

# Stephen F. Austin State University

## Strategic Planning

On December 19, 2006, Dr. Baker Pattillo, President of Stephen F. Austin State University, appointed a Strategic Planning Committee to begin the process of developing the next strategic plan for the university. The committee began its work in February 2007, and, with the input of the campus community, developed a mission statement for the university that was approved by the Board of Regents in April 2008. The committee studied current issues in higher education and reviewed the demographic, economic, and governmental realities that face Stephen F. Austin State University. In addition, the committee noted the opportunities available to the university.

As requested by President Pattillo, the Strategic Planning Committee developed a limited, achievable set of objectives that will position Stephen F. Austin State University for success in meeting the elements of our mission statement and will enable SFA to continue to develop as a "high quality, student-focused, comprehensive university."

*Strategic Plan 2013: Preparing for the Future* is presented as six initiatives; in addition, the committee has included a number of strategies for implementation to achieve each initiative. The list of strategies includes items that are of high importance; however, the list is not exclusive. The campus community will develop action items to support the strategies and the initiatives. These efforts will be coordinated through the administrative divisions of the university.

These initiatives and strategies provide a framework that will guide Stephen F. Austin State University in operational planning and decision-making in the years to come. Successful achievement of the six initiatives will result in a better institution, offering greater value to our students and to the state of Texas.

## Mission Statement

Stephen F. Austin State University is a comprehensive institution dedicated to excellence in teaching, research, scholarship, creative work, and service. Through the personal attention of our faculty and staff, we engage our students in a learner-centered environment and offer opportunities to prepare for the challenges of living in the global community.

## **Strategic Plan 2013: Preparing for the Future Initiatives**

**Initiative #1** - Enhance excellence in teaching and learning, research, scholarship, creative work, and service

**Initiative #2** - Improve faculty and staff compensation, recognition, and support

**Initiative #3** - Increase undergraduate and graduate enrollment

**Initiative #4** - Develop a learner-centered environment

**Initiative #5** – Create new learning opportunities through additional interdisciplinary, international, service learning, and civic engagement experiences

**Initiative #6**– Increase the visibility of the university through marketing initiatives

# Strategic Plan 2013: Preparing for the Future

## Strategies

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- Initiative #1** Enhance excellence in teaching and learning, research, scholarship, creative work, and service
- Strategy 1 Raise freshman admission standards to be effective no later than Fall 2012
  - Strategy 2 Establish departmental standards for excellence in teaching and learning for use in decisions regarding merit, tenure and promotion
  - Strategy 3 Establish departmental standards for excellence in research, scholarship and creative work for use in decisions regarding merit, tenure and promotion
  - Strategy 4 Establish departmental standards for excellence in service for use in decisions regarding merit, tenure and promotion
  - Strategy 5 Increase the number of opportunities for student research and creative work
  - Strategy 6 Expand collaboration between University Affairs and Academic Affairs to create resources/opportunities for increasing active learning opportunities
  - Strategy 7 Increase the number of partnerships, agreements, and other formal relationships with schools, colleges, universities, businesses, and other organizations --in Nacogdoches, East Texas, in Texas, nationally and internationally
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- Initiative #2** Improve faculty and staff compensation, recognition, and support
- Strategy 1 Make compensation the highest budgetary priority, with a goal of average SFA salaries at 100% of national averages by 2013
  - Strategy 2 Increase professional development funding for faculty and staff
  - Strategy 3 Reestablish monthly faculty/staff campus newsletter in online version by March 2009
  - Strategy 4 Develop a mini-grant program to support faculty innovation in teaching and research involving students by December 2008

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**Initiative #3** Increase undergraduate and graduate enrollment

- Strategy 1 Develop unit goals and incentives for discipline-specific and interest-based recruitment by February 2009
- Strategy 2 Develop unit goals and incentives for discipline-specific and interest-based retention by February 2009
- Strategy 3 Increase retention of first-time, full-time freshmen for one year to 70% by Fall 2012
- Strategy 4 Organize a comprehensive university first-year experience by September 2010
- Strategy 5 Hire additional professional advisers for college-based academic advising centers or programs
- Strategy 6 Collaborate with city and community leaders to enhance the student experience in Nacogdoches
- Strategy 7 Develop degree programs and certificate programs with potential for substantial enrollment
- Strategy 8 Revise or eliminate low-producing degree programs

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**Initiative #4** Develop a learner-centered environment

- Strategy 1 Complete rollout of the wireless network by December 2009
- Strategy 2 Increase enrollment in online courses and programs by 500% by 2013
- Strategy 3 Increase use of teaching technologies and strategies and active learning opportunities leading to greater student engagement
- Strategy 4 Establish university-wide learning and development outcomes in order to measure the "value added" by the SFA student experience
- Strategy 5 Improve the quality and availability of student affairs resources for online students
- Strategy 6 Increase use of assessment data to improve instruction and curriculum
- Strategy 7 Increase the diversity of the university faculty and staff

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**Initiative #5** Create new learning opportunities through additional interdisciplinary, international, service learning, and civic engagement experiences

- Strategy 1 Increase enrollment of international students to 300 by 2011
- Strategy 2 Create more engagement opportunities between international students and domestic students to increase global awareness and understanding
- Strategy 3 Enhance reflective components of co-curricular community service and civic engagement projects to increase learning benefits
- Strategy 4 Increase study abroad opportunities and participation by 50% by 2011
- Strategy 5 Increase service learning opportunities in each college
- Strategy 6 Establish more interdisciplinary programs, courses, certificates, and degrees

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**Initiative #6** Increase the visibility of the university through marketing initiatives

- Strategy 1 Create and implement a comprehensive marketing plan for SFA
- Strategy 2 Improve communication with all stakeholders