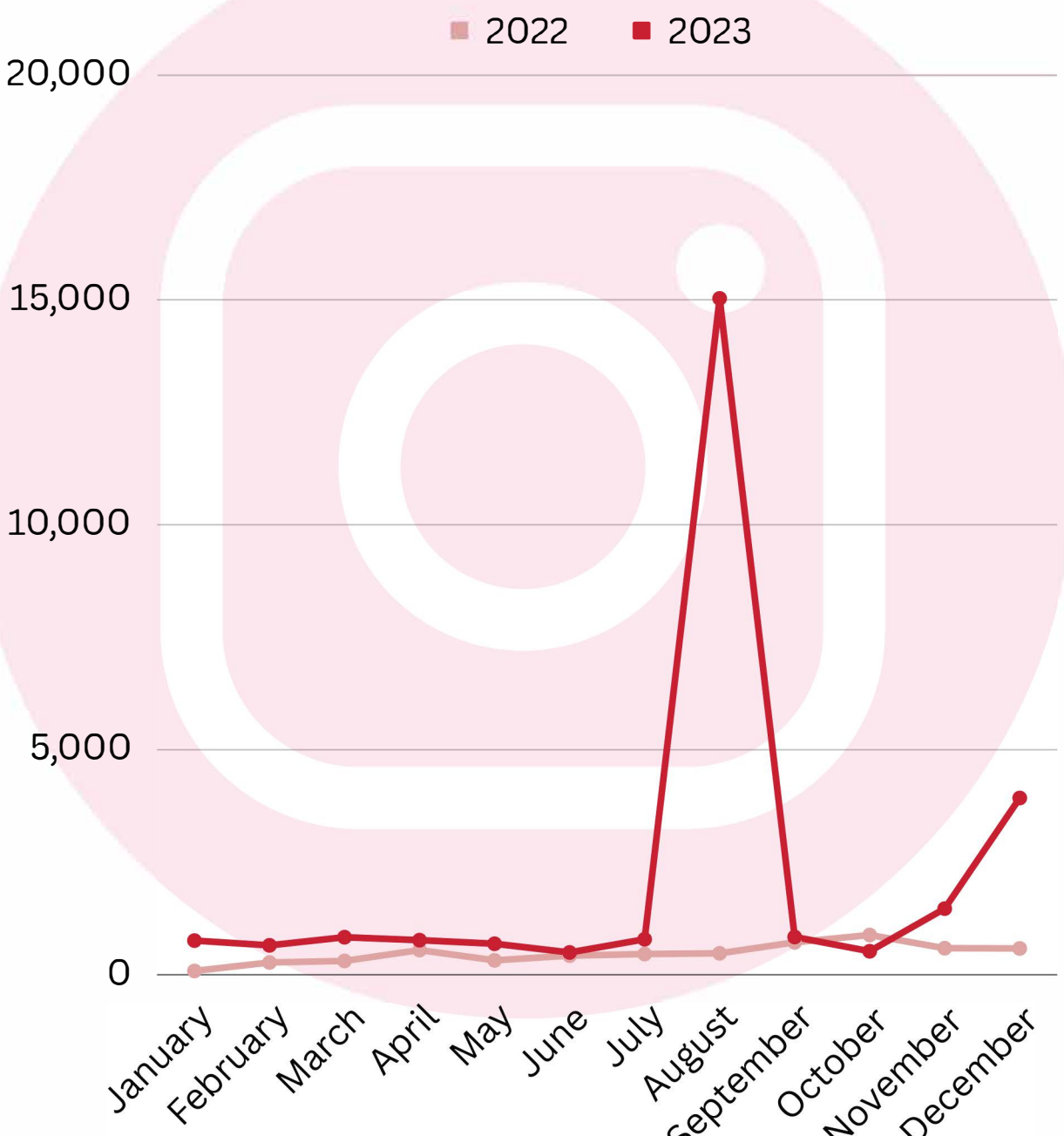

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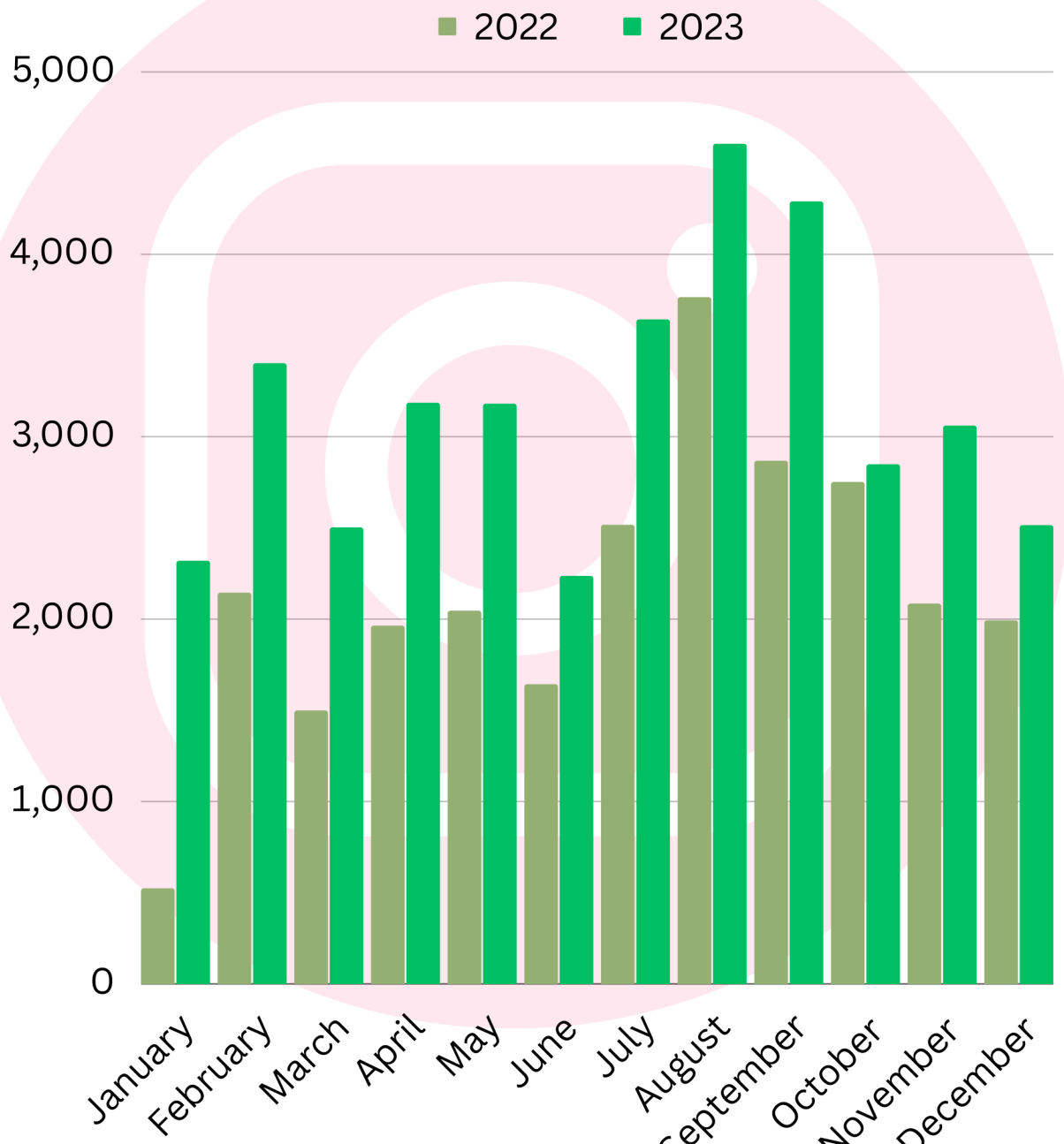
Visits (Total)



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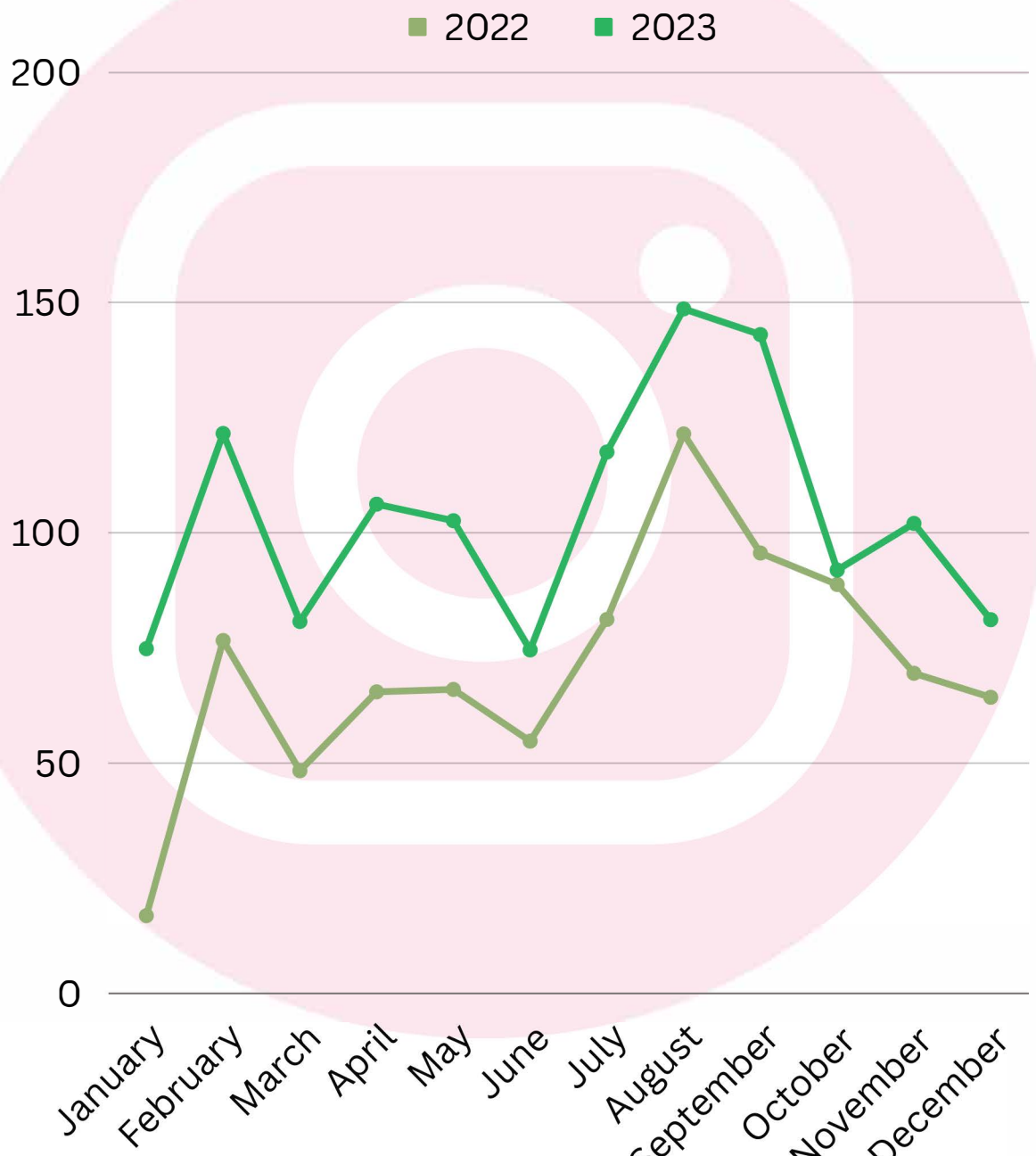
Visits Average (Per Day)



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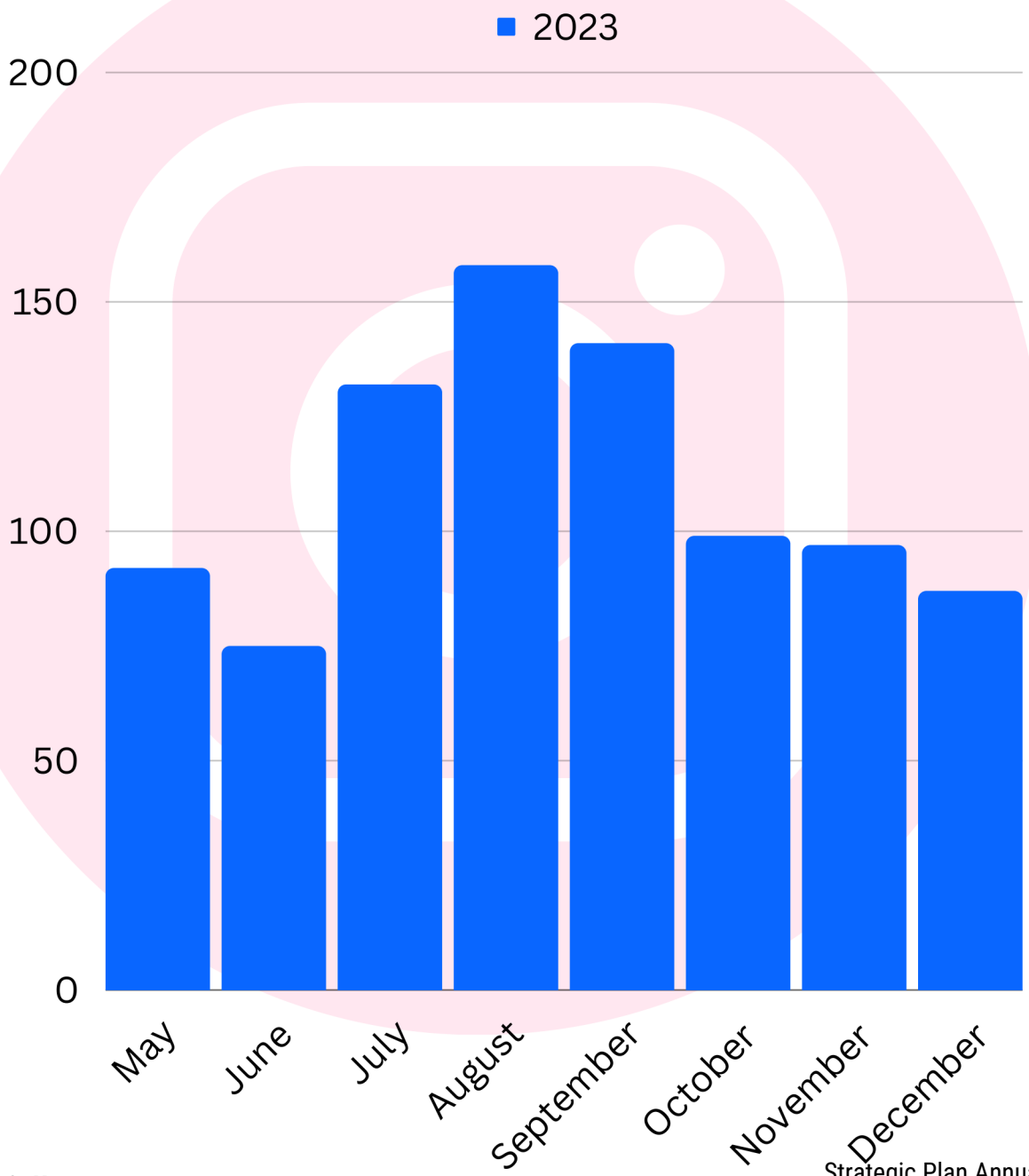
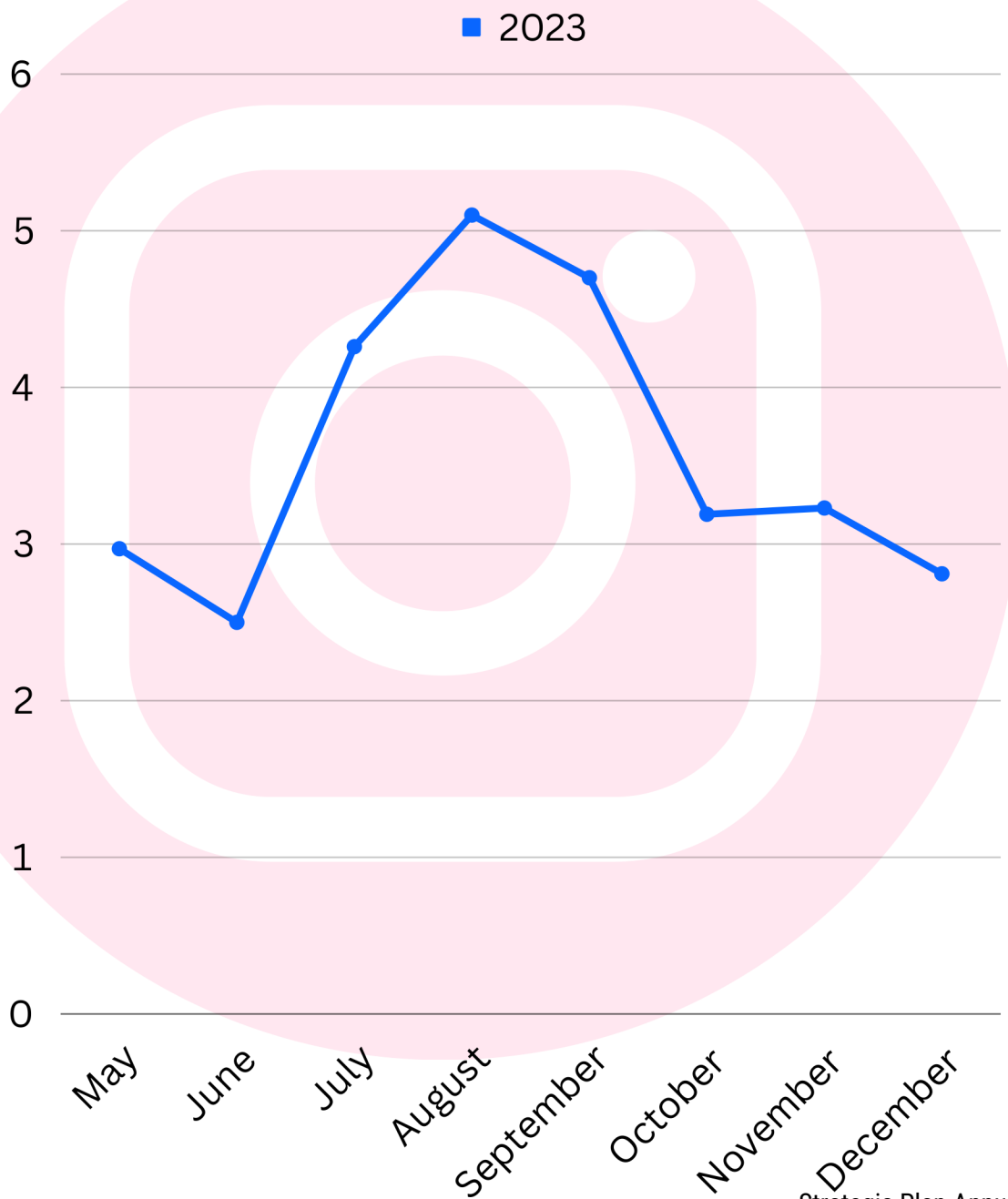
Likes/Follows (Total)



* Due to data cutoff of April 2023, record begins in May

Likes/Follows Average (Per Day)



* Due to data cutoff of April 2023, record begins in May

APPENDIX E

For immediate release

Media Contact: Communications & Marketing
Email: communications@sulross.edu

Enrollment increase at Sul Ross State University boosted by dual credit, transfer students

Dual credit and transfer students are driving an enrollment surge at Sul Ross State University's Alpine campus this fall.

Total enrollment in Alpine is 1,934 compared to 1,481 in Fall 2023, an increase of over 30 percent, based on data that will be reported to legislators and the Texas Higher Education Coordinating Board.

This fall, there are 497 dual credit students enrolled at the Alpine campus, up from 369 students in the spring, and 58 in Fall 2023, an increase of nearly 764 percent since the university began engaging more public school districts – a strategy that continues to pay-off.

"Dual credit students are included in our formula funding from the State of Texas," said President Carlos Hernandez. "That means they impact the funding we get from the State in a positive way, increasing operating budgets so we can recruit and retain residential students."

Residential undergraduate student enrollment increased by 26 students (2.4%) across all levels, particularly amongst juniors and seniors, suggesting that deliberate retention efforts are having an impact. Transfer students increased to 146, up from 85 last fall.

The university's residence halls are again filled to capacity. While several units are undergoing repairs and maintenance, students are temporarily tripled in some rooms.

Instructional sites in Eagle Pass, Del Rio and Uvalde saw a small decrease this fall, down 19 students or 3.5%.

Across all four campuses, total enrollment is 2,576, an increase of over 20 percent.

"While residential undergraduate enrollment growth isn't as strong as we'd hoped, we will adjust our strategies and keep our foot on the gas. We are headed in the right direction and will continue to invest in market-driven degree programming and in retention activities to engage our students," said President Hernandez.

For more information about SRSU, visit sulross.edu.

###

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MEMBER THE TEXAS STATE UNIVERSITY SYSTEM