<table>
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<tr>
<th>Page</th>
<th>Item</th>
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<tr>
<td>92-100</td>
<td>Approval of Strategic Plan</td>
</tr>
<tr>
<td>92-101</td>
<td>Appointment of Interim Compensation for University General Counsel</td>
</tr>
<tr>
<td>92-102</td>
<td>Adjournment of Meeting</td>
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Appendix 1 - Agency Strategic Plan for the 1992-98 Period
MINUTES OF THE MEETING
BOARD OF REGENTS
STEPHEN F. AUSTIN STATE UNIVERSITY
HELD AT NACOGDOCHES, TEXAS

May 28, 1992

The meeting was called to order by Mr. Kelly Jones, Chairman of the Board of Regents, at 10:00 a.m. on May 28, 1992 and was conducted by telephone conference call.

REGENTS

PRESENT:  Ms. Sissy Phillips Austin of Jacksonville
          Ms. Dionne Bagsby of Fort Worth
          Senator Roy M. Blake of Nacogdoches
          Mr. Homer Bryce of Henderson
          Mr. Kelly Jones of Arlington
          Ms. Retta Baker Kelley of Longview
          Mr. James M. Windham, Jr. of Houston

ABSENT:   Mr. Larry J. Christopher of Crockett
          Mrs. Peggy Wedgeworth Wright of Nacogdoches

STAFF:    Dr. William J. Brophy, Interim President
          Mr. Don L. Henry, Vice President for Administrative and
          Fiscal Affairs
          Dr. James V. Reese, Vice President for Academic Affairs
          Ms. Lucy Stringer, Assistant to the President

VISITORS: Ms. Kristie Dempsey, Reporter, The Daily Sentinel
          Dr. James Hardy, Director of Institutional Research
          Mr. Mark Henry, Manager for Telecommunication
          Services
          Mr. Earl Partin, Communications Consultant
          Dr. Fred Rainwater, Assistant Vice President for
          Academic Affairs, Professor of Biology
          Mr. Ron Rushing, Media Center Technician
92-100
Upon motion of Regent Windham, seconded by Regent Bryce, with all members voting aye, it was ordered that the Strategic Plan for Stephen F. Austin State University for the period 1992-98 be approved for submission to the Texas Higher Education Coordinating Board as shown in Appendix 1.

92-101
Upon motion of Regent Bryce, seconded by Regent Bagsby, with all members voting aye, it was ordered that Ms. Yvette Clark, University General Counsel, be compensated in the interim period prior to the effective date of her appointment at a daily rate based upon $60,000.

92-102
Upon motion of Regent Kelley, seconded by Regent Bagsby, with all members voting aye, it was ordered that the meeting be adjourned at 10:15 a.m.
AGENCY STRATEGIC PLAN

For the 1992-1998 Period

by

STEPHEN F. AUSTIN STATE UNIVERSITY

June 1, 1992
AGENCY STRATEGIC PLAN

For the 1992-1998 Period

by

STEPHEN F. AUSTIN STATE UNIVERSITY

<table>
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<tr>
<th>Board Member</th>
<th>Dates of Term</th>
<th>Hometown</th>
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<tr>
<td>Homer Bryce</td>
<td>1988 - 1993</td>
<td>Henderson</td>
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<tr>
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<td>1987 - 1993</td>
<td>Arlington</td>
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</tr>
<tr>
<td>Dionne Bagsby</td>
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</tr>
</tbody>
</table>

June 1, 1992

Signed: William J. Bryce
        (Administrator)

Approved: L. Kelly Jones
          (Board Chairperson)
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STATEWIDE VISION, PHILOSOPHY, MISSION, AND FUNCTIONAL GOALS
AS ADOPTED BY THE GOVERNOR IN COOPERATION
WITH THE LEGISLATIVE BUDGET BOARD

January 1, 1992

VISION

We envision a Texas where all people have the skills and opportunities they need to achieve their individual dreams; a Texas where people enjoy good health, are safe and secure from harm, and share a quality standard of living; a Texas where we and future generations can enjoy our bountiful natural beauty and resources.

PHILOSOPHY

Public service is a public trust. As public servants we take pride in the service we perform for our fellow citizens. We will be open, ethical, responsive, accountable and dedicated to the public we serve—providing legendary customer service. We will foster a working environment free of bias and respectful of the individual. We will operate efficiently and spend the public’s money wisely.

MISSION AND FUNCTIONAL GOALS

I. To Provide Educational Opportunities for all Its People

1. Every Texas child will start school ready to learn.

2. All Texans will have access to the quality education that will prepare them to participate fully in social, educational and economic opportunities available in this state.

3. We will raise the high school graduation and college completion rates for all students, especially minorities and women.

4. We will improve student achievement in math, science, history, geography and language arts.

5. Schools will be free of drugs and violence and will offer a disciplined environment conducive to learning.

6. We will recruit, attract and retain qualified and effective education personnel at all levels; we will ensure competitive compensation and benefits.

7. We will improve instruction and administration through research, demonstration projects, creative local initiatives and well-thought-out technological innovation.
8. Every adult will be literate and productive, possessing the knowledge and skills needed to compete in a global economy, make intelligent consumer choices and exercise the rights and responsibilities of a citizen.

II. To Protect and Enhance the Health, Well-Being and Productivity of all Texans

1. Texas will receive its fair share of the federal dollars used to fund our health and human service programs.

2. We will promote a system that delivers prompt, comprehensive, effective services to the people of Texas by improving access to health and human services at the local level and by eliminating architectural, communications, programmatic and transportation barriers.

3. We will promote the health of the people of Texas.

4. We will foster the development of responsible, productive and self-sufficient citizens.

5. We will assist people with disabilities to maintain their independence, including improved access to work sites, accommodations, transportation and other public places.

6. We will provide basic needed resources and services to Texans when they cannot provide or care for themselves.

7. We will protect the physical and emotional safety of people.

8. We will improve the coordination and delivery of the services we provide to children.

9. We will improve regulation of human services providers.

III. To Preserve the State's Environment, and Ensure Wise, Productive Use of the State's Natural Resources

1. All Texans will have access to clean water and water-treatment systems.

2. We will protect our air, water and land by reducing pollution, cleaning up contaminated areas, promoting conservation of soil, water and energy resources. Where appropriate and feasible, we will develop additional water resources.

3. We will protect human health from diseases caused by environmental contamination, and we will promote scientific research to reach this goal.
4. We will preserve open spaces by acquiring additional public lands and improving the accessibility of other areas. We will manage wildlife resources for their long-term viability and public employment.

5. We will protect our air by restoring air quality in major urban areas already suffering from significant pollution levels and preventing further degradation of air quality in other vulnerable areas.

6. We will protect our coastal resources by implementing a coastal management plan.

7. We will encourage development of environmentally sound businesses in Texas.

8. We will promote energy conservation and efficiency, greater use of renewable energy sources and alternative fuels and greater use of natural gas.

9. The state's transportation system will be built, maintained and operated in ways that are sensitive to the environment.

IV. To Build a Solid Foundation for Social and Economic Prosperity

1. State government will function under an equitable tax system for all people and all businesses. State agencies will use the public's tax dollars wisely and will provide needed services at the lowest possible cost.

2. Our transportation and other critical infrastructure will provide quick, easy movement of people, information, goods, and services throughout Texas and will provide reliable and affordable services to Texas businesses.

3. Our education system will enable Texans to participate in, contribute to, and benefit from the global economy.

4. We will promote the development, expansion and exportation of competitive, high-quality goods and services.

5. Necessary goods and services - power, water and sewer connections, telephone service, insurance and financial services - will be available to all Texas citizens and businesses at reasonable prices and under reasonable terms.

6. We will protect consumers from shoddy goods, incompetent services, and fraud and misrepresentation.

7. Industries that have been the traditional mainstay of the Texas economy will retain an important role in an increasingly diversified economy.

8. We will encourage communication and collaboration between industry, consumers and regulators. We will regulate aggressively but fairly, minimally but effectively.

9. State government will consume and promote Texas goods and services and will be a model of quality and legendary customer service.
10. We will make sure that state employees and teachers have access to affordable health insurance, a sound pension system and adequate compensation.

11. Texas will receive back its fair share of every dollar it sends to the federal government in Washington.

12. We will make sure all Texans have access to affordable health care.

V. To Ensure the Safety of Our Communities

1. We will provide the prison space we need to remove violent offenders from our streets.

2. We will reduce recidivism through substance-abuse programs, education and vocational training.

3. We will develop cost-effective community-based programs for offenders.

4. We will reduce violent drug-and gang-related crime by focusing on drug-interdiction, law enforcement and prosecution.

5. We will support programs that demonstrate new and effective ways to reduce the number of children entering or re-entering the juvenile justice system.

6. We will minimize the trauma suffered by victims of crime.

7. We will reform our criminal laws so that offenders receive swift and just punishment.

8. We will work to end federal court control over our prison system by ending the 18-year old Ruiz lawsuit.

9. Our judicial system will operate quickly, efficiently and fairly in meting out justice.
Stephen F. Austin State University

Mission Statement

Stephen F. Austin State University is a comprehensive, state supported institution of higher education whose mission is to serve as an educational, intellectual and cultural resource for the people of Texas. Primarily a residential university for traditional undergraduates from across the state who meet its admission standards, the curricula offerings and student life programs seek to allow students to see themselves as a part of their physical and cultural environments, to encourage them to enrich their personal lives and to enable them to become responsible and productive citizens. The institution also provides educational opportunities to the more mature place-bound students through its academic and continuing education programs. Stephen F. Austin State University provides graduate study with an emphasis on those fields which reflect the societal needs of its region. Similarly, it serves by presenting a wide variety of cultural and public interest programs for its students and the people of the area. Using its personnel, resources and facilities, the University seeks to assist the industries, businesses, public schools, communities and social and governmental agencies of the region with more meaningfully response to their various constituencies through research, training programs and consulting activities.
Stephen F. Austin State University

Philosophy

Stephen F. Austin State University seeks to be a people-centered humane institution of higher education in which all its constituents are considered individuals deserving to be treated with fairness, honesty and integrity. It seeks the highest level of quality possible within its resources in all its varied activities. It endeavors to be responsive to the societal needs of the people of its state and region. It is mindful of the responsibility to be frugal and responsible in the use of monies provided it by the state and its patrons. The University is dedicated to the pursuit of truth; the freedom of inquiry and discussion; the expansion of the intellectual and cultural experiences of its students, faculty, staff and the public; the preservation and expression of society's diverse cultural heritage; the discovery and dissemination of new knowledge and ideas; and the enhancement of the quality of life for all of those it serves.
University Overview

Stephen F. Austin State University is a comprehensive state supported institution providing higher education opportunities to the people of Texas, especially those of East Texas. Originally named Stephen F. Austin Normal College, the University opened its doors during the Fall of 1923. For its first twenty years it remained a small institution serving students from the immediate East Texas area. After World War II it grew slowly and began to broaden its academic offerings. About 1960, it began to grow rapidly and to attract a significant number of students from outside the area. Enrollment rose from 2000 students in 1960 to more than 11,000 students in 1975. Today, Stephen F. Austin State University enrolls over 12,600 students. Since its founding as a teachers college, the University has expanded its offerings to all of the traditional arts, humanities, and sciences and during recent times has added programs in business, agriculture, forestry, and human service areas (with emphasis on those programs helping to meet the region's needs). Currently, seventy-five undergraduate majors are offered and thirty-three master's programs are available, as well as the Doctor of Forestry. Cooperative doctoral programs with Texas A&M are also provided in five fields.

The student body is overwhelmingly the traditional undergraduate - 77% are twenty-three or younger. During the Fall of 1991, more than 88% of the undergraduate students attended SFASU full-time (12 semester credit hours or more). Approximately one-third of the undergraduates live in University housing. An equal number live in apartments within a few miles of the campus. Unlike the early years, about half of students come to the University from the state's two largest metropolitan areas. Another third come from within seventy-five miles of Nacogdoches. Almost all (99%) of SFA's students are Texas residents.
The number of graduate students has remained in the 1300 to 1500 range for the past decade. A majority of SFA's graduate students are public school teachers seeking additional credentials. Demand for human service workers in the East Texas region has resulted in recent growth among certain graduate majors.

The Texas Higher Education Coordinating Board has issued sophisticated enrollment projections since 1978. These projections are updated every two years and have proven quite accurate. The latest study (January 1990) projects an essentially level enrollment for SFASU until 1995 with expected growth to reach 13,309 by 2000 and 14,132 by 2005.

During the past five years, Educational and General appropriations and expenditures have increased. From 1987 to 1992, net appropriations from general revenue have increased from $19,700,653 to 27,091,280, representing an increase of 38%. It should be noted that in 1987, General Revenue was cut by $2,596,558. Student fee, or local revenue has increased from $8,260,691 to $9,663,813, a 17% increase. From 1987 through 1991, restricted gift and grant income has increased from $4,524,091 to $6,266,701, a 38.5% increase. Expenditures have gone from $28,424,231 in 1987 to $37,323,901 in 1992, a 31% increase. Almost all of the increases in expenditures have gone to faculty and staff salaries and benefits. Operating budgets, when inflation is taken into account, have effectively decreased.

### Method of Finance - Educational and General
FY 1987 and FY 1992

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<tr>
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<tr>
<td>General Revenue</td>
<td>$19,700,653</td>
<td>$27,091,280</td>
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<tr>
<td>Local Revenue</td>
<td>8,260,691</td>
<td>9,663,813</td>
</tr>
<tr>
<td>HEAF</td>
<td>1,467,178</td>
<td>1,710,000</td>
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Restricted Gift and Grant Income
FY 1987 and FY 1991

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<th>1987</th>
<th>1991</th>
<th>Difference</th>
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<td>Federal</td>
<td>$3,323,864</td>
<td>$4,608,225</td>
<td>+ 39%</td>
</tr>
<tr>
<td>State</td>
<td>604,686</td>
<td>647,850</td>
<td>+ 7%</td>
</tr>
<tr>
<td>Private</td>
<td>535,413</td>
<td>754,846</td>
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<tr>
<td>Endowment Earnings</td>
<td>60,128</td>
<td>255,780</td>
<td>+ 325%</td>
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Implementation of telecommunications and computing technology has provided for automation of an increasing proportion of both academic and administrative functions on campus and has generally allowed the University to keep pace with technological developments pertinent to higher education. The impact of these advances, and of those that are anticipated for the future, is simply the provision of information processing capabilities critical to attainment of the University's mission.

The installation of a high speed computing network on campus over the past two years has resulted in a major improvement in accessibility of computing services on campus and of external information sources worldwide. The network provides a critical base upon which additional computing applications, such as library services, must continue to be added. Likewise, the addition of mainframe host computers to support library and academic computing functions has addressed a critical need. Coordinated construction of public access microcomputer laboratory facilities has kept pace with faculty/student needs. An upgrade of the older administrative host computer on campus is providing a more economical processing environment while a new platform is being planned, and new applications such as telephone registration are being developed as needs dictate.

There are some areas where current campus computing applications are not taking full advantage of available technologies. Fewer than 60% of faculty have desktop computing systems in their offices, and are severely restricted in their access to any computing technology. Computing applications in use in classrooms and laboratories do not incorporate powerful new
multimedia techniques with a proven track record for improving instruction. Recent advances in available administrative computing systems necessitate transition to newer technologies such as client/server architectures, and a migration plan must be developed if growing information processing needs are to be met. A major impediment to the implementation of new technologies continues to be an inadequate centralized support staff.

**External Factors**

According to Dr. Lester Thurow\(^1\), a noted M.I.T. economist, the 21st Century will be a century of man-made competitive advantage. If this is so, the nation's economy and world economy will depend largely upon the quality of the U.S. system of education.

During the last decade or so, the United States has lost much of its competitive edge. During the 1950's, the United States accounted for 40% of the gross world product. Today, it accounts for less than 20%. As late as 1980, the United States had a trade surplus of over $150 billion. Now, operating with a trade deficit, the United States is experiencing a "double dip" recession. Perhaps one of the reasons for the nation's recent recession is the rapidly increasing national debt, the size of which has limited the amount of federal funds available for research/development and education.

What can be done to significantly improve the nation's competitive edge and long-term economic condition? Perhaps the best approach concerns how we, as a nation, educate our present and future workforce. Improving high school drop-out rates is a beginning. We must also encourage more high school graduates to go on to college. The high-tech jobs of tomorrow will depend upon increased higher education participation.

The future of Texas will also depend to a large degree on the educational attainment of its citizens. An educated/trained workforce is instrumental in recruiting and retaining the high-tech and manufacturing jobs which are vital to the state's economy.

Education is also of vital importance to the future of Nacogdoches County and of all of East Texas. While many areas of East Texas are heavily dependent on the oil and gas industry, this is not the case with the Nacogdoches/Angelina County areas. The economic base there is solidly built on government and manufacturing. Stephen F. Austin State University is the driving force behind the region's economy. Not only is Stephen F. Austin State University the only four-year institution of higher education serving the citizens of Deep East Texas, a recent study of the University's economic impact on the area revealed that over 92% of the monies expended for salaries are paid to individuals living in Nacogdoches and Angelina counties. The top three manufacturing industries in the region are food and food related products, lumber and wood products, and fabricated metals.

While Stephen F. Austin State University has a major impact in this region, its impact on other areas of the state should not be ignored. Most of the institution's graduates come from the major metropolitan areas of the state. After completing their studies, most return there to begin their careers. Another example of how the university's impact rises from the fact that it consistently ranks third or fourth in the production of certified public school teachers each year. Similarly, it certifies a large number of public school administrators.

According to a recent study conducted by Dr. Steve H. Murdock1 from Texas A&M, four major demographic trends are sure to affect the future of Texas. First, while Texas continues to see a large increase in population growth, the rate of increase is slowing. Assuming migration rates equal to those of 1980-1990, it is projected that the population of Texas will exceed 20 million by the year 2000, a twenty percent increase.

The population of the U.S., as well as the State of Texas is aging. The median age of all Texans now stands at 30.8 years, up from 28 years in 1980. This increase can be attributed to the aging "baby boom" generation.

Perhaps the most significant demographic trend occurring in Texas is the increase in the minority population, particularly Texans of Hispanic origin. Currently, approximately 39% of Texas' total population is non-Anglo. Over 25% of the total population is of Hispanic origin. By the year 2030, it is predicted that the Hispanic population will constitute between 35% to 43.8% of Texas' total population.

The final major demographic trend identified by Murdock concerns the shrinking size of household composition. More and more of the households of Texas are made up of one or two persons.

Several federal statues and legal issues are sure to impact the future of higher education. These include: 1) the continuation of and increase in civil rights disputes; 2) the continuation and increase of environmental regulations; and, 3) the LULAC court decision. The financial impact of these issues on SFA is uncertain. Furthermore, on the State level, it is believed that the costs associated with health care, public school redistricting, public assistance, criminal justice, and mental health/mental retardation are likely to pull funds away from higher education.

Self Evaluation

Internal Strengths

One of the major strengths of Stephen F. Austin State University is its high quality faculty and support staff. Combined with an academically prepared student body, the dedicated employees of the University have created and maintained a number of truly exceptional academic programs.

Unlike many comparable institutions across the United States, SFASU utilizes relatively few non-tenured/non-tenure eligible faculty in instructional situations. Currently, only 29.5% of
the total number of classes are taught by non-tenured/non-tenure eligible faculty.

Stephen F. Austin State University employs a well trained faculty. Of the total number of full-time faculty with a rank of instructor or above, more than 70% hold academic doctorates or have terminal degrees in their field.

While SFASU is considered a "teaching" institution, a number of grant proposals are submitted each year. During the past year, SFA faculty and administrative staff generated over 71 grant proposals, of which 47% were funded for over $2,134,020.

Another strength of the university is its library. A recently completed building expansion has greatly increased bookstack and seating capacity such that the library scores an "A" rating in these categories under rigorous standards of the American Library Association. More importantly, perhaps, are the collections themselves, which also score an A by the same standards.

The library is also outstanding in the use of electronic library services. As long ago as the 1970s, it became one of the first academic libraries nationwide to discontinue using its card catalog in favor of an online catalog. Today, the library is extensively automated and will soon open a state-of-the-art, networked microcomputer lab, through which students can learn research techniques needed to function effectively in an increasing information dependent world.

Instructional programs are supervised by deans of the seven schools under the administration of the Vice President of Academic Affairs. A thorough academic program, coupled with career and graduate school placement counseling that begins with the freshman year, forms the basis of SFA’s individualized educational approach. Faculty who share the students’ academic interests serve as advisers and provide counseling for course selection and academic majors, and serve as mentors for their academic program. All academic majors require about 50 semester credit hours of general education course work which forms the core of SFA’s liberal arts - oriented curriculum. The core is designed to provide the student with skills important for success in their chosen major as well as their professional career. A recent study of SFA’s alumni revealed widespread satisfaction with the education they received. An overwhelming majority (96%) of the
respondents indicated that they would recommend SFA to others.

As measured on licensure examinations, Stephen F. Austin State University does an outstanding job preparing students for their career choice. Students consistently perform well on the EXCET, CPA, and Nursing licensure examinations. In fact, the licensure pass rate for SFA nursing graduates is usually 100%.

Enhancing the total development of SFA students, the Counseling and Career Services office provides a wide variety of services and programs designed to clarify and accomplish their personal and academic goals. Over 3,600 individual counseling sessions and 11 different counseling groups are provided through the office. Over 3,500 students are impacted through presentations the staff make to classes, residence halls, and organizations on a variety of topics such as study skills, dealing with stress and career decision making. A major aspect of the program is the Campus Assistance Program which provides the general student body with educational and awareness activities on alcohol and drug abuse prevention. Students found in violation of the University’s alcohol policy are required to participate in an educational program on alcohol abuse. Serving as a regional test site for a number of national and state examinations, the office accommodates over 5,000 students annually. Career decision making is enhanced through interest inventory testing of over 300 students annually and computerized career investigation for nearly 400 students.

The Career Placement Center is another campus strength. The Center serves as the initial meeting ground for hundreds of employers and SFA degree candidates every year. During the past three years, over 7000 interviews were conducted on campus. This recruitment process involved over 300 different employers. During 1990-91, graduating students were surveyed regarding their employment status. Of those responding, 70% obtained employment through on-campus recruiting efforts. Other students obtained jobs by utilizing job postings and computer searches conducted by the Placement Center.
Internal Weaknesses

The major internal weakness of Stephen F. Austin State University is clearly related to financial resources. The almost total dependence upon money received through formula funding, combined with a poor record of soliciting private funds, has made it difficult to deliver superior services.

Faculty and staff salaries have been found to lag behind other similar State institutions. In order for SFA’s salaries to be comparable with our sister institutions, it is estimated that an additional $4,590,000 in revenue would be necessary.

During the last several years, SFASU has made a determined effort to increase the ethnic diversity of its student body, faculty, and professional staff. While progress has been made in this area, the University realizes that minority students, faculty, and professional staff remain underrepresented. Currently, minority students comprise slightly less than 9% of the total student population. Out of the total number of minority students enrolled during the Fall of 1991 (1114), just under 55% were African American, and 29.4% were Hispanic. Among the faculty, only 5.5% are minority.

Given the current ethnic composition of its workforce and student body, combined with the increasing minority population of the State, the University will need to attract and retain more minorities. Increasing minority presence among the faculty, professional staff, and student body will help assure that the University fulfills its obligation to the State.

A major concern of the University is the advancing age of its instructional faculty. The average age of the faculty is now 50 years. It is predicted that significant number of the current full-time faculty will retire between 1992 and 1998. The University is aware that substantial monies will be required to recruit and hire new faculty.
Stephen F. Austin State University
Goals

1. To broadly educate undergraduate students who come to SFASU for productive careers, contributing citizenship, and meaningful personal lives and to provide graduate and professional training which will prepare students to obtain placement in their chosen profession and to become successful practitioners.

2. To promote the social, economic, and physical well being of the state and region through the application of the knowledge and talent of university faculty and staff.

3. To maintain and enhance the physical facilities of the institution in order that they might more effectively meet the needs of academic and student life programs.

4. To manage the fiscal resources available to the University to maximize their impact on programs through increasing efficiencies and reducing administrative costs.

5. To enhance educational quality, opportunity, and service to the state and region by increasing extramural funding.

6. To operate the Institution's auxiliary enterprises in a manner to provide high quality services while maintaining cost effective programs to support student life activities which are fundamental to a rural campus like SFA.
Stephen F. Austin State University
Goals, Objectives, and Strategies

Goal 1 - To broadly educate undergraduate students who come to SFASU for productive careers, contributing citizenship, and meaningful personal lives and to provide graduate and professional training which will prepare students to obtain placement in their chosen profession and to become successful practitioners.

Objective I

Enhance the core curriculum and professional courses, where appropriate, to incorporate challenging issues of diversity, global awareness, and technological change.

Outcome Measures
- Student surveys
- Faculty surveys
- Assessment activities

Strategy 1
Develop, implement and continually evaluate courses to provide students with a broad, general education, leading to contributing citizenship and meaningful personal lives.

Output Measures
- Number of semester credit hours generated
- Retention rate of full-time, first-time freshmen after two years
- Number of assessment activities
- Course completers

Strategy 2
Staff programs with professionally qualified faculty and provide them opportunities for continuous professional development.

Output Measures
- Number and percent of faculty involved in professional development activities
- Number of faculty hired each year with a terminal degree in their teaching discipline

Objective II

Assess (1992) and increase by 5% (1997) the number of students who obtain productive employment or attend graduate/professional schools within six months of graduation.

Outcome Measures
- Percent of graduates obtaining employment or attending graduate/professional schools within six months of graduation

Strategy 1
Develop, implement, and continually evaluate educational programs and departments to provide students with knowledge and skills that lead to productive employment.
Output Measures  * Graduation rates of first-time full-time freshmen after six years
   * Degrees awarded
   * Number and types of assessment related activities

**Strategy 2**  Enhance our human resources by developing activities to increase the effectiveness of faculty, professional staff and administration in delivering educational programs.

Output Measures  * Number and types of assessment related activities

### Objective III

Assess, modify, and enhance the graduate and professional degree programs to reflect the needs of the state.

**Outcome Measures**  
Student surveys  
Employer surveys  
Licensure examination results of graduates

**Strategy 1**  Evaluate continually the departments and graduate programs to provide students with necessary skills, knowledge and credentials for advancement in their chosen fields of endeavor.

Output Measures  * Number and types of assessment related activities

**Strategy 2**  Enhance our human resources by developing activities to increase the effectiveness of faculty, professional staff and administration in delivering educational programs.

Output Measures  * Number and types of assessment related activities

**Strategy 3**  Achieve and maintain an atmosphere and environment which enable the University to recruit and retain high quality faculty and staff.

Output Measures  * Faculty and staff salaries compared to those in peer institutions
   * Reduction in faculty and staff attrition
   * Number of first choice hires during faculty and staff searches

### Objective IV

Increase the percentage of minority students attending SFASU during each of the next six years.

**Outcome Measures**  
Percentage of minority students  
Percentage of minority graduates

**Strategy 1**  Increase and enhance recruitment activities directed toward minority high school and community college students.
Goal 2 - To promote the social, economic, and physical well being of the state and region through the application of the knowledge and talent of university faculty and staff.

Objective I

Enhance the contribution of Continuing Education on the learning needs of the region by increasing the number of programs and participants by an average of five percent a year over the next six years.

Outcome Measures

- Annual percent increase in the number of programs offered and those participating in the programs

Strategy 1

- Broaden contacts to potential clients and strengthen the evaluation instruments used at the conclusion of each program in order to improve the number and quality of offerings.

Output Measures

- Number of programs given
- Number of participants in programs
- Changes in the evaluations of programs

Objective II

Increase by an average of three percent per year over the next six years the number of University consultation services provided by the faculty and staff through its various divisions and programs.

Outcome Measures

- Percent of increase in consultations

Strategy 1

- Increase public awareness of the consultation services available on the campus.

Output Measures

- Number of individuals using consultation services

Objective III

Increase externally funded community service (including public education) programs by an average of two percent per year for the next six years.

Outcome Measure

- Percent increase in public service grants
**Strategy 1** Encourage faculty and staff to become more aggressive in seeking external funding for public service projects through improving the services of the Office of Research Services and implementation of policies to better reward individuals and departments who secure such funding.

**Output Measures** *Number and amount of externally funded public service programs*

**Objective IV**

Increase the number of events and attendance of cultural and public interest programs offered by the institution for the University and regional communities.

**Outcome Measures**
- Number of events
- Attendances at events

**Strategy 1** Increase public awareness of events through better media coverage, etc. Secure additional external funding for such programs.

**Output Measures**
- *Number of events*
- *Attendance at events*

**GOAL 3** - To maintain and enhance the physical facilities of the institution in order that they might more effectively meet the needs of academic and student life programs.

**Objective I**

Comply with Texas Higher Education Coordinating Board rule stating that every institution must complete 15% of deferred maintenance annually by 1996.

**Outcome Measures**
- Percent of deferred maintenance projects completed

**Strategy 1** Develop a schedule of deferred maintenance projects, implement the work, and follow up to completion of the projects.

**Output Measures**
- *Number and dollar amount of deferred maintenance projects completed*

**Objective II**

Comply with externally mandated guidelines regarding University physical facilities.

**Outcome Measures**
- Number of projects completed as a percent of the total number identified
Strategy 1  Incorporate externally mandated guidelines into the current campus master plan, implement the projects based upon available resources, and follow through to project completion.

Output Measures  * Dollar value of mandated projects completed

Objective III

Enhance facilities in response to program and enrollment needs as identified by annual survey of college deans and facilities managers.

Outcome Measures  Facility improvements as identified from annual survey

Strategy 1  Develop an annual survey of college deans and facilities managers for needed improvements to be incorporated into the campus master plan, implement the projects as resources are made available, and follow through to completion.

Output Measures  * Number of students served, research projects and/or training projects served, and public service events served

Goal 4 - To manage the fiscal resources available to the University to maximize their impact on programs through increasing efficiencies and reducing administrative costs.

Objective I

Keep each year’s cost of educating a student within the higher education price index.

Outcome Measures  The difference between the annual increase cost of educating a student over past year as compared to the higher education price index for public universities

Strategy 1  Maintain efforts to contain rising costs of higher education.

Output Measures  * Educational and General Expenditures per FTE student

Objective II

Keep administrative costs as a percent of total E&G below the statewide median as reported in LBB summary performance measure reports.

Outcome Measures  Administrative costs as a percent of total E&G expenditures
**Strategy 1** Maintain and when possible, reduce administrative expenditures as reported in the institutional support category.

**Output Measures**
- Reduced administrative costs in 1996

**GOAL 5** - To enhance educational quality, opportunity, and service to the state by increasing extramural funding.

**Objective I**

Increase extramural funding from governmental sources in 1998 by 5% above the 1991 level.

**Outcome Measures**
- Dollar amount of governmental grant support

**Objective II**

Increase yearly contributions from individuals during 1998 by 10% above the 1991 level.

**Outcome Measures**
- Total dollars received from individuals on an annual basis

**Objective III**

Increase the submission of funding proposals from the University to corporations and private foundations during 1998 by 10% above the 1991 level.

**Outcome Measures**
- Total proposals submitted to corporations and private foundations on an annual basis.
**Strategy 1**  Develop, implement and continually evaluate a coordinated University-wide program for identifying, activating and soliciting grants from corporations and private foundations.

**Output Measures**  
* Number of proposals submitted  
* Number of proposals funded  
* Dollar amount obtained  
* Number of solicitation workshops held  

**Objective IV**

Increase the number of estate planning gifts during 1998 by 10% above the 1991 level.

**Outcome Measures**  
Total number of estate planning gifts arranged on an annual basis

**Strategy 1**  Develop, implement and continually evaluate a comprehensive planned giving marketing and solicitation program.

**Output Measures**  
* Number of bequests established  
* Number of trust arranged  
* Dollar amount of planned gifts arranged  

**Goal 6** - To operate the Institution’s auxiliary enterprises in a manner to provide high quality services while maintaining cost effective programs to support student life activities which are fundamental to a rural residential campus like SFA.

**Objective I**

Maintain and expand services to increase revenue.

**Outcome Measures**  
Percent of Auxiliary enterprises budget devoted to student life programs

**Strategy 1**  Increase the use of technology to enhance efficiency

**Output Measures**  
* Number of services using new technology

**Strategy 2**  Seek new services which can increase revenue

**Output Measures**  
* Number of new services and increase in revenue
Objective II

Increase residence hall occupancy rates to 90% of capacity during each fall semester.

Outcome Measures  Residence hall occupancy rates

Strategy 1  Enhance the relationship between academic and residence life by placing tutors on-site in selected residence halls and establishing required study halls for targeted students.

Output Measures  * Residence hall occupancy rates
                 * Student retention rates
                 * Number of on-site tutors
                 * Number of students attending required study halls

Objective III

Carry out the work outlined in the existing maintenance and renovation schedules in order to enhance and improve the quality of existing auxiliary services’ physical plant.

Outcome Measures  Maintenance and renovation work completed as outlined in existing schedules
                   Student satisfaction surveys

Strategy 1  Carry out the work outlined in the existing maintenance and renovation schedules in order to enhance and improve the quality of existing auxiliary services’ physical plant.

Output Measures  * Number projects completed

Objective IV

Increase the quality and number of student life programs.

Outcome Measures  Number of student life activities
                   Student satisfaction surveys
                   Percentage of students involved in student life activities

Strategy 1  Develop, enhance and continually evaluate student life programs.

Output Measures  * Number of student life programs
                 * Number of students participating in student life programs
A. ORGANIZATION CHARTS

Board of Regents

General Counsel

Faculty Senate

Graduate Council

Standing Committees

President of the University

Internal Auditor

Assistant to the President

Director of Affirmative Action

Director of the Alumni Association

Director of Computing and Communication Services

Vice President for Academic Affairs

Vice President for Administrative and Fiscal Affairs

Vice President for University Advancement

Vice President for University Affairs

Assistant to the Vice President

Assistant Development Officer

STEPHEN F. AUSTIN STATE UNIVERSITY. 5/28/92
Division Of Administrative And Fiscal Affairs

Vice President for Administrative and Fiscal Affairs

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<th>Director of Physical Plant Department</th>
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## Division Of University Affairs

**Vice President for University Affairs**

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Appendix

The Planning Process at Stephen F. Austin State University

The Long Range Planning Committee, a standing committee of the University, assumed primary responsibility for modifying SFA's Master Plan 1990-1995 into a strategic plan within the guidelines established by the LBB and Governor's Budget Office. Chaired by the President, the membership of the Long Range Planning Committee includes:

Dr. William J. Brophy, Interim President; Chairman
Dr. James Reese, Vice President for Academic Affairs; Vice Chairman
Mr. Don Henry, Vice President for Administrative and Fiscal Affairs
Dr. Baker Pattillo, Vice President for University Affairs
Dr. Jerry Holbert, Vice President for University Advancement
Dr. Janelle Ashley, Academic Affairs Council Representative
Dr. Frank Smith, Chairman of the Faculty Senate
Dr. Barbara Carr, Vice Chairman of the Faculty Senate
Mr. Kent Hutchison, Student Government Association

Assisting the committee was Dr. Fred Rainwater, Assistant Vice President for Academic Affairs and Dr. James Hardy, Director of Institutional Research.

Due to the short time frame for developing the strategic plan, several existing internal and external reports were utilized. These reports include, but were not limited to:

University Factbook
Master Plan 1990-1995
University Self Study for the Southern Association of Colleges and Schools Reaccreditation 1990
Enrollment Forecasts 1990-2005, Study Paper 27, THECB