Sul Ross State University
Strategic Plan 2022-2027
SRSU Strategic Plan 2022-2027

WHO WE ARE
Sul Ross State University is a public, comprehensive, master’s degree granting multi-campus institution, providing on-site and distance education in the Big Bend and the US-Mexico border regions of Texas.

VISION
Sul Ross State University is a student-centered, teaching-focused institution of higher learning dedicated to teaching, research, and service; while fostering equity, diversity, and inclusion and enriching the lives of the people and regions we serve.

MISSION
We are a comprehensive public university providing exceptional undergraduate and graduate education by fostering creativity, diversity, critical thinking, and research.

VALUES
Ethics & Integrity
Excellence
Student Success
Opportunity
Diversity & Inclusion
GOALS

1. Promote Student Opportunity & Success

2. Recruit, Support, Empower, & Retain a High-Quality Faculty & Staff

3. Improve Resources Available to Support Student Success

4. Define University-Wide Practices & Communication
GOAL 1
Promote Student Opportunity & Success

Outcome 1-1
Support activities that enhance recruiting, interviewing, and employment opportunities for graduates

Assessment 1-1-1 Offer programs and trainings

Target 1-1-1 Set number of trainings offered annually

Assessment 1-1-2 Percent of graduates enrolled in graduate/professional schools in Texas, employed, or both as reported by THECB accountability reports

Target 1-1-2 75% of all graduates are reported continuing in higher education and/or employed

Outcome 1-2
Develop and support on-going diversity, equity and inclusion education programs and trainings across all four campuses

Assessment 1-2-1 National Survey of Student Engagement Annual report

Target 1-2-1 Student responses will meet or exceed the national comparative group on items related to diversity

Assessment 1-2-2 Expand diversity, equity, and inclusion training for every student (first year Orientation programs, new First Year Seminar curricula, programs for Transfer students, trainings for returning students

Target 1-2-2 Determine number of programs and trainings annually

Assessment 1-2-3 Assess individual and administrative departments, programs, and office needs related to diversity, equity, and inclusion

Target 1-2-3 Annual survey

Outcome 1-3
Prepare students for success with learning and engagement opportunities that improve life skills, retention, and persistence to graduation

Assessment 1-3-1 Retention rates

Target 1-3-1 1-year persistence rate- 55% (Vision 2025 target)

Assessment 1-3-2 Graduation rates

Target 1-3-2 Six-year graduation rate-32% (Vision 2025 target)
Outcome 1-4
Provide innovative programs and resources that promote the health, well-being, and safety of students and the learning environment

Assessment 1-4-1 Campus Environment Survey Questions on Wellness
*Faculty respect my need to balance course work with other responsibilities in my life.*
*I know I can afford balanced meals*

**Target 1-4-1** 75% strongly agree or agree responses on each question

Assessment 1-4-2 Number of programs offered

**Target 1-4-2** To be determined

Assessment 1-4-3 Maintain membership in the Association for the Advancement of Sustainability In Higher Education (AASHE)

**Target 1-4-3** Share AASHE information with students three or more times annually

Sub-Committee Members
Ben Telesca, Amanda Workman, Eric Busby, Ed Moura, Bianca Vela
GOAL 2
Recruit, Support, Empower, & Retain a High-Quality Faculty & Staff

**Outcome 2-1**
Recruit: Implement a plan that acquires a qualified and diverse pool of faculty and staff

**Assessment 2-1-1** Minority tenure/tenure-track faculty count for Vision 2025

**Target 2-1-1** 70 minority faculty count

**Assessment 2-1-2** Prepare a document to address unconscious bias in recruiting

**Target 2-1-2** Document written and updated regularly

**Outcome 2-2**
Support: Support faculty and staff with necessary tools to succeed across all four campuses

**Assessment 2-2-1** Increase total research expenditure as reported in Vision 2025

**Target 2-2-1** $2,250,000

**Assessment 2-2-2** Increase instructional/academic operating budgets as reported in Vision 2025

**Target 2-2-2** 9% increase from 2022-2027

**Outcome 2-3**
Empower: Provide faculty and staff with necessary tools to succeed

**Assessment 2-3-1** Create and apply a standard policy on how merit-based faculty and staff advancements are going to be by year 2025

**Target 2-3-1** Implementation of the policy as part of the Faculty and Staff Handbooks

**Assessment 2-3-2** Create and apply a standard policy on how experience-based faculty and staff advancements are going to be by the year 2025

**Target 2-3-2** Implementation of the policy as part of the Faculty and Staff Handbooks
**Outcome 2-4**  
Retain: Implement a plan for retaining faculty and staff through creating a positive work environment and fair practices

**Assessment 2-4-1**  
Build an environment where all faculty and staff can thrive professionally and personally

**Target 2-4-1**  
75% agree or strongly agree on annual Campus Environment Survey Questions on Positive Work Environment

**Assessment 2-4-2**  
Increase Faculty and Staff salaries 4% every year

**Target 2-4-2**  
21.7% increase from 2022-2027

**Outcome 2-5**  
Retain: Provide a wide array of professional development for faculty and staff

**Assessment 2-5-1**  
Provide multiple opportunities of professional development for faculty and staff

**Target 2-5-1**  
Faculty and staff log 12 hours of professional development annually

**Assessment 2-5-2**  
Create an online system for professional development

**Target 2-5-2**  
Develop and implement the system by the end of 2023

**Sub-Committee Members**  
Ismail Gunes (chair), Laura Payne, April Aultman Becker, Rosemary Briseño, Erik Funasaki
GOAL 3
Improve Resources Available to Support Student Success

**Outcome 3-1**
Provide technology that sufficiently meets the needs of faculty, staff, and students

Assessment 3-1-1  Maintain an inventory of purchase dates

Target 3-1-1  Refresh every 5 years on a rotation

**Outcome 3-2**
Computers and other campus technology are supported, reliable, and maintained across all four campuses

Assessment 3-2-1  Track satisfactory ratings on help desk tickets

Target 3-2-1  Increase user satisfaction and reduce the number of incoming trouble tickets

Assessment 3-2-2  Campus Environment Survey Questions on Technology “Computer and Technology issues are resolved efficiently”, and “I have access to appropriate technology”

Target 3-2-2  75% agree or strongly agree

**Outcome 3-3**
Campus WiFi covers the majority of campus (but no WiFi needed on Hancock Hill). Campus internet access is capable of handling growing bandwidth “speed” needs for both wireless and wired connections.

Assessment 3-3-1  Data Tracking of Bandwidth usage/capacity

Target 3-3-1 a  Campus usage stays under 75% capacity

Target 3-3-1 b  Wireless bandwidth is at least 25 Mbps download speed

Assessment 3-3-2  Budget available to increase WiFi capability

Target 3-3-2  Increase wireless coverage 100% inside of the academic buildings. Increase outdoor wireless coverage to 50 yards outside of academic buildings

**Outcome 3-4**
Ensure distance education technology is adequately supported across all four campuses

Assessment 3-4-1  Survey faculty and students: “There was adequate technological support for my distance education class(es)”

Target 3-4-1  75% agree or strongly agree

Assessment 3-4-2  Provide distance education training and faculty certification

Target 3-4-2  95% of all distance education faculty have certification
Outcome 3-5
Maintain a modern library with access to changing print and digital resources. The library should provide immediate access to most necessary professional literature

Assessment 3-5-1 Data tracking to show increase in access to online professional journals

Target 3-5-1 Document a 25% increase in professional literature access

Assessment 3-5-2 Campus Environment Survey Library Question for students: “I have access to adequate library support services”

Target 3-5-2 75% agree or strongly agree

Outcome 3-6
Modernize our integrated library system (ILS)

Assessment 3-6-1 Information from the library indicates that our current ILS was implemented 25 years ago and needs to be modernized to stay current

Target 3-6-1 within 5 years

Assessment 3-6-2 To have all books and journals owned by SRSU catalogued in the ILS

Target 3-6-2 within 5 years

Outcome 3-7
Update classrooms and laboratories for clean and modern appearance and functionality

Assessment 3-7-1 Create a timeline for scheduled remodeling

Target 3-7-1 2027

Assessment 3-7-2 Budget for updates

Target 3-7-2 Allow budget for updates each year
GOAL 3 CONTINUED
Improve Resources Available to Support Student Success

**Outcome 3-8**
Make study locations more available and functional

- **Assessment 3-8-1** Maintain an inventory of purchase dates
  - **Target 3-8-1** Map and post all campus study locations from xx to yy
- **Assessment 3-8-2** Design system to track student usage of spaces
  - **Target 3-8-2** Document a 25% increase in student use by 2025

**Outcome 3-9**
Ensure Physical Plant is adequately staffed to take care of the campus needs

- **Assessment 3-9-1** Analysis of square footage compared to available staff comparable with published averages from other institutions
  - **Target 3-9-1** Parity with other institutions
- **Assessment 3-9-2** Budget for additional staff
  - **Target 3-9-2** Allow for additional staff in each budget year as needed. To be completed by 2025

**Outcome 3-10**
Have a modern a vehicle fleet available for academic field trips

- **Assessment 3-10-1** Inventory of fleet ages
  - **Target 3-10-1** All vehicles in fleet should be no more than 10 years old
- **Assessment 3-10-2** Designate a budget
  - **Target 3-10-2** Allow for vehicle disposals and purchases in each budget year. To be completed by 2025
**Outcome 3-11**
Generate sustainable appropriated and local revenue by increasing and maintaining enrollment

**Assessment 3-11-1** Data tracking of headcount and total SCH for Vision 2025

**Target 3-11-1** Headcount 2,473 by 2025 and Total SCH 23,992 by 2025

**Assessment 3-11-2** Budget for recruitment

**Target 3-11-2** Allow for recruitment growth each budget year

**Outcome 3-12**
The University will demonstrate increased efficiency of expenditures in order to better serve students, faculty, and staff. Increased efficiency will afford a greater number of total addressable services

**Assessment 3-12-1** Analysis of Annual Financial Report showing revenue and expenditures

**Target 3-12-1** Each budget cycle

**Outcome 3-13**
Budget Managers will meet annually, in February/March, with Finance leadership on expenditure requests for departments. This meeting will consider program growth, inflation, state and system direction, and other factors by increasing or decreasing budgeted funds for the departments. Budgets will be finalized by departments in June (depending on the legislative year and if the state funding is known). The final budget will be submitted to the departments once they are approved, by the board, in late August.

**Assessment 3-13-1** Meetings with budget managers held

**Target 3-13-1** February/March annually

**Assessment 3-13-2** Budget finalized

**Target 3-13-2** July annually

**Sub-Committee Members**
Dominic Percoco (chair), Kevin Urbancyzk, Bonnie Albright, Juan Garza
GOAL 4
Define University-Wide Practices & Communication
to streamline & enhance campus business processes

**Outcome 4-1**
Faculty, staff, and students are aware of and can utilize best practices for internal and external communication and branding for Sul Ross State University across all four campuses

**Assessment 4-1-1** University Marketing and Communications Department/Office of Communications is adequately staffed for successful and necessary internal and external communications

**Target 4-1-1** Updated University Marketing and Communications Department/Office of Communications webpages with directory, procedure, and policy information

**Assessment 4-1-2** Marketing Department regularly maintains and communicates branding plan and communications procedures for SRSU to faculty and staff

**Target 4-1-2** Survey question on Campus Environment Survey shows increasing awareness (to 100%) of location of information related to marketing and communication at SRSU

**Outcome 4-2**
University Organizational Chart is maintained and kept current on an annual basis

**Assessment 4-2-1** Department heads review job descriptions a minimum of every five years and whenever an opening occurs, and submit appropriate paperwork to Human Resources

**Target 4-2-1** 100% of reporting departments have appropriate paperwork on file with HR

**Assessment 4-2-2** Department level organizational charts are created, maintained annually, and submitted to appropriate office(s) (such as Human Resources and Office of the President)

**Target 4-2-2** 100% of reporting departments submit current organizational charts annually

**Outcome 4-3**
University working groups (Committees, Teams, Advisory Task Forces, etc.) adhere to relevant meeting and reporting procedures to promote accountability and transparency

**Assessment 4-3-1** Training related to running meetings and Robert’s Rules of Order identified through Professional Development Office

**Target 4-3-1** Identify and promote three training opportunities annually related to meeting procedures/Robert’s Rules of Order

**Assessment 4-3-2** Evidence of relevant meeting and reporting procedures are followed

**Target 4-3-2** 100% of University Committees and Teams submit annual reports to the President’s Office by the annual deadline
Outcome 4-4

University Divisions leverage currently licensed technologies (such as Office 365, Adobe Acrobat, Elucian Banner) to streamline, simplify, and enhance practices and communication

Assessment 4-4-1 A University-Wide Technology Support Plan (including procedural information, tutorials, prescribed training for specific job duties, and a roadmap for increased assistance) is developed to align with overall goals of the University’s four campuses

Target 4-4-1 Surveys show increasing rate of satisfaction with adequacy of availability of University-Wide Technology Support Plan

Assessment 4-4-2 Training participation rates for new and existing services related to technology

Target 4-4-2 Increasing rate of training in Office 365, Adobe Acrobat (fill & sign), and Banner modules available from Office of Information Technology

Outcome 4-5

University Divisions continue to revise policy and process as university goals and plans are met and updated to ensure a campus community consistent with fostering a helpful environment

Assessment 4-5-1 Maintenance and Oversight of Administrative Policies and Procedures Manual is assigned to a specific office/position

Target 4-5-1 Office identified; bullet point added to job description(s) related to maintenance and oversight job duties and updated in HR

Assessment 4-5-2 A calendar or matrix to maintain the Administrative Procedures and Policies Manual is developed and adhered to for coordination

Target 4-5-2 Matrix developed by responsible party, and 100% of policies and procedures are updated in their appropriate cycle following the developed matrix

Sub-Committee Members
Betsy Evans (chair), Ryan Luna, Jesse Salazar, April Aultman Becker