



ACADEMIC AFFAIRS

TEXAS WOMAN'S UNIVERSITY

STRATEGIC PLAN

2018 - 2022

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1. OVERVIEW OF TWU STRATEGIC PLAN

The Texas Woman's University Strategic Plan (TWU SP) is entitled, *Learn to Thrive*, Strategic Plan 2022. The plan can be found at: <https://twu.edu/strategic-plan/>.

The TWU SP is structured as follows:

- Identity

This section of the TWU SP includes several relatively brief statements that inform the reader of the identity of the institution. Following is a brief highlight of each portion of the Identity section.

Purpose

Educate a woman, empower the world

Mission

Texas Woman's University cultivates engaged leaders and global citizens by leveraging its historical strengths in health, liberal arts, and education, and its standing as the nation's largest public university primarily for women. Committed to transformational learning, discovery, and service in an inclusive environment that embraces diversity, Texas Woman's University inspires excellence and a pioneering spirit.

Vision

Texas Woman's will be known as the premier public university for a woman-focused education, leadership development and graduating thriving citizens who have a strong sense of community, health, prosperity, and a sense of purpose.

Core Values

Opportunity – Diversity – Excellence – Creativity – Caring
Collaboration - Wellbeing

Principles

6 statements of guiding principles for the institution.

- Areas of Distinction

TWU has identified 4 areas of historical strengths and contemporary potential with the intent of becoming a world leader in each of these 4 areas:

Women & Leadership

Health

Experiential Learning

Veterans

- Strategic Imperatives and Objectives

TWU has identified 5 Strategic Imperatives as the organizing framework of the SP. Each Imperative is labeled with a verb intended to convey the actions to be undertaken by

the TWU community as we move toward realization of the Identity articulated earlier in the Plan.

Learn
Discover
Serve
Lead
Invest

The TWU SP then identifies 2-4 Objectives for each Imperative.

- Key Performance Indicators (KPIs) – The 11 indicators constitute a series of operational and perception measurements intended to convey the overall health of the institution.

KPIs include topics such as:

Enrollment	Persistence
Financial Health	Giving
Safety	Facility Condition
Workplace	Graduate Employment
New Revenue	External Grants & Awards
Space Utilization	

- The Plan then articulates 17 Initiatives as the primary vehicles for moving the institution toward realization of Plan objectives. These initiatives are primarily cross-divisional in nature and include the following:

Innovative Academic Programs	Visibility
Institute for Women’s Leadership	Health and Wellbeing
Purposeful Partnerships	Talent
Master Plan & Space Utilization	Competitive Sports
Belonging	Research Culture
Process Efficiencies	Financial Vitality
Transfer Student Success	Global Perspectives
Innovative Childcare Solutions	Health Care Professionals
Purpose and Skills	

2. ROLE OF ACADEMIC AFFAIRS IN THE TWU STRATEGIC PLAN

This section will highlight the role of Academic Affairs (AA) in the:

- success of the TWU SP, and
- development and implementation of the TWU SP Initiatives.

Academic Affairs will have either a primary or shared leadership role in addressing two of the Imperatives (Learn, Discover) and will play a supporting role in addressing other Imperatives (Lead, Serve, and Invest). Consistent with those roles, AA will have primary or shared responsibility for some of the Plan Objectives, KPIs, and Initiatives. For most of the remaining items, AA will play a supporting role.

The roles of Academic Affairs relative to Areas of Distinction, Objectives, KPIs, and Initiatives are identified in the following table – Role of Academic Affairs in the TWU Strategic Plan.

The following notation system is used in the table to identify the relative role of Academic Affairs leadership and influence with regard to Objectives, KPIs, and Initiatives.

PR – Primary leadership and accountability – AA will exert the main influence on achieving the Objectives, attaining the level of performance established in the Indicator, or for developing, implementing, or operating the Initiative.

SH – Shared leadership and accountability – This notation will be used when AA is exerting comparable influence on outcomes with other TWU divisions.

With regard to all other Objectives, KPIs, and Initiatives, AA will have secondary or supporting role with regard to leadership and accountability.

Role of Academic Affairs in the TWU Strategic Plan

Designation of roles: <i>Primary (PR) and Shared (SH) are listed</i> <i>Support is assumed for all other items in plan</i>			Role of Academic Affairs (PR, SH)	Initiative Champions Yes/No
Areas of Distinction				
		Veterans	SH	
		Women & Leadership	SH	
		Health	PR	
		Experiential Learning	PR	
Objectives				
Learn	1	Infuse knowledge; successful lives & careers	PR	
	2	Foster curiosity; meaning & purpose	PR	
	3	Capitalize on diversity; advance learning	PR	
	4	Highest possible level of degree completion	PR	
Discover	1	Elevate scholarly productivity; external funding	PR	
	2	Advance research and creative arts	PR	
	3	Foster collaborative connections	PR	
	4	Next generation of scholars	PR	
Serve	2	Cultivate mutually beneficial partnerships	SH	
Lead	1	Culture of empowered faculty & staff	SH	
	2	Culture of empowered students	SH	
Invest	1	People	SH	
	2	Prosperity	SH	
Key Performance Indicators				
		Enrollment	SH	
		Persistence	PR	
		Workplace	SH	
		Employment of Graduates	SH	
		External Grants & Awards	PR	
		Space Utilization	SH	
Initiatives				
2017		Innovative Academic Programming	PR	Y
		Visibility	SH	Y
		Center for Women's Leadership	SH	Y
		Purposeful Partnerships	SH	Y
		Talent	SH	Y
		Master Plan & Space Utilization	SH	Y
2018		Research Culture	PR	Y
		Financial Vitality	SH	Y
		Transfer Student Success	PR	Y
2019		Global Perspectives	PR	Y
		Health Care Professionals	PR	Y
		Purpose and Skills	PR	Y

3. ACADEMIC AFFAIRS DIVISION PLAN

The Academic Affairs (AA) Division has prepared, adopted, and communicated this division plan to create the following:

- Focus for the activities of the AA division
- Alignment between the university and the division
- Linkage and synergy among and between the division plan and the plans of the various Academic Organization Units (AOUs)

To accomplish these aims, the AA divisional plan has 3 components:

- Objectives
- Performance Metrics
- Initiatives

Each of these components is discussed in more detail below.

1. OBJECTIVES FOR THE ACADEMIC AFFAIRS DIVISION

- Increase Enrollment
 - increase enrollment to meet educational needs and goals of Texas
 - provide for optimal scales of operation
 - meet financial and operating needs of TWU
- Improve Student Success
 - support individual student education and employment goals
 - generate persistence and graduation rates to meet educational needs and goals of Texas
 - facilitate engaged and productive citizens
- Advance Scholarship & Research
 - create and disseminate new knowledge within a vibrant and productive scholarly environment
 - increase research revenue
 - increase student participation and outcomes
 - enhance academic reputation
- Enhance Academic Programming
 - create and revise academic programming to meet the educational needs and goals of Texas
 - meet expectations of the student market
 - meet the expectations of employers, professions, and industries
 - grow enrollment and completion
 - support and enhance scholarship and research
- Improve Financial Viability
 - provide effective academic programs with optimal operating and financial efficiencies

- manage operating expenses
- enhance state funding opportunities
- create new revenue streams

2. PERFORMANCE METRICS

This section of the AA plan establishes metrics that illustrate the extent to which AA (in total and in Organizational Units) is effectively contributing to TWU strategy and operational results.

Academic Affairs has a primary or shared role in leading University performance related to the following KPIs in the TWU Strategic Plan:

- Enrollment
- Persistence
- Graduate Employment
- External Grants & Awards
- Space Utilization

In addition to the TWU KPIs, this plan establishes a number of other metrics to illustrate the many outcomes that are strongly influenced by the actions of the Academic Affairs Division.

The Performance Metrics consist of 2 types of measurements:

- Operational – TWU will count/measure the actual operational results
- Perceptions – TWU will ask a group of constituents for their perceptions of performance.

Appendix 1 – TWU Academic Affairs Performance Metrics – provides a list of specific metrics, actual outcomes in recent years, and expected outcomes for the near future.

3. MAJOR INITIATIVES

This section of the plan describes 2 types of initiatives:

- TWU Strategic Initiatives
- Academic Affairs Initiatives

As noted in Section 2 of this plan, AA has primary responsibility for the TWU Strategic Initiatives listed below.

- Innovative Academic Programming
- Research Culture
- Global Perspectives
- Transfer Student Success
- Health Care Professionals

- Purpose and Skills

In addition, AA shares responsibility for the successful development and implementation of several other TWU Strategic Initiatives. As such, the AA Division Initiatives will not repeat, but rather be supplementary or complimentary to, the TWU Strategic Initiatives.

AA Division Initiatives:

- Create and make accessible data for use in timely and sound academic decisions.
 - Data must be robust, accessible, comprehensive, valid, and reliable.
 - Training for use and access must be available.
- Assure efficacy of academic affairs support and success programs, initiatives, and services for students and faculty.
 - Evaluate all current programing, including Pioneer Center, tutoring, advising, Center for Faculty Excellence, student research support, education abroad, etc.
 - Continue or enhance program support where appropriate; make adjustments to redeploy resources as necessary.
- Develop plan to enhance academic operational and financial efficiency.
 - Plan must examine and address factors including course rotations, course enrollment caps, course scheduling, faculty workload and reassign time, unmet student demand, scholarly productivity, course/program alignment, course sharing, and student credit hours per faculty and/or course section.
 - For the plan to be effective, it must include development of operational support tools and training.
- Create a viable operational and financial model for summer school.
 - Assess various types of summer offerings (12 month programs vs. summer supplemental offerings)
 - Assess student demand for summer offerings (recent history, prospective), including time to degree issues.
 - Assess financial viability of summer offerings. Determine options for improvement.

4. ACADEMIC AFFAIRS ORGANIZATION UNIT (AOU) PLAN SUMMARIES

Each AA Organization Unit has prepared a 1-2 page summary of the Objectives and Initiatives of that Organizational Unit in support of the TWU and Academic Affairs strategic plans from 2018 through 2022. The AOU's contributing to this plan are:

- Colleges
 - Arts & Sciences
 - Business
 - Health Sciences
 - Nursing
 - Professional Education
- Administrative Units
 - Executive Vice Provost
 - Graduate School
 - Institutional Research and Improvement
 - Library
 - Office of Research and Sponsored Programs (ORSP)
 - Undergraduate Studies and Academic Partnerships

These summaries may be found in Appendix 2.

APPENDIX 1

ACADEMIC AFFAIRS STRATEGIC PLAN PERFORMANCE METRICS

TWU Academic Affairs
Selected TWU KPIs
Academic Affairs Metrics

	Actual				Current Year	Goals		
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
TWU KEY PERFORMANCE INDICATORS (adopted by Academic Affairs)								
Enrollment - Total # of students	15,070	15,286	15,655	15,472	15,520	15,726	16,100	16,600
Persistence - UG Year 2	55.6	58.0	61.8	63.2	62.1	65.0	66.0	67.0
GrEmployment of Graduates	83.7	81.5	79.0			79.0	79.0	79.0
External Grants & Awards - Expenditures	\$ 2,199,947	\$ 2,878,451	\$ 3,937,973	\$ 4,821,988		\$ 6,000,000	\$ 6,500,000	\$ 7,000,000
Overall Space Utilization	159	167	175	184	184	150	150	150

ACADEMIC AFFAIRS

Operational Metrics								
Total Student Credit Hours	338,695	342,282	342,590	343,011	346,608	350,000	353,500	357,000
FTIC - 6 year graduation rate	44.3	40.3	38.5	35.5	42.3	42.0	43.0	44.0
Transfer - 4 year graduation rate	55.2	53.9	55.7	58.2	57.6	60.0	60.0	60.0
Peer Reviewed Publications - #	NA	NA	NA	NA	344	360	380	400
Juried Exhibitions or Performances - #	NA	NA	NA	NA	49	50	50	55
Student Perception Metrics								
Effective Teaching- Graduate	4.4	4.4	4.3	4.3	4.3	4.3	4.3	4.3
Effective Teaching- Undergraduate	4.3	4.4	4.3	4.3	4.4	4.4	4.4	4.4

NOTES:

Graduate Employment is the THECB measurement

Space Utilization is a State of Texas measurement that quantitatively describes TWU's efficient use of available teaching spaces

Effective Teaching - the mean of all feedback from TWU students on that single category on the Student Course Evaluation form

APPENDIX 2

ACADEMIC ORGANIZATIONAL UNITS OBJECTIVES AND INITIATIVES

College of Arts and Sciences Objectives and Initiatives 2019-2022

Objectives

1. Increase enrollment and associated revenue streams over the next 2 years in the following areas:
 - a. Existing programs where market share has been declining:
 - i. Fine arts
 - ii. Liberal arts masters
 - iii. Science
 - iv. History and Government, including alignment with Institute for Women's Leadership
 - v. Reconfigure and refresh departmental and program webpages to support better access to the relevant student markets
 - b. New Programs where implementation opportunities exist. Develop proposals for consideration in the IAP process.
 - c. BGS program where there are opportunities to actively recruit TWU students - incoming and current.
 - d. Student persistence and graduation rates – undergraduate and graduate – where completion contributed significantly to meet state, institutional, and individual student expectations for completed academic credentials.
2. Increase scholarly productivity and research expenditures.
3. Increase visibility of the arts and sciences on campus and in the community.
4. Establish and maintain a vibrant relationship with the Center for Women's Leadership to propel visibility and academic program opportunities.
5. Contribute significantly to improving process efficiencies at TWU and within CAS.

Initiatives

1. Develop revised academic programming to revitalize identified programs with declining market share.
2. Develop revised recruitment and retention strategies for the College and where appropriate, for specific academic programs. Act collaboratively with the various TWU entities supporting student success.
3. Establish a new Associate Dean of Research for CAS beginning in Spring 2019.
4. Establish and/or enhance the newly released internal newsletter as well as an annual report style newsletter for alumni, create a more robust presence on social media, and develop and distribute an annual report for CAS to alumni, donors, and other interested parties.
5. Leverage the relationship between the Center for Women's Leadership and Arts & Sciences through the following:
 - a. Identify faculty to work with the Center for Women's Leadership to establish appropriate strands of research

- b. Continue work with Kurt Krause and Kevin Crusser to improve mechanisms for internships with elected officials
 - c. Identify appropriate nominees for the scholar-in-residence program
- 6. Serve as champion for the Belonging initiative. In that role implement a campus-wide belongingness survey.
- 7. Continue the work of the Diversity Task Force to recruit and retain diverse faculty.
- 8. Working with chairs and administrative staff, begin identifying the processes that we can streamline within the college as the university begins similar work.
- 9. Develop committees to address student success and enhancing academic programs. Address issues of financial stewardship, including process efficiencies, in collaboration with Financial Services and Advancement.

College of Health Sciences Objectives and Initiatives 2019-2022

Objectives

1. Enrollment
 - a. Strategically grow enrollment and SCH production in the College.
 - b. Increase student persistence in all undergraduate programs.
2. Student Success
 - a. Address barriers to student success.
 - b. Increase student persistence in all undergraduate programs.
 - c. Reduce time to degree completion for graduate students.
 - d. Integrate IPE/IPP throughout the curriculum.
3. Financial Stewardship
 - a. Generate new revenue for the College.
 - b. Utilize budget principles to ensure strategic and sustainable expenditures and program investment.
 - c. Increase college-wide efficiency of processes.
4. Research Outcomes
 - a. Enhance research productivity in the College.
 - b. Increase external funding awards by at least 25%.

Initiatives

1. Enrollment
 - a. Expand academic capacity and launch new, innovative programs with both high-labor market and academic demand that also facilitate and expand the research portfolio of the College.
2. Student Success
 - a. Evaluate barriers to student persistence.
 - b. Partner with the Pioneer Center for Student Excellence to expand and evaluate support services for health science majors.
 - c. Identify program faculty areas of expertise and recruit doctoral students in alignment with this expertise.
 - d. Establish common college course offerings in statistics, research methods, and grantsmanship.
3. Financial Stewardship
 - a. Expand, enhance, and establish on-campus clinics and cost centers that generate revenue, facilitate faculty-in-residence, provide clinical and experiential learning opportunities, and advance the research mission of the College.
 - b. Align human and financial resources with the strategic priorities of the College.
 - c. Develop and maintain quality processes that improve efficiencies in workflow and document management.
4. Research Outcomes

- a. Establish a culture of research in the College.
- b. Increase number of external proposal submission.

**College of Business
Objectives and Initiatives
2019-2022**

Objectives

1. Enhance the reputation and career value proposition of COB
2. Deliver innovative, impactful, high-quality academic programs
3. Enhance undergraduate and graduate student success through effective teaching
4. Improve quality and impact of scholarly research

Initiatives

1. Expand COB's external visibility by increasing market awareness of the College including its programs, students, and faculty.
2. Obtain AACSB accreditation.
3. Engage the business community to create a network of strategic alliances and partnerships to increase experiential learning opportunities.
4. Generate revenue from alternative sources for COB financial vitality.
5. Increase the number of classes and programs that utilize innovative and effective technologies, pedagogies, and/or diverse delivery formats and channels.
6. Deliver innovative programs and offerings reflecting the COB's commitment to educating and empowering women leaders.
7. Deliver innovative programs reflecting the COB's distinction in healthcare administration. Develop interdisciplinary undergraduate and graduate program based on industry needs and/or academic trends.
8. Attract talented and diverse faculty and staff.
9. Develop, support, and retain faculty and staff.
10. Increase internal/external or intra/inter-organizational collaborations that focus on teaching and advising resources.
11. Support, recognize, and reward high-quality research.
12. Encourage faculty research that aligns with the mission of COB.

College of Nursing
Objectives and Initiatives
2019-2022

Objectives:

1. Support and nurture a dynamic teaching/learning environment where faculty, staff and students succeed.
2. Advance research and scholarly endeavors in the CON.
3. Promote interprofessional research, teaching, and service.
4. Lead university community engagement and model academic- practice partnerships.
5. Produce liberally educated nurses at the baccalaureate and graduate levels ready to deliver care for 21st century needs.

Initiatives

1. Enrollment and Retention

- Target new programs for development with high growth potential.
- Revise current curricula and expand programmatic options.
- Implement Holistic Admissions.
- Increase numbers of clinical sites, MOUs, and academic- practice partnerships.
- Improve availability of advising for those students admitted to the CON.
- Expand and support Center for Global Nursing and opportunity for Study Abroad.

2. Student Success

- Incorporate more students on faculty research teams.
- Improve delivery and scope of student tutoring programs.
- Expand interprofessional opportunities to advance clinical judgment and skills.

3. Faculty Success and Job Satisfaction

- Increase number of doctorally prepared faculty.
- Revise, implement and evaluate a faculty mentoring program (distinct from orientation).
- Implement faculty development programs based on identified need.
- Revise Bylaws to reflect increased shared governance

4. Financial Stewardship

- Establish priorities in CON for funding and clearly communicate.
- Evaluate duplication of processes to improve efficiency and reduce cost.
- Develop at least 2 entrepreneurial revenue streams.
- Initiate and refine Development efforts.

5. Research Culture and Outcomes

- Improve review process for both internal and external grant proposals to increase the chance for a successful proposal.
- Develop interprofessional research proposals with nursing as the lead.
- Reestablish traditional role of Associate Dean for Research.
- Recruit highly qualified doctoral students whose research interests match faculty research expertise.
- Expand Honors program and establish a pathway to graduate study.
- Establish an infrastructure in the college to support an aggressive research mission.

6. Engagement of Students, Faculty, Alumni and Community Stakeholders

- Reestablish and expand an Advisory Board for Denton/Dallas.
- Reestablish and expand an Advisory Board for Houston.
- Establish a chapter of the Alumni Association for the CON in Denton/Dallas.
- Establish a chapter of the Alumni Association for the CON in Houston.
- Establish a Student Advisory Board.
- Increase recognition for scholarly achievements of nursing faculty and students.

**College of Professional Education
Objectives and Initiatives
2019-2022**

Objectives

1. Enrollment
 - a. Strategically grow enrollment and SCH production in the College.
 - b. Increase student persistence in all undergraduate programs.
2. Student Success
 - a. Address barriers to student success.
 - b. Increase student persistence in all undergraduate and graduate programs.
 - c. Reduce time to degree completion for graduate students.
 - d. Provide increased clinical and experiential learning opportunities in all programs.
3. Financial Stewardship
 - a. Generate new revenue for the College.
 - b. Utilize budget principles to ensure strategic and sustainable expenditures and program investment.
 - c. Increase college-wide efficiency of processes.
4. Research Outcomes
 - a. Enhance research productivity in the College.
 - b. Increase external funding awards by at least 10% per a year.

Initiatives

1. Enrollment
 - a. Expand academic capacity and launch new, innovative programs with both high-labor market and academic demand that also facilitate and expand the research portfolio of the College.
2. Student Success
 - a. Evaluate barriers to student persistence.
 - b. Partner with the Pioneer Center for Student Excellence to expand and evaluate support services for College majors.
 - c. Expand and launch new services in the TExES Prep Center.
 - d. Expand services of Office of Educator Preparation Services.
 - e. Track clinical and experiential learning opportunities throughout the College.
 - f. Track student participation in research activities throughout College.
 - g. Develop a college-wide mentoring program for students (undergraduate and graduate).
3. Financial Stewardship
 - a. Align human and financial resources with the strategic priorities of the College.
 - b. Develop and maintain quality processes that improve efficiencies in workflow and document management.
4. Research Outcomes
 - a. Establish a culture of research in the College.

- b. Increase numbers of research proposals (intramural and extramural) and subsequent funding.

**Graduate School
Objectives and Initiatives
2019-2022**

Objectives

1. Increase graduate student enrollment
2. Foster student success
3. Enhance research culture
4. Implement process efficiencies

Initiatives

1. Enrollment
 - a. Partner with Enrollment Management and Marketing Communication to develop, deploy and refine marketing strategies that increase inquiries and applications.
 - b. Continue to work with colleges and departments to foster effective graduate student recruitment strategies.
 - c. Encourage innovation in graduate education by communicating national trends to faculty and campus leaders/partners.
2. Student Success
 - a. Update relevant policies to reduce internal barriers to success. Reduce time to degree by working with departments to identify ways to streamline progress toward degree milestones.
 - b. Block students from registering for 6993 without a prospectus to prevent accumulation of excess hours.
 - c. Share data with programs about retention and graduation rates and work with departments to improve these metrics.
 - d. Track and reduce time spent in dissertation.
 - e. Reduce the number of students who exceed the excess hour limitations imposed by THECB.
 - f. Provide information to departments about best practices in dissertation mentoring. Communicate more regularly with departments and students about degree progress.
 - g. Work with the Graduate Council, the Graduate Student Council, and other campus partners to organize programs in support of graduate student academic success, professional development, and well-being.
3. Enhance Research Culture
 - a. Encourage departments to admit students who have research interests that align with the faculty interests.
 - b. Continue to promote the use of CRDA and other research opportunities, particularly for doctoral students.
 - c. Partner with Center for Student Research to develop & promote opportunities for graduate students to mentor undergraduates in research.
4. Process Efficiencies
 - a. Work with IT to create electronic workflows to streamline processes.
 - b. Send notifications via email rather than via paper mail.
 - c. Continue to develop the electronic degree audit system.

Institutional Research and Improvement Objectives and Initiatives 2019-2022

Objectives:

1. Facilitate institution-wide assessment processes, including program assessment (student learning outcomes) and administrative assessment (expected outcomes), that are comprehensive, systematic, integrative and reliable
2. Serve as the university data coordinator & gate keeper for required external reporting obligations (Federal, State, program accreditation, etc.) and internal reporting obligations (Undergraduate and Graduate program reviews, etc.)
3. Serve as a central hub to develop and deploy a data warehouse that creates a virtual “one-stop-shop” data environment
4. Serve as the business intelligence center for operational & analytical reports that are used to continuously improve educational programs, services, operations, and productivity
5. Administer surveys and share evaluation results to inform and improve the institution
6. Develop and maintain prediction models to provide prescriptive analytical insights for enrollment, semester credit hours, gateway courses, student success, etc.

Initiatives

1. Assessment & Evaluation
 - a. Partner with academic program directors to maintain and monitor SLO and continuous improvement
 - b. Create a new position to serve as SACS liaison
 - c. Build an assessment process and cycle for administrative units
2. External Reporting
 - a. Automate Texas Higher Education Coordinating Board (THECB) reporting using SAS programming
 - b. Automate IPEDS reporting using SAS programming
3. Data Warehouse Development & Deployment
 - a. Work with constituents to determine priority list of data marts needing to be created
 - b. Work with SAS technical team to create data marts
 - c. Continue to work with IT to maintain Institutional Research and Data Management (IRDM) servers
4. Business Intelligence Hub Development
 - a. Identify the hierarchy of reports/data and create the corresponding report folder/data library
 - b. Assess needs of analytical reports from constituencies
 - c. Establish the priority of projects and create a project management list
 - d. Gather constituent feedback to refine reports

5. Business Intelligence Administration and Training
 - a. Develop and maintain training materials such as SAS Visual Analytics User Guide & SAS Visual Analytics Developer Handbook
 - b. Conduct training sessions for users & developers and obtain feedback to prioritize improvement initiatives
 - c. Create SAS VA Accessibility Policy & Agreement
 - d. Create Permission/security groups list along with roles & responsibilities
 - e. Create a business process for requesting to develop or view the report in SAS VA
 - f. Create and maintain data definitions for reports

Libraries
Objectives and Initiatives
2019-2022

Objectives

1. Expand and strengthen our teaching role and educational impact.
2. Maintain and provide access to physical and virtual collections to support the University's academic program and research initiatives.
3. Attain national recognition as the premier physical and virtual destination for Women's History.
4. Continue to develop the Digital Services Unit in support of the University's academic programs and research initiatives.
5. Continue work on renovations of the TWU Libraries spaces at all three campuses to better meet the needs of the 21st century researcher.
6. Explore, identify, adopt, and apply effective measures that the TWU Libraries can use to assess operations and demonstrate our value. The results of our efforts will be used to improve our services, enhance our collections, strengthen our financial viability, and develop our human resources.

Initiatives

1. Partner with faculty and staff to advance and support students in their identification and effective use of information.
2. Provide education related to copyright, author's rights, open access, open journals, open educational resources, institutional repository, and other digital initiatives.
3. Conduct systematic comparisons to peer institutions, assess the quality and usage of resources and services.
4. Acquire new strategic resources.
5. Develop new services and programs that help students transition into the college learning environment and contribute to increased student success and retention.
6. Provide improved spaces and signage within the Libraries that foster learning, reflection, study, and student engagement.
7. Continue to provide instructional sessions, programming, class tours, and displays highlighting the TWU Libraries Special Collections.
8. Expand the digital presence of TWU Libraries Special Collections through *Google Arts & Culture* and the *Gateway to Women's History* web site.
9. Acquire additional collections of historic significance for the TWU Libraries Special Collections.
10. Continue to improve and assess outreach with the TWU community of users, including our donors.

**Office of the Executive Vice Provost
Objectives and Initiatives
2019-2022**

The Office of the Executive Vice Provost consists of the Center for Faculty Excellence, International Affairs, Teaching and Learning with Technology, and University Scheduling. The objectives, initiatives, and metrics below reflect the combined planning of all units.

Objectives

1. Support faculty excellence in performing their teaching, scholarship, and service roles
2. Develop a process to assure quality online instruction
3. Create an effective Office of International Affairs

Initiatives

1. Fully implement the faculty performance review system as a formative and summative tool
2. Support faculty development through leaves, grants, and recognition
3. Offer and collaborate with other TWU entities to offer quality faculty development
4. Develop baseline standards for quality online instruction and include standards in program reviews
5. Create a professional development program for instructors of record to implement standards and encourage innovation and more effective teaching practices
6. Create a tracking system for all international efforts and produce a detailed annual report to share with internal and external stakeholders
7. Increase opportunities for students to expand their global perspective, awareness, and engagement
8. Develop and promote programs to support international student integration into the TWU community

Office of Research and Sponsored Programs (ORSP)
Objectives and Initiatives
2019-2022

Objectives

1. Maintain an early career research environment that nurtures early career researchers
2. Provide pre- and post-award services that optimize faculty ability to win awards
3. Maintain a robust research infrastructure that supports faculty and student research and a culture of research with integrity
4. Develop research processes efficiencies
5. Increase quality research
6. Increase awareness of TWU research
7. Increase funded research
8. Provide research services: design, analysis, results presentation and publication, and grant proposal development
9. Increase opportunities for faculty/student collaborations
10. Leverage opportunities to showcase student research
11. Facilitate student research opportunities
12. Increase college level funding ratios and budgets of proposals
13. Increase number and quality of submitted proposals & publications
14. Increase/maintain student to faculty research alignment

Initiatives

1. Improve marketing and communications within TWU and its research community regarding ORSP support and services
2. Increase internal and external awareness of TWU faculty and student research
3. Collaborate with the Office of Advancement to create a position to facilitate applications and receipt of prestigious national and international awards for faculty
4. Identify appropriate Request for Applications (RFAs) and support services for faculty researchers and institutional programs
5. Develop a funding forecasting plan for institutional program grant proposals
6. Develop, pilot, and/or expand participation of internal program opportunities that facilitate external funding likelihood
7. Work with the Associate Deans for Research to identify research clusters/key research areas/research collaborations
8. Enhance materials and workshops on research design, proposals and publishing
9. Pilot test project evaluation process with rigor checklist
10. Collaboratively support faculty with high research potential
11. Monthly cohorts for post data process
12. Design (pre-data) meetings with faculty and students
13. Support Pioneer Student Success Center dissertation boot camp
14. Provide funded student research programs (i.e. small grant award, presentation travel award)

15. Offer a 6-part workshop series focused on student research (Roadmap to research, etc.)
16. Identify and promote Field Intensive Teams (FITs)
17. Leverage robust relationships with ADRs to enhance TWU research profile in each College
18. Identify and market the core faculty programs of research, inter-disciplinary opportunities, etc.
19. Refine application process for graduate students to increase student to faculty research alignment

Undergraduate Studies & Academic Partnerships Objectives and Initiatives 2019-2022

Objectives

1. Increase undergraduate student enrollment
2. Foster student success
3. Advance scholarship and research
4. Enhance academic programming
5. Improve financial viability

Initiatives

1. Increase undergraduate student enrollment
 - a. Create and continue academic partnerships with K-12 Educators, community colleges, Chambers of Commerce, and business and non-profit leadership; to identify and communicate community needs
 - b. Increase opportunities and improve ease of access for students seeking to transfer to TWU from a community college or 4-year institution
 - c. Augment and improve transfer tools for potential transfer students; including TWU websites, the Student Catalog, and admissions materials
 - d. Improve management of Dual Credit operations and publications to ensure strategically appropriate expansion of dual credit offerings
 - e. Develop programming to increase the number and percentage of TWU dual credit students who matriculate to TWU as degree-seeking undergraduates.
 - f. Strategically increase the number of Honors Scholar and Touchstone students.
2. Foster Student Success
 - a. Develop a framework for a coordinated university-wide 1st year experience
 - b. Develop a framework for a coordinated university-wide 2nd year experience
 - c. Establish equivalence of service in provision of academic support services in Dallas and Houston Pioneer Centers for Student Excellence
 - d. Increase opportunities for student engagement in academically purposeful activities related to in-class work
 - e. Reduce institutional barriers to student progression and graduation
 - f. Increase the number and diversity of internship opportunities for students
 - g. Increase number of students participating in academic coaching
3. Advance Scholarship and Research
 - a. In collaboration with the TWU Graduate School,
 - i. Support Master's students through expansion of 3-minute thesis
 - ii. Support Doctoral students through expansion of Dissertation Boot Camp
 - b. Support and expand opportunities for undergraduate students' participation as Experiential Scholars
 - c. Create and support research partnerships between TWU and other colleges and community partners

4. Enhance academic programming
 - a. Collaborate with college and departmental leadership to develop and evaluate innovative program development and modifications
 - b. Collaborate with faculty and university leadership to facilitate the development and publication of marketable skills for all academic programs
 - c. Identify and secure financial support for students seeking unpaid internships with non-profit and community organizations
 - d. Expand external academic and community relationships
 - i. Assist in identifying academic advisory boards
 - ii. Assist in identifying enrollment and workforce needs in the region
5. Improve Financial Viability
 - a. Secure additional funding streams, by identifying opportunities to secure national funding in support of student success (i.e. TRIO; Title V; McNair)
 - b. Collaborate with Institutional Advancement and academic units to seek donor support for academic and student support programs