

**ANNUAL REPORT  
FIVE YEAR PLAN: 2006-2011**

**GOAL 1: Develop and maintain the processes, programs, and facilities necessary to provide our students with a superior, student-centered learning environment consistent with the university's mission and core values.**

**Objective 1.1:** Consistent with the core values of the University, develop nationally and regionally prominent academic programs and elevate the University to Tier 2 in the *U.S. News and World Report* rankings by 2011.

**Strategy 1.1.2** Commencing in Fall 2007, each year revise the curricula to develop at least one unique "niche market" academic program in each college that meets workforce needs.

**FY 2006-07**

N/A

**FY 2007-08**

**We have a number of initiatives in the works for future years. Programs initiated this year that fit specific niche's include the BS in Agriculture Communication and Media and the Master of Arts in Teaching. Others we expect so soon have approved include the Sport Management masters, and potentially the Licensed Specialist in School Psychology program and the Certified Public Manager with Texas State University – San Marcos. These programs, as well as broader efforts focused in areas such as "Southwestern Studies," provide clear indication we are pursuing this strategy.**

**Strategy 1.1.2:** Seek the highest level of accreditation that is deemed appropriate for all programs that have accrediting bodies by 2011.

**FY 2006-07**

**WTAMU's SACS accreditation was reaffirmed in December 2006.**

**Communication Disorders received reaffirmation of its accreditation of the Master's Program in Speech-Language Pathology by the Council on Academic Accreditation of the American Speech-Language-Hearing Association in August 2007.**

**Mechanical Engineering received initial accreditation of its program by ABET in August 2006.**

**The College of Business' pre-accreditation application for AACSB accreditation was approved in June 2007.**

**The Department of Music and Dance is preparing for reaccreditation by the National Association of Schools of Music in 2007.**

**The Department of Communication began preparation for application for American Communication Association accreditation (for Speech Communication) and Association of Schools of Journalism and Mass Communication accreditation (for Mass Communication) in Spring 2007.**

**The Department of Education implemented an evaluation of program accreditation by the Teacher Education Accreditation Council (TAC) and NCATE; an investigative committee was formed, and it has completed its preliminary investigation. Recommendations will be forthcoming fall 2007.**

#### **FY 2007-08**

**We continue to aggressively pursue AACSB, and are actively pursuing/considering other new accreditations in communication and education. Received continued accreditation with ASHA for Communication Disorders; site visit with ABET and submitted response to concerns. Department of Communication has begun reviewing application process form American Communication Association (ACA for communication; theatre program will be the next program in ATD to be considered.**

**Strategy 1.1.3:** Review and revise as necessary the annual budget each year to appropriate adequate funds for the expenses associated with accreditation processes and the addition of faculty, staff, library resources, facilities and/or equipment necessary to meet accreditation standards.

#### **FY 2006-07**

**Information on costs of accreditation and reaccreditation is being assembled.**

#### **FY 2007-08**

**Funding is being reallocated to meet accreditation requirements. Budget issues associated with accreditation have not been addressed in the University budget, but the programs have had enough funding from various sources to accomplish what has been required. Faculty salaries have increased in certain programs to employ more highly qualified faculty. The budget for the Cornette Library was increased by \$200,000 to assist with academic needs.**

**Strategy 1.1.5:** Reduce, or eliminate, where appropriate, course fees commencing Fall 2007.

**FY 2006-07**

**Funds were allocated to the academic departments to replace a portion of their budgets that are now being funded through course fees. Department budgets were increased sufficiently to eliminate course fees on some 371 courses and reduced for an additional 11 courses. Based upon last year's figures we anticipate a total of 1,020 sections will be impacted as we reduce revenues from course fees by approximately 42 percent – from a total of \$686,176 to \$400,386.**

**A new course fee justification and approval process was initiated in Fall 2007.**

**FY 2007-08**

**There was a net reduction of \$75,000 in course fees for FY 08-09.**

**Objective 1.2:** Develop new academic programs and/or offer academic programs in area communities to meet local, regional and state workforce needs.

**Strategy 1.2.1:** In Fall 2006, provide funding to conduct feasibility studies to offer MBA, MPA, Nursing, and/or other graduate programs and upper-level academic courses in Amarillo; consider options for purchasing or leasing classroom and office space for academic programs in Amarillo.

**FY 2006-07**

**A contract with a consulting firm out of Austin to conduct a feasibility study to offer graduate programs and upper-level academic courses in Amarillo was signed. Study results will be presented in mid-September 2007.**

**FY 2007-08**

**Feasibility study by MGT America, Inc. concluded that an effective demand for academic offerings in Amarillo existed; that the disciplines of greatest demand were as follows: upper-division and graduate business, graduate education, upper-division agriculture, engineering and computer technology; and that the preferred location was downtown Amarillo. Predicated on the study's outcome the administration simultaneously committed to offering the MBA program, upper division business courses, graduate education courses, and a select set of upper division social sciences courses – 31 courses in all for the fall 2008 semester; sought space for the Center; and established a WTAMU Amarillo Center Advisory Board, comprised of leaders in business, education and government, to provide input for the direction of the Center. A lease agreement for the entire 10<sup>th</sup> and 11<sup>th</sup> floors (approximately 20,500 square feet) of the Chase Tower was negotiated to house the Center. The space allows for 10 classrooms (eight fully equipped smart classrooms and two fully equipped video conferencing classrooms), a student lounge and computer room, and faculty and administrative offices. To assist in the financing of the Center a proposal was presented to the Amarillo Economic Development Corporation (AEDC) in which the AEDC was asked to defray lease payments for five years, the cost of equipping the classrooms with instructional technology and furniture, the cost of informational technology infrastructure, and the cost of furnishing the study lounge and offices. The AEDC fully funded the proposal for \$2,043,921. Classes will commence at the Center on August 25.**

**Amarillo Center's existence is clear evidence this is being achieved. Feasibility study completed and spacing in Amarillo was leased for the Amarillo Center, which will open in Fall 2008.**

**Strategy 1.2.2:** Beginning in AY 2006-07, develop plans for at least one new academic major each year.

#### **FY 2006-07**

**Initial plans were developed for a BS major in Forensic Science. This would be a joint program between Criminal Justice, Chemistry, and Biology. Plans were placed "on hold" in Spring 2007 because additional chemistry and biology faculty expertise was needed to adequately prepare students. Two new chemistry faculty with the appropriate expertise joined the faculty in Fall 2007 and a new genetics professor is scheduled to join the biology faculty in January, 2008. Academic planning will proceed in Fall 2007.**

**A request for Preliminary Planning Authority was made to the Texas A&M University System Board of Regents for new academic programs in Electrical, Civil, and Environmental Engineering.**

**Initial planning is under way for a new program in Music/Entertainment Business.**

**Faculty efforts to move the Criminal Justice Administration program and the BA/BS of Sociology to online delivery have been completed. These proposals will be submitted to the TAMU System Regents January 2008 with program implementation beginning fall 2008.**

### **FY 2007-08**

**University Curriculum Committee approved changes in the core curriculum in which natural science offerings available to students were expanded, the set of English courses available to students was expanded, and a course in logic was added to the courses satisfying the humanities requirement. The Coordinating Board was notified of the changes made.**

**Received planning authority from the TAMUS BOR and the Coordinating Board for new baccalaureate degree programs in civil, environmental, and electrical engineering.**

**Received planning authority from the TAMUS BOR and the Coordinating Board for a new baccalaureate degree program in Sport Management.**

**University Curriculum Committee approved establishment of a new Master of Art in Teaching.**

**University Curriculum Committee and TAMUS BOR approved establishment of a new baccalaureate Criminal Justice -- Administration degree program online.**

**University Curriculum Committee approved establishment of a new baccalaureate degree program in Agricultural Communication and Media in which we draw on the combined strengths of the departments of agriculture and communications.**

**In 2007, a number of new programs were proposed. The Master of Arts in Teaching and the BS in Agriculture Communication and Media moved forward for System approval. Bachelor of Science or Arts with major in Criminal Justice via online, effective Fall 2008.**

**Strategy 1.2.3:** By Fall 2011, increase to at least twelve the number of academic programs (as opposed to stand-alone courses) offered on-line.

**FY 2006-07**

**An on-line BA Program in Social Work is being developed.**

**The College of Education is developing an on-line alternative teacher certification program in Bilingual Education.**

**FY 2007-08**

**University Curriculum Committee and TAMUS BOR approved establishment of a new baccalaureate Criminal Justice -- Administration degree program online.**

**No significant progress was made in this area. We have established some committees and structures that will move us forward on this tactic, but no measurable movement was detected.**

**Objective 1.3:** Develop high quality classrooms and laboratories and other learning spaces on campus.

**Strategy 1.3.1:** Beginning in FY 2006-07, provide an annual budget of at least \$150,000 to refurbish teaching facilities and learning spaces on campus (new furniture, wall coverings and floor coverings).

**FY 2006-07**

**In FY 06-07, over \$80,000 dollars has been spent in the upgrade of classrooms. Commencing FY 07-08, some \$100,000 per year is being earmarked for the refurbishment of classrooms. Additional funds (\$500,000) are being earmarked for the renovation of non-classroom space in MMNH, and \$375,000 is earmark for completion of the Stanley Schaeffer Agricultural Education Learning Center. Phase III of classroom and laboratory renovations in the Animal Science Building will be completed in Fall 2007 and will result in significant improvements to the learning spaces in that building.**

**FY 2007-08**

- **Classroom - Stanley Schaeffer Agricultural Education Learning Center**

- **Renovation of Dance Studio**
- **Renovation of Art Gallery**
- **New Recital Hall**

**Strategy 1.3.2:** Beginning in FY 2006-07, provide an annual budget of \$300,000 to provide a technology-rich environment in all campus facilities by adding or upgrading at least five smart classrooms and/or laboratories each year and training for faculty and staff to ensure that the technology is used to the greatest advantage in student engagement.

#### **FY 2006-07**

**In FY 06-07, eight new smart classrooms are being created at a cost of \$312,000 and two pre-existing smart classrooms are being upgraded. For FY 07-08, \$300,000 has been budgeted for the creation of at least ten additional smart classrooms. The new Pedestrian Mall and most areas where students could study were enhanced with wireless connections by Spring 2007. A coffee bar with wireless access was established in the Cornette Library in Spring 2007.**

#### **FY 2007-08**

**In FY 07-08, ten new smart classrooms were added with an additional two classrooms scheduled to be converted pending asbestos abatement in the VHAC. Additionally, ten smart classrooms are currently being implemented at the Amarillo campus.**

**Two classrooms in Amarillo will be equipped with high definition (HD) video teleconferencing capabilities as well as two classrooms in the HELC.**

**Ten kiosks were installed in various locations around the campus to provide students with quick and convenient access to university information via a digital portal. Fourteen more kiosks have been ordered and are scheduled for installation in July.**

**Faculty technology training sessions are currently being offered weekly for WTClass, which include communication and collaboration tools, publishing grades, and online course personalization.**

**Strategy 1.3.3:** Beginning in FY 2007-08, provide an annual budget of \$50,000 to develop colorful and comfortable student learning areas throughout the campus.

#### **FY 2006-07**

**For FY 2007-08, \$100,000 of HEAF was allocated for the renovation of classrooms.**

**One classroom and the hallway on the fourth floor of Old Main were renovated using departmental and academic affairs funds, providing comfortable furniture to create colorful and comfortable student learning areas in Spring 2007.**

**FY 2007-08**

**Not accomplished.**

**Objective 1.4:** Enrich the educational experience through engaging curricular and co-curricular learning opportunities.

**Strategy 1.4.1:** Develop a written statement describing the purpose and philosophy of the core curriculum and place it on-line and in all appropriate campus publications by Spring 2007.

**FY 2006-07**

**A draft Core Curriculum document was created in Fall 2006. It will be refined in Fall 2007 and placed on line as a link in the new University web site.**

**FY 2007-08**

**Considerable action, including recommendations, revisions, and Town Hall meetings occurred during the 2007-2008 academic year. The importance and visibility of the core curriculum have been greatly enhanced. The purpose statement and philosophy have been written but have not been posted to the web due to re-design issues.**

**Strategy 1.4.2:** Revise the core curriculum to provide practical course content in all core courses and synergy between the core courses by Fall 2009.

**FY 2006-07**

**All academic departments providing core courses have begun course redesign projects and submitted to the Provost initial redesign plans in July 2007.**

**FY 2007-08**

**Revision goes in to effect Fall 2008. Each category was infused with more options. The core courses added more application of course concepts to the curriculum.**

**Strategy 1.4.3:** Provide opportunities for receiving academic credit for experiential-learning and/or project-learning experiences in all undergraduate degree programs by Fall 2010.

**FY 2006-07**

**Credit opportunities for experiential-learning and/or project learning experiences exists or were created in about 90% of the undergraduate academic programs in Fall 2007**

**FY 2007-08**

**More programs have developed internships and experiential learning in the past year. Not all programs have these opportunities, but more have them now than a year ago/**

**Strategy 1.4.4:** Review and revise as appropriate the Faculty Workload Policy to provide appropriate released time or financial rewards to faculty who supervise students engaged in experiential learning and/or project learning courses.

**FY 2006-07**

**In 2006-2007 the College of Business initiated a policy that only Academically Qualified (AQ) faculty, as defined in the College faculty handbook and consistent with AACSB guidelines for our institution, would be hired in tenure track lines. Newly hired AQ faculty members qualify for a 9-hour teaching load and the College of Business has implemented a plan of action to move all AQ faculty to a 9-hour teaching load by 2008-2009. In 2006 three new faculty were hired under the nine-hour teaching load policy. The policy provided a recruiting advantage for five additional faculty members hired in 2006-2007 for the 2007-2008 academic year.**

**FY 2007-08**

**N/A**

**Strategy 1.4.5:** In FY 2006-2007, establish an Office of International Fellowships and provide appropriate released-time credit for a faculty member who will

serve as director and who will encourage outstanding students to apply for prestigious academic opportunities such as the Rhodes or Marshall scholarship programs.

**FY 2006-07**

**With the establishment of an Athletic Fee, the Student Services Fee Committee recommended funding of \$45,000 in support of an Office of Competitive Scholarships to commence operations in Fall 2007.**

**FY 2007-08**

**\$45,000 was allocated again for 2008-09. Elly Mons was hired at 0.5 FTE in April 2008 to lead this effort.**

**Strategy 1.4.6:** Commencing FY 2007-08, provide annual funding for a speaker series in which nationally and internationally recognized speakers are brought to campus.

**FY 2006-07**

**\$140,000 per year commencing FY 2007-08 was budgeted for a Distinguished Speaker Series.**

**Funding source: Student Services Fee.**

**FY 2007-08**

**\$140,000 was allocated again for 2008-09.**

**Strategy 1.4.7:** Commencing FY 2007-08, provide annual funding for a guest artist series in which nationally and internationally recognized artists are brought to campus.

**FY 2006-07**

**\$30,000 per year commencing FY 2007-08 was budgeted for a Guest Artist Series.**

**Funding source: Student Services Fee.**

**FY 2007-08**

**\$30,000 was allocated again for 2008-09.**

**Objective 1.5:** Improve the quality of the graduate programs offered by West Texas A&M University by Summer 2011.

**Strategy 1.5.1:** By FY 2008-09, begin an external review of 20% of the graduate programs each year by invited referees from benchmark academic institutions, advisory boards, and/or professional institutions; complete all first-round external reviews by FY 2011-12.

**FY 2006-07**

N/A

**FY 2007-08**

**In summer 2007 discussions of the Strategic Planning Steering Committee, it was suggested this should be slid back one year due to budget constraints. However, it was left as it was to provide a marker for an assessment of the Ph.D. program. Such assessment was conducted in the 2007-2008 academic year, in the fall through self-assessment by members of the program faculty, and in the spring through an outside assessment conducted by an evaluation center. Data is being used to effect changes in the program.**

**Strategy 1.5.2:** Strengthen the qualifications for admission to the Graduate Faculty by requiring members to be active scholars as evidenced by active participation in significant grant and/or contracts research and/or annual peer-reviewed scholarly or creative outputs; complete by Fall 2008.

**FY 2006-07**

**A draft policy requiring active participation in grant and/or contract research and/or annual peer-reviewed scholarly or creative outputs was prepared and submitted for initial review by the academic deans in August 2007.**

**FY 2007-08**

**Recommended new process and rules for Graduate Faculty membership submitted by the graduate dean summer 2007. Process and rules were rejected by the previous provost and issue was tabled. Interim provost 2008 charged interim graduate dean with revision and resubmission of process summer 2008. Potentially will go in to**

**effect in calendar year 2009, after reviews and votes and further revisions.**

**Strategy 1.5.3:** By 2010 increase the stipend for graduate assistantships in each academic discipline to be competitive with stipend amounts offered by other regional Texas institutions for the same or similar academic discipline.

**FY 2006-07**

**The Graduate Dean began a survey of graduate assistantship stipend levels at all Texas institutions in May 2007. The survey will be completed in Fall 2007.**

**FY 2007-08**

**Have not increased stipends and remain below peer institutions. Recommended new process and rules for Graduate Faculty membership submitted by the graduate dean summer 2007. Process and rules were rejected by the previous provost and issue was tabled. Interim provost 2008 charged interim graduate dean with revision and resubmission of process summer 2008. Potentially will go in to effect in calendar year 2009, after reviews and votes and further revisions.**

**Objective 1.6:** Beginning in AY 2006-07, ensure program effectiveness through the use of student learning outcomes assessments.

**Strategy 1.6.1:** Implement the process for annual student learning outcomes assessments and feedback processes in both graduate and undergraduate programs by August, 2006.

**FY 2006-07**

**Expected student learning outcomes were incorporated into all syllabi in Fall 2006. Assessment plans were developed for all academic units in Spring 2006. Progress is being made on refining assessment and feedback processes.**

**FY 2007-08**

**All academic programs completed the student learning outcomes assessment process with varying degrees of success. In addition to the program specific student learning outcomes, university-wide assessments were completed. New assessments with the California**

**Critical Thinking Skills Test (CCTST) and the Collegiate Assessment of Academic Proficiency (CAAP) Test have provided a baseline measure for critical thinking and writing. National Survey on Student Engagement was completed and indicates improvement for the first-year student experiences and opportunities for growth with senior experiences.**

**Strategy 1.6.2:** Conduct an intensive assessment review of each undergraduate academic program every five years on a published schedule beginning in 2008-09.

**FY 2006-07**

**A schedule of assessment reviews was developed in Spring 2007.**

**FY 2007-08**

**We are a year behind on the initiation of assessment programs but will use 2008-2009 as the base year for future reviews.**

**Strategy 1.6.3:** Beginning in AY 2007-08, phase out academic programs that have low enrollments, insufficient indicators of academic quality, or are not central to the mission of the University.

**FY 2006-07**

**Data on enrollment trends by major are being collected internally and annual graduation numbers by major have been requested from the Coordinating Board.**

**FY 2007-08**

**Not accomplished.**

**Strategy 1.6.4:** Beginning in FY 2007-08, phase out all non-academic units or programs that no longer support the mission of the university or that can be outsourced to achieve greater efficiency or financial savings.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**Geography will be phased out beginning Fall 2008.**

**Objective 1.7:** Beginning in AY 2006-07, provide opportunities for Study Abroad and Semester Exchanges in other countries by developing each year at least two international student exchange agreements with universities having compatible academic programs.

**Strategy 1.7.1:** Advertise the Study Abroad and Semester Exchange programs so that all students are aware of the opportunities.

**FY 2006-07**

**With the hire of Desirae Norton, Study Abroad Coordinator, the University's Study Abroad and Semester Exchange programs have been advertised more extensively through New Student Orientations, classroom presentations, the Honors Program, campus posters, and student e-mail, *The Prairie*, and local media coverage. In Summer 2006, a total of 24 students participated in Study Abroad programs, whereas in Summer 2007, 115 students engaged in Study Abroad experiences. WTAMU has a semester exchange agreement with Obirin University in Japan and has initiated an exchange agreement with Nizhniy Novgorod Institute in Russia.**

**During 2007, 83 students participated in faculty-led, course embedded international travel opportunities through the "Go Global" initiative of the College of Education and Social Sciences. During 2008, it is estimated that 125 students will participate in this program.**

**In AY 2006-07 only four (4) students participated in an exchange program. Currently, over 40 students are enrolled for exchange programs in AY 2007-08.**

**FY 2007-08**

**Full-time coordinator and opportunities have increased from 20 student experiences per year to over 240 student opportunities.**

**Strategy 1.7.2:** Beginning in FY 2007-08, provide an annual fund of \$5,000 to facilitate faculty to travel internationally to develop Semester Exchange agreements that would enhance the student educational experience.

**FY 2006-07**

**Additional funds for faculty travel were included in the Academic Affairs budget beginning Fall 2006.**

**FY 2007-08**

**No account set-up; faculty and students traveled abroad but travel was paid from various accounts across campus.**

**Strategy 1.7.3:** Beginning in FY 2006-07, establish an annual fund of \$5,000 to allow faculty to conduct peer assessments of Study Abroad programs.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**No fund established.**

**Objective 1.8:** Establish by the beginning of 2010-11, three “Centers of Excellence” in select areas of particular strength and importance to the region.

**Strategy 1.8.1:** By Fall 2007, have developed and distributed to deans and department heads the draft criteria that will be used to select academic programs or units that will be designated as “Centers of Excellence.”

**FY 2006-07**

**Draft criteria are being developed in Fall 2007.**

**FY 2007-08**

**Draft written but not distributed.**

**Strategy 1.8.2:** By Spring 2008, distribute to the deans and department heads an RFP that asks departments to self-nominate for “Center of Excellence” consideration based on a history of teaching, research, and service, and the potential to develop nationally prominent program(s).

**FY 2006-07**

**N/A**

**FY 2007-08**

**Not accomplished.**

**Strategy 1.8.3:** Review the annual budget each year to appropriate adequate funds to ensure that the essential faculty, staff, facility, operations and equipment needs of each “Center of Excellence” are met.

**FY 2006-07**

N/A

**FY 2007-08**

**Not yet applicable.**

**Objective 1.9:** Create a student-centered campus philosophy that is accepted and practiced by all faculty and staff.

**Strategy 1.9.1:** By Fall 2006, develop a written statement of the WTAMU student-centered philosophy and place it on-line and in all appropriate campus publications.

**FY 2006-07**

**A written policy was adopted in August 2006. It is now in all appropriate campus publications.**

**FY 2007-08**

**Accomplished and distributed but copy does not appear to be posted online.**

**Strategy 1.9.2:** Beginning in Fall 2006, conduct an initial series of workshops explaining the student-centered philosophy for all faculty and staff in Fall 2006 and provide information about the student-centered philosophy in all new faculty and new staff orientations.

**FY 2006-07**

**Workshops were conducted in Fall 2006. All new faculty and new staff orientations provide information about the student-centered philosophy. Workshops including the student-centered philosophy are provided at the beginning of each Fall semester.**

**FY 2007-08**

**A detailed explanation of the university's Student Centered Philosophy was discussed with new faculty during the new faculty orientation. The philosophy was also discussed with Department Heads and Associate Deans. A formal process for infusing this philosophy through the campus culture needs development.**

**Objective 1.10:** Increase the opportunity for individual faculty attention to student learning by improving the student-faculty ratio.

**Strategy 1.10.1:** Decrease the FTE student to FTE faculty ratio to 18:1 or less by Fall 2011.

**FY 2006-07**

**The student-faculty ration was reduced to 19:1 in Spring 2007.**

**FY 2007-08**

	<u>Fall 06</u>	<u>Fall 07</u>
12 hrs = 1 UG/GR FTE	24.03	23.98
15 hrs = 1 UG; 12 hrs GR	19.8	19.8

**Strategy 1.10.2:** Increase the proportion of class sections with fewer than 20 students.

**FY 2006-07**

**Data is unavailable, but all PHED 1111 classes were capped at 19 beginning in Spring 2007.**

**FY 2007-08**

	<u>Fall 06</u>	<u>%</u>	<u>Fall 07</u>	<u>%</u>
Graduate courses	182		188	
GR < 20	144	79.1	146	77.7
Undergraduate courses	1080		1058	
UG < 20	429	39.7	400	37.8

**Strategy 1.10.3:** Decrease the number of classes with more than 50 students.

**FY 2006-07**

**No Progress**

**FY 2007-08**

	<u>Fall 06</u>	<u>%</u>	<u>Fall 07</u>	<u>%</u>
<b>Graduate courses</b>	<b>182</b>		<b>188</b>	
<b>GR &gt; 50</b>	<b>4</b>	<b>2.2</b>	<b>4</b>	<b>2.1</b>
<b>Undergraduate courses</b>	<b>1080</b>		<b>1058</b>	
<b>UG &gt; 50</b>	<b>89</b>	<b>8.2</b>	<b>80</b>	<b>7.6</b>

**Objective 1.11:** Strengthen scholarly information resources and associated services that foster scholarly activity and academic success.

**Strategy 1.11.1:** By 2011, provide per-student library funding at a level commensurate with the mean for WTAMU’s peer institutions.

**FY 2006-07**

**An additional \$50,000 in HEAF funding for the Library was provided in the 2007-2008 budget**

**FY 2007-08**

**In FY 2008, the Library budget was increased by \$200,000. The funding remains below that for peer institutions.**

**Strategy 1.11.2:** By Fall, 2009 all Core Curriculum courses and at least 25% of all upper-level courses in each baccalaureate degree curriculum will require students to use the University Library or library resources for successful course completion.

**FY 2006-07**

**Data are not available yet regarding progress.**

**FY 2007-08**

**Beginning Fall 08, departments will be asked to generate a list of all courses and to designate which courses require students to use the**

**library or library resources for course completion. Deans will discuss in college meetings beginning Fall 08 the importance of this tactic to faculty.**

**GOAL 2: Recruit, retain, and develop increasing numbers of students who will graduate from our programs, assume leadership roles in society, and meet the workforce needs of the region and state.**

**Objective 2.1:** Increase headcount enrollment to 9,000 and FTE enrollment to 7,000 by Fall 2011.

**Strategy 2.1.1:** Double freshman applications by Fall 2009 so that there is an enrollment yield of at least 1,400 freshmen of appropriate quality by Fall 2011.

**FY 2006-07**

**Freshman applications for Fall 2007 numbered 2,631, an increase of 693 or 35% over the previous year.**

**Freshman enrollment for Fall 2007 was 958, 31% below our target of 1,400.**

**FY 2007-08**

**Freshman applications for Fall 2008 numbered 2,862 as of June 23, 2008, an increase of 647 or 29% over the previous year (2,215) and on target to reach 3000 (nearly double the 1,692 received Fall 2005).**

**New freshman enrollment for Fall 2008 was 432 as of June 23, 2008.**

**Total freshman enrollment was 747 as of June 23, 2008, an increase of 49 or 7% over last year at that time (698).**

**Strategy 2.1.2:** Increase transfer applications so that the transfer student enrollment exceeds 27% of the total enrollment each year.

**FY 2006-07**

**Transfer applications for Fall 2007 numbered 1,263, nearly even with the previous year (1,269).**

**New transfer enrollment for Fall 2007 was 843, or 46.8% of total new undergraduate enrollment.**

**Total transfer enrollment for Fall 2007 was 2,736, or 36.1% of total enrollment (or 46.2% of total undergraduate enrollment).**

**FY 2007-08**

**Transfer applications for Fall 2008 numbered 966 as of June 23, 2008, an increase of 131 and 16% greater than the previous year (966) at that time.**

**New transfer enrollment for Fall 2008 numbered 250 as of June 23, 2008, or 26% of total new undergraduate enrollment at that time.**

**Strategy 2.1.3:** Increase graduate student applications so that the rate of graduate student enrollment maintains or exceeds 23% of the total enrollment each year.

**FY 2006-07**

**Prior to the 12<sup>th</sup> class day in Fall 2007, graduate student enrollment constitutes 21.8% of the student body.**

**FY 2007-08**

**Graduate school applications numbered 270 as of June 23, 2008, a decrease of 35 and 11.5% fewer than the previous year (305) at that time. Graduate student enrollment constitutes 11.8% of the student body as of June 23, 2008.**

**Graduate admission has fallen in the past year. Some systematic reasons for the change include competitors in the education certification market, and increased standards across all graduate programs in the university resulting in greater denials of admission. Systematic assessment of graduate recruitment and admission occurred in spring 2008. A consultant (Tom Jackson, the leading consultant in graduate recruiting) was brought to campus and a strategic plan created for enhancing graduate admission. First step in the strategic plan launched May 2008.**

**Strategy 2.1.4:** Increase by 2011 the ethnic diversity of the student body. Increase the diversity of the freshman application pool to 10% African American and 35% Hispanic. Increase the diversity of the admitted freshman class to 8% African American and 30% Hispanic. Increase the diversity of the enrolled freshman and transfer classes to 8% African American and 25% Hispanic.

**FY 2006-07**

**Hispanic freshman applications for fall 2007 numbered 717, or 27.2% of the total freshman applicant pool.**

**Hispanic freshman admits for fall 2007 numbered 422, or 22.8% of the total freshman admit pool.**

**Hispanic freshman enrollment for fall 2007 was 241, or 25.1% of the total freshman enrolled pool.**

**Hispanic transfer enrollment for fall 2007 was 138 or 15.9% of the total transfer enrolled pool.**

**African American freshman applications for fall 2007 numbered 238, or 9.0% of the total freshman applicant pool.**

**African American freshman admits for fall 2007 numbered 112, or 6.0% of the total freshman admit pool.**

**African American freshman enrollment for fall 2007 was 58, or 6.0% of the total enrolled pool.**

**African American transfer enrollment for fall 2007 was 54, or 6.2% of the total transfer enrolled pool.**

**FY 2007-08**

**Hispanic freshman application for Fall 2008 numbered 725, or 25.5% of the total freshman applicant pool as of June 23, 2008.**

**Hispanic freshman admits for Fall 2008 numbered 349, or 20.7% of the total freshman admit pool as of June 23, 2008.**

**Hispanic freshman enrollment for Fall 2008 was 72, or 18% of the total freshman enrolled pool (399) as of June 23, 2008.**

**Hispanic transfer enrollment for Fall 2008 was 58, or 14.1% of the total transfer enrolled pool (411) as of June 23, 2008.**

**African American freshman applications for Fall 2008 numbered 296, or 10.4% of the total freshman applicant pool as of June 23, 2008.**

**African American freshman admits for Fall 2008 numbered 87, or 5.2% of the total freshman admit pool as of June 23, 2008.**

**African American freshman enrollment for Fall 2008 was 14, or 3.5% of the total freshman enrolled pool (399) as of June 23, 2008.**

**African American transfer enrollment for Fall 2008 was 14, or 3.4% of the total transfer enrolled pool (411) as of June 23, 2008.**

**Strategy 2.1.5:** Advertise graduate assistantship openings and specific thesis and research opportunities in professional newsletters, on-line outlets, and the WTAMU web site.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**Not accomplished.**

**Objective 2.2:** Improve the first-year student retention rate and the six-year graduation rate by AY 2010-11.

**Strategy 2.2.1:** Redesign the student advising process by Fall 2008 to ensure that all students are assigned a competent and engaged academic advisor.

**FY 2006-07**

**The New Student Orientation program was redesigned in Spring 2007 and the new processes went into effect in Summer, 2007. All entering freshman were advised by trained faculty and staff during the NSO in Summer 2007.**

**The new Student Success Center was initiated in August 2007 with 15 trained faculty advisors, 5 staff advisors and 2 specialized student-athlete advisors.**

**FY 2007-08**

**Further updates to the New Student Orientation program were implemented for the Summer 2008 sessions. The first four New Student Orientation sessions are full, each with reservations of 225 (the maximum).**

**The STARR Center advised all students with 59 hours or less. The advising was intensive and covered academic scheduling, academic**

**planning, goal setting, and career planning. Fifteen Faculty Advising Fellows were added to the STARR Center staff to accomplish the advising shift.**

**Strategy 2.2.2:** Create a Student Success Center that provides “one-stop” access to academic and student success services by the end of Fall 2007.

**FY 2006-07**

**The new Student Success Center was initiated in August 2007 with 15 trained faculty advisors, 5 staff advisors and 2 specialized student-athlete advisors.**

**FY 2007-08**

**Final plans for the new Student Success Center that will be housed on the first floor of the renovated Classroom Center were developed by the Student Success Center Task Force with representatives from Academic Affairs and Student Affairs participating.**

**Full effect will be realized when the Classroom Center renovation is completed and we have the Student Success Center visible. Offices to be housed in the Student Success Center have already been integrating services and software.**

**Strategy 2.2.3:** By the end of Fall 2007, establish a “First Alert Program” to require undergraduate students who are not meeting academic expectations or who are missing classes to attend personal and/or academic counseling.

**FY 2006-07**

**The First Alert Program was developed in Fall 2006 and was used beginning in Spring, 2007.**

**In the College of Education and Social Sciences, an “Office of Student Engagement” was developed and implemented including the renovation of space to house the Office. Faculty Coordinators of “Student Leadership Development,” “Student Research and Writing,” and “Service Learning” have been selected and provided reduced course loads. The Faculty Coordinators are developing/implementing strategies to significantly enhance student engagement in the College.**

**FY 2007-08**

**The First Alert Program was fully implemented in Fall 2007 and was integrated with WTClass grade book. The number of students identified through this system was 742 for Fall 2007 and 758 for Spring 2008. An Academic Fitness program for students placed on probation was piloted for Fall 2007 and will be required for every probation student for Fall 2008.**

**A new online tutoring program, Smarthinking, was launched in January 2008 to provide another avenue for student support. Through May 2008, there were 553 total tutoring interactions (online writing lab, submitted questions, and live sessions) using over 250 hours of contracted tutoring assistance. Smarthinking was directly integrated with WTClass to provide a quick launch portal with single sign on functionality.**

**Strategy 2.2.4:** By Fall 2007, revise the procedures for course “Drops” and for “Withdrawals” to require a form that describes a rationale for the action, provides student contact information, and approval by academic offices.

**FY 2006-07**

**Partially completed for Fall 2007. The State’s new 6-drop rule slowed the development of this policy.**

**FY 2007-08**

**Completed Spring 2008. The procedures for tracking and recording drops has been developed, approved, and implemented, with published guidelines concerning the rule, results, exceptions, and options/procedures for appeals.**

**Strategy 2.2.5:** Accelerate the schedule of construction and renovation of residence halls and begin construction of a new freshman residence hall with learning community facilities by or before Fall 2009.

**FY 2006-07**

**Residential Life is working on preliminary plans for a new Freshman/Sophomore residence hall.**

**FY 2007-08**

**Objective 2.3:** Improve student engagement in co-curricular and extra-curricular activities.

**Strategy 2.3.1:** Provide by FY 2009-10 at least \$20,000 per year of travel funding for students to participate in national and international professional conferences.

**FY 2006-07**

**Through a recent reallocation of Student Services Fees, \$57,000 was allocated in FY 2007-08 for student travel to participate in national and international professional conferences.**

**FY 2007-08**

**Throughout the academic year, \$50,167 of additional Student Service Fee funds were allocated to supplement student travel to conferences and competitions.**

**Strategy 2.3.2:** By 2011, establish an undergraduate student research program through the Office of the Dean of the Graduate School and Research to promote undergraduate participation in research and/or creative activity.

**FY 2006-07**

**Program planning is underway.**

**FY 2007-08**

**Occurred during 2007-2008 academic year. Refinement and growth should continue in following years. Student Research Conference grew substantially in 2008 to well over 100 participants. Summer undergraduate research program was instituted spring/summer 2008.**

**Strategy 2.3.3:** Increase student engagement in student organizations, leadership development, service-learning, and community service volunteer activities by providing quality advising and opportunities for co-curricular involvement.

**FY 2006-07**

**The revised New Student Orientation programs ensured quality advising for entering freshmen and placed greater emphasis on service-learning and community service in Summer 2007. The new Student Success Center with trained faculty and staff advisors began providing quality advising in Fall 2007.**

**FY 2007-08**

**A new software package, Club Manager, is being purchased this summer to assist in the recruitment of student members to student organizations and to better maintain student organization records and participations.**

**The several programs under the category of First Year Experiences collaborated to select and create a group of highly motivated and trained peer leaders to facilitate all these coordinated programs. The same team of Peer Leader Interns will now work with New Student Orientation, Buff Branding, IDS Classes and University Convocation.**

**The offices of the Vice President for Student Affairs and Student Government were relocated to a prominent location in the Jack B. Kelley Student Center to offer students better access to these offices. The renovation project took advantage of newer options for bolder, spirited colors to make the offices more inviting to students and visitors.**

**An initiative to expand the Student Center has begun. Meetings with architects to develop an expansion concept should occur over the summer with a goal to hold a student referendum to fund the expansion scheduled for the fall.**

**Strategy 2.3.4:** Provide start-up costs (estimate: \$4,000) and annual expenses (estimate: \$500) to initiate and maintain an on-line portfolio development system through the Office of Career Services for all students beginning with first enrollment in Fall 2007.

**FY 2006-07**

**The portfolio system is now available for all students. Funded from Student Service Fees and Student Services' HEAF.**

**FY 2007-08**

**This initiative has moved from the responsibility of Career Services to Information Technology. Purchased, implemented, and beta testing Angle Learning's ePortfolio package for integration with WTClass for students and faculty to digitally preserve course/program artifacts. ePortfolio provides a way to measure student growth, ensuring that students meet established objectives and standards.**

**Objective 2.4:** Increase the four-year and six year graduation rates by at least six percentage points each by 2011.

**Strategy 2.4.1:** Increase four- and six-year graduation rates by 1.5 percentage points each year beginning in AY 2007-08 by providing quality academic experiences and advising in an increasingly student-centered learning environment.

**FY 2006-07**

**Progress will not be known till Spring 2008.**

**FY 2007-08**

**Numbers for 2007-2008 are not available at this time.**

**First time-full time Fall 2001: 6 year grad. rate = 37.4%**

**First time-full time Fall 2003: 4 year grad. rate = 15.8%**

**Strategy 2.4.2:** Increase graduation rates of college transfers by 1% per annum for each year beginning in FY 2007-08 by providing quality academic experiences and advising in an increasingly student-centered learning environment.

**FY 2006-07**

**Progress will not be known till Spring 2008.**

**FY 2007-08**

**Began NSO for transfer students and hired a Transfer Coordinator to facilitate transfer student success through the STARR Center. Will compare graduates rates at the end of 2008-2009 academic year to 2007-2008.**

**Objective 2.5:** Increase financial support for students.

**Strategy 2.5.1:** By AY 2007-08, develop a scholarship strategy for the university to ensure that scholarships are attractive, competitive, and awarded in a timely and effective manner.

**FY 2006-07**

**A Scholarship Office was established in the Division of Enrollment Management in Spring 2007, and a Office of Competitive Scholarships was established in the Division of Academic Affairs, funded from Student Service Fees beginning FY 2007-08.**

**A scholarship strategy was drafted and approved by the Scholarship and Financial Aid Committee on August 13, 2007. Proposal submitted to the President for approval.**

**FY 2007-08**

**The scholarship strategy forwarded by the Scholarship and Financial Aid Committee to the President was approved.**

**Using the scholarship strategy, the Scholarship Office developed an award grid that was promoted to prospective students and implemented for Fall 2008.**

**Strategy 2.5.2:** Secure new student scholarship funds and increase the fund balances of existing student scholarship accounts to provide larger scholarship awards that offset the rising costs of higher education.

**FY 2006-07**

**Additional scholarships from the Designated Tuition Set-a-side and Athletic Fee totaling \$608,052 were added.**

**Award amounts were increased, from \$1,000 to a range of \$1000 - \$5,000 and renewable for up to eight long semesters.**

**\$1,001,119.49 was donated for endowed scholarships during the FY 2006-07.**

**FY 2007-08**

**Additional scholarships from the Designated Tuition Set-a-side totaling \$825,000 for undergraduates and \$125,000 for graduates were added.**

**Adjustments to the undergraduate award criteria and amounts are being developed for implementation in Fall 2009, based upon enrollment yields realized in Fall 2008. These are expected to be submitted as an initial recommendation to the President in July 2008 and in finalized form by September 2008.**

**Strategy 2.5.3:** By 2010 increase the stipend for graduate assistantships in each academic discipline to be competitive with amounts offered by other regional Texas institutions for the same or similar academic discipline.

**FY 2006-07**

**An additional \$87,000 was budgeted in FY 2007-08 for graduate assistantships.**

**FY 2007-08**

**Not accomplished.**

**Strategy 2.5.4** Ensure that information concerning need-based financial assistance is available to all students in a timely, efficient, and effective manner in order to increase opportunities for enrollments of low-income and first-generation students.

**FY 2006-07**

**Paper award letters were created for new students, supplementing the electronic notification already being sent. This was done in an effort to ensure prompt and useful communication with students who may still be unfamiliar with the WTAMU email systems (and thereby reduce the number of students who withdraw for economic challenges tied to late acceptance of awards.)**

**FY 2007-08**

**Buff Promise was implemented in February 2007, a program that commits 100% of the University's available resources to cover fall and spring in-state tuition and fees for undergraduate Texas residents who have an annual family income of \$40,000 – the median income level for our region – or less.**

**The Enrollment Management Committee performed the College Keys Inventory, a College Board assessment of efforts to support first-generation and low-income students per the written agreement signed by the President in February 2008. The final report will be submitted in August 2008.**

**GOAL 3: Recruit, develop, and support a faculty and staff that embody the core values of the university and support its mission and goals.**

**Objective 3.1:** Maximize the effectiveness of all faculty and staff recruiting initiatives ensuring advertising and recruiting efforts are optimized.

**Strategy 3.1.1:** Develop a recruitment package that is sent to all professional applicants to highlight the benefits of University employment and the advantages associated with residence in the region.

**FY 2006-07**

**Not available yet.**

**FY 2007-08**

**Strategy 3.1.2:** Maximize the exposure for all targeted positions by optimizing the advertising timeline for faculty and staff positions in appropriate national markets.

**FY 2006-07**

**All faculty openings are advertised widely in appropriate national print and on-line outlets.**

**FY 2007-08**

**No change at this time.**

**Objective 3.2:** Increase professional development opportunities for faculty and staff.

**Strategy 3.2.1:** Beginning in FY 2008-09, provide an annual budget of \$5,000 to fund mentor programs for new faculty and staff members.

**FY 2006-07**

**N/A**

**FY 2007-08**

**Not budgeted. New faculty orientations plan to incorporate mentor programs for new faculty.**

**Strategy 3.2.2:** Beginning in FY 2009-10, create an annual fund of \$15,000 for professional development grants to permit faculty and staff to attend training workshops to enhance their skills and knowledge.

**FY 2006-07**

N/A

**FY 2007-08**

**Committee revamped and a procedure for grants is being drafted.**

**Strategy 3.2.3:** Beginning in FY 2009-10, provide an annual budget of at least \$10,000 to support faculty learning communities for faculty in the first three years of the tenure-track period.

**FY 2006-07**

N/A

**FY 2007-08**

**Planning in process for learning communities targeting new faculty. New faculty orientation created a learning community for Fall 2007 and integrated training in grant writing, proposal development, teaching strategies, and advising processes. Currently, the Core Curriculum Fellows, a learning community of 26 faculty, serves as the foundation for faculty development and is in its fourth year.**

**Strategy 3.2.4:** Beginning in FY 2007-08, guarantee all new tenure-track faculty a 3/3 teaching load for the first three years of their contract.

**FY 2006-07**

**In Fall 2007, most new tenure-track faculty were provided a 3/3 teaching load for their first year. Continuation of the 3/3 load is contingent upon enrollment and need.**

**FY 2007-08**

**Accomplished.**

**Strategy 3.2.5:** Beginning in Fall 2006, provide annual funding through the QEP for a speaker who will energize, engage, and educate the faculty and staff.

**FY 2006-07**

**Accomplished.**

**FY 2007-08**

**Professor Elie Wiesel challenged and engaged all freshmen, faculty and over 4,000 area high school students and community members with his presentation at Freshman Convocation in Fall 2007. Dr. Constance Staley delivered a day long workshop of student engagement and active learning strategies for 120 faculty in August 2007. Dr. Betty Stewart, Dean of Science and Math, Midwestern University, spent a day leading math and science faculty in curriculum development workshop in Spring 2008.**

**Objective 3.3:** Raise the salary levels for faculty and staff to competitive levels for similar ranks and positions in the WTAMU peer institutions.

**Strategy 3.3.1:** Beginning in FY 2007-08 and for two years thereafter, create an annual pool of funds (\$200,000) that can be for “market adjustments” to adjust faculty and staff salaries to market levels for similar positions elsewhere.

**FY 2006-07**

**\$200,000 was budgeted for FY 2007-08 for “market adjustments”.**

**FY 2007-08**

**Objective 3.4:** Beginning in Fall 2007, establish an annual WTAMU Leadership Program for faculty and staff.

**Strategy 3.4.1:** Create a “Leadership WT” Committee to design and implement an application and selection process and a 9-month course during which the selected faculty and staff participants will observe and/or experience the duties and responsibilities of the various academic, support, and administrative offices on campus.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**Not accomplished.**

**Objective 3.5:** Beginning in Fall 2006, institute an intensive campaign to increase the ethnic diversity within the faculty and staff.

**Strategy 3.5.1:** Advertise each position in at least one discipline- or position-appropriate national outlet that has an ethnically diverse target audience.

**FY 2006-07**

**All faculty opening advertisements are currently advertised in appropriate national print and electronic outlets.**

**FY 2007-08**

**Department heads work with Personnel to advertise in appropriate national outlets and diverse audiences.**

**GOAL 4: Support individual scholarly and/or creative accomplishment across the university while developing “Centers of Excellence” in select areas of particular strength and importance to the region and increasing cross-college collaboration in these and other emerging areas.**

**Objective 4.1:** Increase the percentage of full-time faculty having peer-reviewed scholarly and/or creative output each year.

**Strategy 4.1.1:** Ensure that by the end of FY 2007-08 faculty policies regarding annual evaluations, promotion, tenure, merit pay, and retention reflect requirement for peer-reviewed scholarly and/or creative output each year.

**FY 2006-07**

**In progress. Each College has submitted a first draft of faculty policies regarding annual evaluations, promotion, tenure, merit pay, and retention for peer-reviewed scholarly and/or creative output each year.**

**FY 2007-08**

**Included in new procedures: Promotion and Tenure and Annual Review of Faculty Performance**

**Strategy 4.1.2:** Beginning in FY 2008-09, provide additional funds in the amount of \$50,000 per year to be administered by the Provost in support of faculty research.

**FY 2006-07**

**For FY 2007-08, an additional \$25,000 was budgeted to be administered by the Provost in support of faculty research.**

**FY 2007-08**

N/A

**Strategy 4.1.3:** Beginning in FY 2009-10 provide an additional fund of \$100,000 each year to support graduate research assistantships.

**FY 2006-07**

**For FY 2007-08, an additional \$87,000 was budgeted to support graduate research assistantships.**

**FY 2007-08**

N/A

**Strategy 4.1.4:** By FY 2010-11, establish at least ten endowed professorships to support faculty research.

**FY 2006-07**

**During FY 2006-07, four endowed professorships were established to support faculty research.**

**FY 2007-08**

**7 endowed professorships – ASE, 1; COB, 6  
1 endowed program for professor of Shakespeare - FAH  
We are currently in the process of completing our 6<sup>th</sup> endowed professorship, the Teel Bivins Professorship in Political Science.**

**Strategy 4.1.5:** By FY 2010-11, establish at least three endowed faculty chairs.

**FY 2006-07**

**The Department of Education proposal for the endowment of a clinical faculty chair has received preliminary approval by an external funding source; final approval is pending.**

**No progress.**

**FY 2007-08**

**The O'Brien Chair in Education has already been committed and the ask for the Agriculture Research Chair is scheduled for this summer.**

**Strategy 4.1.6:** By FY 2008-09, provide at least \$50,000 each year for faculty summer research stipends.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**There has been very little interest among donors in this, although we did raise monies from the Elie Wiesel event that provided some faculty travel expense.**

**Objective 4.2:** Increase externally funded research expenditures from all sources to at least \$8 million per year by FY 2009-10.

**Strategy 4.2.1:** By FY 2010-11, establish at least 10 endowed professorships to support faculty research.

**FY 2006-07**

**During FY 2006-07, four endowed professorships were established to support faculty research.**

**FY 2007-08**

**7 endowed professorships – ASE, 1; COB, 6  
1 endowed program for professor of Shakespeare - FAH  
We are currently in the process of completing our 6<sup>th</sup> endowed professorship, the Teel Bivins Professorship in Political Science.**

**Strategy 4.2.2:** Establish an endowment of at least \$5M from external funding for facility and equipment improvements by Fall 2010.

**FY 2006-07**

No progress.

**FY 2007-08**

**Most of the funds raised for facilities funding have been/will be placed in expendable accounts, i.e.: the \$150,000 for the AT&T Broadcasting Studio; the \$200,000 for the Attebury Honors space and the \$400,000 for the Meadows Recital Hall, as well as the \$2,043,000 for the new WTAMU Amarillo Center.**

**Strategy 4.2.3:** Increase graduate student participation in research by providing twelve-month graduate research assistantships for selected students who are in thesis programs and working with graduate faculty in strategic and cross-collaboration areas.

**FY 2006-07**

No progress.

**FY 2007-08**

**Committed to AGS from Academic Affairs to fund 1 assistantship in 2008-2009 with an additional 2 assistantships in 2009-2020.**

**Objective 4.3:** Increase the percentage of undergraduate students involved in research projects.

**Strategy 4.3.1:** By 2011, establish an undergraduate student research program through the Office of the Dean of the Graduate School and Research to promote undergraduate participation in research and/or creative activity.

**FY 2006-07**

**An on-campus Student Research Conference was reorganized and re-energized in Spring 2007 with greater options for student participation.**

**In the College of Education and Social Sciences, an “Office of Student Engagement” was developed and implemented including the renovation of space to house the Office. Faculty Coordinators of “Student Leadership Development,” “Student Research and Writing,” and “Service Learning” have been selected and provided reduced course loads. The Faculty Coordinators are**

**developing/implementing strategies to significantly enhance student participation in research and writing within the College.**

**FY 2007-08**

**Occurred during 2007-2008 academic year. Refinement and growth should continue in following years. Student Research Conference grew substantially in 2008 to well over 100 participants. Summer undergraduate research program was instituted spring/summer 2008. Five undergraduate research projects were funded summer 2008.**

**Strategy 4.3.2:** Establish, by the beginning of FY 2007-08, a pool of funds in an amount no less than \$25,000 in support of the undergraduate research program.

**FY 2006-07**

N/A

**FY 2007-08**

**\$20,000 was provided summer 2008 in support of undergraduate research.**

**Strategy 4.3.3** By 2011, at least 10% of the baccalaureate graduates each year will have participated in WTAMU'S Student Research Conference.

**FY 2006-07**

N/A

**FY 2007-08**

**As this measures graduates in 2011, no direct assessment can be made at this time. Approximately 110 papers were presented in 2008. To assess this, a tracking system would need to be enacted whereby we would know within Datatel whether a graduate participated in the Student Research Conference. No such marker currently exists.**

**Objective 4.4:** Establish by the beginning of FY 2010-11, three "Centers of Excellence" in select areas of particular strength and importance to the region.

**Strategy 4.4.1:** By Fall 2007, have developed and distributed to deans and department heads the draft criteria (based upon a history of excellence in teaching, research, and service and the potential to develop a nationally prominent

program) that will be used to select academic programs or units that will be designated as “Centers of Excellence.”

**FY 2006-07**

**Draft criteria are being developed in Fall 2007.**

**FY 2007-08**

**Will begin work with Deans and new Provost when “Centers” have been identified. Draft was written but not distributed.**

**Strategy 4.4.2:** By Spring 2008, distribute to deans and departments an RFP that asks departments to self-nominate for “Center of Excellence” consideration based on a history of teaching, research, and service, and the potential to develop nationally recognized program(s).

**FY 2006-07**

N/A

**FY 2007-08**

**Not accomplished.**

**GOAL 5: Strengthen external relations and support of the university with its alumni, friends of the university, local and regional communities, and legislative and governmental entities.**

**Objective 5.1:** Review and improve communication and coordination among all constituents by establishing or revising advisory group composition and function by the end of FY 2006-07.

**Strategy 5.1.1:** During Spring 2007, develop a set of guidelines for the establishment and review of advisory committees for academic and non-academic units.

**FY 2006-07**

**Guidelines were prepared and provided to the Deans’ Council in May 2007.**

**FY 2007-08**

N/A

**Strategy 5.1.2:** By Fall 2007, establish formal academic advisory committees that support the activities of all colleges and departments and selected non-academic programs.

**FY 2006-07**

**An International Advisory Council was established in the College of Education and Social Sciences. International membership has been selected, and the initial meeting of the Council was conducted July 2007.**

**FY 2007-08**

**Year-to-date, the Colleges of Fine Arts & Humanities; Agriculture, Science and Engineering; and Nursing and Health Sciences have established their advisory committees and held meetings. The College of Education and College of Business are in the process of establishing their advisory committees and they should be up and running by fiscal yearend. In addition, an advisory committee has been established and has provided advice for the WTAMU Amarillo Campus.**

**Advisory committees established:**

**COB – 24 professional board members from banking, CPA firms, businesses, attorneys, medical offices, etc.**

**FAH – 20 board members from community leaders and donors with ties to fine arts and humanities; 2 meetings have occurred (Dec. and April); one scheduled in Fall 2008**

**NHS – board members met in June and will meet quarterly per members' request**

**AGS – plans to establish advisory board are under way this summer**

**ESS – Discussions with development officer about prospect list for members of a college advisory committee. Existing advisory committees include: PACE Advisory Committee, Go-Global International Advisory Committee, School Board Conference Advisory Committee**

**Objective 5.2:** Increase WTAMU's "presence" and impact in the region commencing Spring 2007.

**Strategy 5.2.1:** Develop a comprehensive marketing plan for the University that would increase public awareness of WTAMU and enhance its reputation.

**FY 2006-07**

The Office of Communication and Marketing Services working closely with Admissions developed a comprehensive marketing plan for future students. Aspects of the plan which have been implemented include developing a creative strategy and messages, and testing these through a series of ten focus groups. The plan also calls for a series of print collateral pieces for direct mail and handout at recruitment fairs and school visits. This group of collateral materials is in development, and several pieces are already produced and being used for the current recruitment season.

The WTAMU website has undergone a design change that makes it much more appealing visually. Content is currently being updated and upgraded.

An integrated marketing company, McCormick Company, was hired in May 2007 to assist the University with a comprehensive marketing plan. Work is continuing on this plan.

**FY 2007-08**

Completed in FY06-07.

**Strategy 5.2.2:** Implement an aggressive marketing campaign beginning in FY 2006-07.

**FY 2006-07**

A search for an integrated marketing communications firm was initiated in early 2007. By April, a firm was selected from among about a dozen nationwide who showed an interest. A contract was negotiated and signed in June. McCormick Company, was hired in May 2007 to assist the University with a comprehensive marketing plan. Creative development and research were conducted during the summer months, and a campaign theme was introduced at the beginning of the fall semester. The theme, "Discover the Buff in You," was enthusiastically received by future students, current students, parents and alumni. The campaign is expected to be in use for a minimum of three years.

**FY 2007-08**

**The Office of Communication and Marketing Services worked with McCormick & Company to develop a new brand, “Discover the Buff in You,” and associated marketing materials and advertising schedules for use as recruitment tools. This included many first-time publications such as a President’s Annual Report, Search Piece, Discover WT postcards, Campus Visit postcards, Financial Aid and Scholarship brochure and a “Music Buff” video.**

**Strategy 5.2.3:** Develop a community-wide calendar of events to provide employees and students opportunities to represent WTAMU at community events by September 2006.

**FY 2006-07**

**The Office of Communications and Marketing Services is in the process of developing a calendar for the web that will accommodate University and community events.**

**FY 2007-08**

**Scheduled for Fall 2008.**

**Strategy 5.2.4:** Develop and initiate in Fall, 2006, a systematic process for obtaining regular inputs of “bragging point” information from all units on the campus and ensuring that the pertinent information is distributed widely to all parts of the university, local and state leaders, legislators, system officials, and public outlets as appropriate.

**FY 2006-07**

**The Office of Communication and Marketing Services actively solicits and receives newsworthy information about WTAMU people, programs and activities. The information is distributed in a variety of ways, including emails, web postings, newsletters, etc. During FY 2006-07, the office produced 350 single-topic releases, 385 news/entertainment briefs, 432 faculty and staff briefs, 25 special features and 4,152 homeowners, responded to 298 media-initiated contacts, hosted and/or assisted with 22 media briefings/special events, coordinated nine opinion pieces and produced 310 print collaterals.**

**FY 2007-08**

**Efforts have begun and are continuing, beginning with the development and distribution of the President's Annual Report and the expanded content and distribution of the *West Texan*.**

**Strategy 5.2.5:** Provide “added value” to the *West Texan* as the University’s primary publication by expanding its content and circulation.

**FY 2006-07**

**The *West Texan* is published four times a year and was expanded to 36 pages per issue in FY 2006-07. Circulation was increased by about 1,125 to include distribution to the region’s *U.S. News and World Report* voters, legislators and community leaders.**

**FY 2007-08**

**Strategy 5.2.6:** By September 2006, develop a website listing of regional volunteer opportunities for faculty, staff, and students to increase “presence” in the region through service.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**Scheduled for Summer 2008.**

**Strategy 5.2.7:** Prepare and distribute widely an annual report of the service activities and the number of “volunteer hours” provided to the region, state and nation by faculty, staff, and students beginning with AY 2006-07.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**Scheduled for Summer 2008.**

**Strategy 5.2.8:** Establish by the end of AY 2006-07 a “Speakers Bureau” and actively market speakers to regional organizations.

**FY 2006-07**

**Nominations for speakers have been solicited from senior administrators and deans.**

**FY 2007-08**

**Scheduled for Fall 2008.**

**Strategy 5.2.9:** Beginning in Fall 2006, increase external participation in University activities and increase awareness of the value of the university through increased marketing, communication, service and consultation activities.

**FY 2006-07**

**The Office of Communication and Marketing Services has increased resources and efforts toward gaining exposure and attention for University events. Freshman Convocation has been marketed more extensively. The Athletics Department has increased advertising for sporting events.**

**FY 2007-08**

**In Fall 2007, *WTAMU in Amarillo Day* was held on October 9, beginning with an update breakfast for the 100 members of the President's Circle and ending with a Giant Pep Rally at the Amarillo Civic Center to celebrate WTAMU Homecoming. About 600 fans participated.**

**Objective 5.3:** Restructure the area of external university relations.

**Strategy 5.3.1:** By the beginning of Fall 2007 create a division of institutional advancement to include the following offices: development, annual fund, alumni relations, communications and public relations.

**FY 2006-07**

**A division of institutional advancement to include the following offices: development, annual fund, alumni relations, communications and public relations was established on 1 August 2007.**

**FY 2007-08**

**Completed on September 1, 2007.**

**Strategy 5.3.2:** By Spring 2007, create a financial plan for raising external funds, thereby ensuring the success of the University Strategic Plan.

**FY 2006-07**

**Financial plan was developed and distributed to the Executive Committee of the WT Foundation Board in August 2007.**

**FY 2007-08**

**The Foundation has entered into a mini-campaign for calendar year 2008, Partners for Panhandle Progress (P3 Campaign). The Goal is to raise \$3 to \$5 million in partnerships with area communities.**

**Strategy 5.3.3:** Establish an Annual Fund Office in FY 2006-07 and develop an aggressive annual giving campaign through the addition of an annual giving officer, installation of a call center, and direct mail and e-mail campaigns.

**FY 2006-07**

**An Annual Fund Office was established in April 2007 and will begin calling operations in the Fall 2007.**

**FY 2007-08**

**Calling to alumni began in the fall of 2007. Year-to-date, slightly more than \$50,000 has been raised.**

**Strategy 5.3.4:** By Spring 2007, establish an annual giving program for faculty and staff and provide better methods of accounting for the total number of faculty and staff who give to the University.

**FY 2006-07**

**No progress.**

**FY 2007-08**

**To date, more than 100 faculty and staff members made gifts to the University directly or through the SECC Campaign. Converting to a**

**new and more robust donor database will enable development to more accurate tracking of faculty/staff giving in the future.**

**Strategy 5.3.5:** During 2007, provide funding for a third Senior Development Officer (SDO) and assign the resulting three SDOs to work with specific colleges.

**FY 2006-07**

**Position was created and individual hired into the position in August 2007.**

**FY 2007-08**

N/A

**Strategy 5.3.6:** Create a new position in Fall 2006 entitled “Special Events Coordinator” to plan and assist with University-sponsored events.

**FY 2006-07**

**Position was created and individual hired into the position.**

**FY 2007-08**

N/A

**Objective 5.4:** Commencing FY 2006-07 expand significantly the activities of alumni relations.

**Strategy 5.4.1:** By the end of FY 2007-08, establish new alumni chapters in Albuquerque, Austin, Dallas - Ft. Worth Metroplex, Houston, Lubbock, Oklahoma City, San Antonio and various locations in the Panhandle.

**FY 2006-07**

**DFW Alumni Chapter is in the organizational stage.**

**FY 2007-08**

**DFW Alumni Chapter is in the organizational stage. Houston Alumni Chapter organization began with an October 16<sup>th</sup> meeting (about 70 attending); completion of organization was interrupted by the resignation of the alumni director in August 2007. A new director**

**was hired in spring 2008 and will complete the organization of these two chapters in this calendar year. Organizational meetings for Austin and Lubbock are in the planning stages.**

**Strategy 5.4.2:** Beginning in Fall 2006, cultivate alumni and engage them in University activities by increasing the number of communications with them and the opportunities to interact with faculty, staff and alumni in the region, state, and nation.

**FY 2006-07**

**In FY07 Alumni dinners were held in Dallas, Fort Worth, Lubbock and Austin, and alumni golf/dinner events were held in Hereford, Dumas, and Perryton.**

**FY 2007-08**

N/A

**Strategy 5.4.3:** Through surveys of and focus group meetings with alumni, determine “value added” services that can be provided to alumni in their home region.

**FY 2006-07**

**No progress. Awaiting new Director of Alumni Relations.**

**FY 2007-08**

**TBD**

**Objective 5.5:** Revise the University website and develop the processes, funding, and support mechanisms necessary to ensure that the content is consistently current, accurate, appealing, engaging and user-friendly.

**Strategy 5.5.1:** During Spring 2007, provide funding for the hire of a Web Coordinator and two Web Designers.

**FY 2006-07**

**Funding was set aside for the hire of a Web Content Manager and two Web Designers. By June 2007 the positions of the Web Content Manager and one Web Designer were filled.**

**FY 2007-08**

N/A

**Strategy 5.5.2:** During Spring 2007, develop a revised process for web content management.

**FY 2006-07**

**Strategy accomplished. SPINUTECH was selected to be the web content container.**

**FY 2007-08**

**Strategy was developed but will need some revisions with the loss of the newly hired webmaster, as well as the director of Communication and Marketing Services.**

**Strategy 5.5.3:** Commencing Fall 2007, re-engineer the University's website to make it more appealing, engaging, and user-friendly.

**FY 2006-07**

**New home page and 2<sup>nd</sup> level web pages were launched on August 24, 2007.**

**FY 2007-08**

**Website revision was begun in Fall 2007 and is almost completed; process for ensuring its continuing update is still in development.**