

## Sam Houston State University

### President, Office of

#### **Goal 1: Lifelong Learning Environment**

##### **Goal Description**

Foster a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals.

##### **Related Items**

 **Lifelong Learning Environment - Professional Development**

##### **Performance Objective Description**

Dr. Hoyt will promote a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals by promoting and supporting internal and external professional development programs.

 **Lifelong Learning Environment - Professional Development**

##### **KPI Description**

- Continue to support and promote growth of the High Performing Employee Leadership Academy
- Continue to support and promote growth of Founders Day/Education Day at SHSU
- Send one employee per year to the Governor's Executive Development Program

##### **Results Description**

- High Performing Employee Leadership Academy: TDCJ will send 8 participants and HISD will send 2 participants for the FY 2018 co-hort. Dr. Hoyt reviewed with Cabinet the nomination packet for the Leadership Academy. The packet included 11 nominees for SHSU. SHSU usually selects 8 nominees to attend. The City of Huntsville was not able to participate this year. The City of Huntsville usually submits 3 participants. David Yebra noted in his memo the Leadership Academy has the capacity to take all 11 nominations. Cabinet agreed with Mr. Yebra's recommendation and recommended all 11 nominations for the Leadership Academy. The FY2018 co-hort will have 21 participants as it did in FY2017
- Founders Day/Education Day at SHSU: SHSU hosted the 4th Founders Day/Education Day on April 22, 2017. The event was well attended and received praise from attendees. The event was not held in conjunction with the President's Circle spring meeting this year. Instead, it was combined with the Golden Circle Luncheon. The change was made in hopes of getting additional attendees from the Golden Circle Luncheon. The event was very successful and will be combined with the Golden Circle Luncheon again next year.
- Dr. Hoyt sent Kristy Vienne, Assistant VP of Student Affairs, to the Governor's Executive Development Program.

## Lifelong Learning Environment - Stimulate Academic Environment

### Performance Objective Description

Dr. Hoyt will promote a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals by bringing to campus speakers and by hosting open forums to discuss various higher education topics.

## Lifelong Learning Environment - Stimulate Academic Environment

### KPI Description

- Host a President's Breakfast Series for administrators each semester with a key note speaker to speak on current higher education topics
- Host 2-3 President/Provost Roundtable forums each semester on current higher education topics

### Results Description

- Dr. Hoyt hosted a President's Breakfast Series for administrators for Fall 2016, on 10/4/16 with Elizabeth Chang, David Attis, and Ryan Quillad from Education Advisory Board (EAB) as speakers. Dr. Hoyt extended an invitation to a couple of speakers for Spring 2017, but was not able to secure one.
- Dr. Hoyt and Provost Eglsaer hosted 1 President/Provost Roundtable open discussion session each semester as follows: September 2016- "Re-imagining the First Year" and March 2017 - "Quality Enhancement Plan"
- Cabinet decided at the August 2016 mini-retreat to add a series "Administrator's Forum". The first forum was held 11/3/16 hosted by Dr. Hernandez, VPFO, entitled "Construction Update". The second forum was held 4/5/17 hosted by Dr. Hernandez and Dr. Hoyt entitled "Legislative Update".

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## Goal 2: Stimulate Learning Environment

### Goal Description

Promote a stimulating learning environment through the integration of academic settings, campus culture, and service.

### Related Items

## Stimulate Learning Environment - Academic

### Performance Objective Description

Dr. Hoyt will promote a stimulating learning environment through the integration of academic settings, campus culture, and service by developing a training center and business incubator facility.

## Stimulate Learning Environment - Academic

### KPI Description

- Develop the plans for implementing Innovation Plaza. The plaza will include a training center and business incubator facility on the 78 acres of land donated to SHSU from TDCJ.
- Develop plans to expand Allied Health Programs.

### **Results Description**

- **Innovation Plaza:** Planning and engineering consulting work has been done to define the infrastructure, building requirements, and associated costs for Phase I. This plaza will be built on the 78 acres of land obtained from TDCJ. Phase I includes a training center and business incubator facility. SHSU is still in the process of negotiating with the City of Huntsville regarding the infrastructure of the land. SHSU has had several personnel changes in the leadership role for this project. The position that will have a leadership role for this project is Associate VP for Research and Sponsored Programs is currently in the stage of interviewing candidates and should be filled soon.
- **Allied Health Programs:** SHSU will present to the TSUS Board of Regents at a August 2017 meeting a motion to offer a degree program and associated courses leading to a Doctor of Osteopathic Medicine. The Dean of Osteopathic Medicine was hired this year (Dr. Charles Henley) and two Associate Deans (Dr. Stephen McKernan and Dr. Olivera Taylor) and Assistant Dear (Courtney West). SHSU also has a letter of commitment for a donation of land on I-45 in The Woodlands to build a facility and are in the process of finalizing the land transfer. SHSU is currently seeking accreditation and has submitted a feasibility study to the Commission on Osteopathic College Accreditation (COCA).

### **Stimulate Learning Environment - Culture/Service**

#### **Performance Objective Description**

Dr. Hoyt will promote a stimulating learning environment through the integration of academic settings, campus culture, and service by maintaining the university's culture of "up close and personal" and "service oriented".

### **Stimulate Learning Environment - Culture/Service**

#### **KPI Description**

- Actively participating in and support campus activities such as "All Paws In" service project
- Hosting student give away activities through social media
- Attend and host luncheons for students, faculty, and staff

### **Results Description**

- **Campus Activities:** Dr. Hoyt attended virtually all the football games and as many of the basketball, volleyball, and other sporting events that her schedule would allow. She also attended virtually all the University Advancement/Alumni events - even traveling to the New York for the 12/14/16 alumni event . She attended/participated in the "All Paws In" student service project.
- Dr. Hoyt hosted a couple of student give away activities per semester.
- Dr. Hoyt hosted 3 faculty and 3 staff small luncheons per semester. In addition, she attended 2 - 3 Student Affairs luncheons per semester and a couple of new Diversity

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### **Goal 3: University Resources And Infrastructures**

#### **Goal Description**

Increase and develop university resources and infrastructures that support the intellectual transformation of students.

#### **Related Items**

##### **University Resources And Infrastructures - Funding**

#### **Performance Objective Description**

Dr. Hoyt will seek to obtain resources for the University from the State, donors, and other various sources to support the intellectual transformation of students.

##### **University Resources And Infrastructures - Funding**

#### **KPI Description**

- SHSU will prepare the request for funding from the State for the upcoming 85th legislative session for facilities and academic programs.
- Contact and receive donor support for academic programs, scholarships, and building projects. Dr. Hoyt will work with the division of University Advancement to proceed with the silent phase of new SHSU Capital Campaign.

#### **Results Description**

- Dr. Hoyt presented SHSU's Legislative Appropriation Requests (LAR) to the Office of the Governor and Legislative Budget Board (LBB) on 9/29/16 and to the House Appropriation Committee on 2/22/17. The regular session ended 5/31/17. There were no Tuition Revenue Bonds (TRB) funded this session as expected. The 85th legislature faced significant budgetary challenges that were driven by weaker than anticipated economic conditions in the State. SHSU experienced a decline in State support, particularly focused on non-formula items such as LEMIT and CMIT, that offset incremental investments in formula funding. Higher Ed was not funded by the State as SHSU hoped; however, SHSU's funding was manageable.
- The official start of the Capital Campaign was noted by a dinner held 3/11/17 and hosted by the President's Office and University Advancement. The university's comprehensive (capital) campaign is nearing the \$100 million mark toward its \$125 million goal. While a number of donors have committed six and seven figure gifts for the athletic component, a contribution in the range of \$7-\$12 million is essential to move forward with major priorities, which includes the football stadium. Through mid-June of the 2017 fiscal year, Sam Houston State received \$13.2 million from 9,250 donors. Last year at the same time, 9,650 donors had given \$11.3 million.

##### **University Resources And Infrastructures - Planning/Development**

### **Performance Objective Description**

Dr. Hoyt will implement and develop plans for the most effective and efficient use of SHSU's resources to support the intellectual transformation of students.

## **University Resources And Infrastructures - Planning/Development**

### **KPI Description**

- Review Curriculum to make certain SHSU stays on the cutting edge to offer courses in high demand.
- Review International Program offerings to determine efficient use of exchange agreements.

### **Results Description**

- Curriculum: Dr. Hoyt continues to review the curriculum. She has found the most critical need for the area SHSU serves is the health care industry. Dr. Hoyt has continued to focus on adding allied health programs such as the Doctor of Osteopathic Medicine to the SHSU curriculum. There is a board motion that will be presented to the TSUS Board of Regents at the August 2017 meeting that will allow SHSU to add this program to the curriculum.
- International Programs: Dr. Hoyt has continued to review SHSU International Programs. Cabinet reviewed International programs offerings (location and demand) at the Cabinet Mini-Retreat on 8/16/16. Dr. Hoyt received an update to International programs offerings (July 2017) and is in the process of reviewing the report at this time.

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## **Goal 4: Marketing Outreach**

### **Goal Description**

Enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels.

### **Related Items**

#### **Marketing Outreach - External**

### **Performance Objective Description**

Dr. Hoyt will enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels by promoting/exposing SHSU to external markets.

## **Marketing Outreach - External**

### **KPI Description**

- Serve or be involved in four national higher education boards.
- Support Montgomery County functions and improve University attendance at Montgomery County/Chamber events.
- Participate in Greater Houston Partnership committees and programs and encourage SHSU personnel to participation.

### Results Description

- Dr. Hoyt is on the board of directors for the following national higher education boards: American Association of State Colleges and Universities (AASCU), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), American Search, Inc.(ASI), American Academic Leadership Institute (AALI). In addition, Dr. Hoyt served as chair of the Council of Public Universities Presidents and Chancellors (CPUPC) during FY2017.
- Dr. Hoyt either attended or sponsored the following events in the Montgomery County area: Southern Montgomery Co./Woodlands Chamber of Commerce Chairman's Gala, Greater Conroe/Lake Conroe Chamber of Commerce Chairman's Ball, Woodlands Area Economic Development Partnership, Woodlands Area Chamber of Conference Economic Outlook Conference. SHSU is also greatly involved with the Montgomery County area through Vice President Frank Holmes' participation in a multitude of events and boards.
- SHSU is a member of the Greater Houston Partnership (GHP). Dr. Hoyt is on the Advisory Committee for Higher Education. She also requested several administrators to serve on committees and councils according to the similarity between the discipline of the administrators and the focus of the committee/councils. Dr. Hoyt and SHSU is very involved in the GHP.

### Marketing Outreach - Internal

#### Performance Objective Description

Dr. Hoyt will enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels by marketing academic programs and promote branding.

### Marketing Outreach - Internal

#### KPI Description

- Continue funding to maintain or increase marketing 8 - 10 new academic programs annually.
- Continue funding for branding focus (social media and video). Use the new position of Videographer to promote SHSU.

### Results Description

- Dr. Hoyt funded the promotion of the following academic programs for FY2017:

Primary Undergraduate programs (20,000) - Philosophy, Finance, Victim Studies, Teaching, Kinesiology, Computer Software Engineering Tech, Mass Communication, International Student Recruitment

Secondary Undergraduate Programs (10,000) - Spanish, Communication Studies, Economics,

Athletic Training, Health Care Administration, FCS - Food Service Management, Nursing - RN to BSN on-line, Agriculture Communications, Engineering Technology, Geography, Physics, Art.

- Dr. Hoyt has participated and promoted the following social media venues.

**Facebook:** 78,900 fans, increase of 8% over last year, 196,390 average users - measures activity/engagement, 18% increase over last year.

**Twitter:** 21,000 followers, increase of 13% over last year.

**Instagram:** 15,700 followers, increase of 29% over last year

**Snapchat** 1,500 followers, launched in August 2016

**Videographer:** Dr. Hoyt and the university has used the videographer to produce a multitude of videos to promote the University. The most recent project is to produce a video to promote the university's values, vision and motto.

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## Goal 5: Data Driven Decisions

### Goal Description

Promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination.

### Related Items

  Data Driven Decisions - Analysis

### Performance Objective Description

Dr. Hoyt will promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination by focusing on the use of facilities and efficient use of assets.

  Data Driven Decisions - Analysis

### KPI Description

- Continue to keep the Student to Faculty Ratio approximately 25:1
- Monitor number of courses with over 100 students
- Implement centralization/outsourcing of certain assets for efficient use of resources

### Results Description

### Results Description

• Student to Faculty Ratio for Fall 2016 decreased from 25:1 (Fall 2015) to 23:1 (Fall 2016). The 2017 Student to Faculty Ratio will not be available until Fall 2017, but should remain close to the goal of 25:1.

- 2% of SHSU classes had over 100 Students for FY2017. (45 Classes 100+/1,793 sections)
- Centralization: **Events** - Dr. Hoyt continues to tweak the centralization of Events. She met with the Director of University Events, VP and Associate VP of University Advancement during FY2017 to continue to consolidate events. She wants to make certain that during the Capital Campaign not to overwhelm the donors with too many events. **University Advancement** - Dr. Hoyt also has continued to work with the Administrators on campus to ensure the centralization of donor relations/giving through University Advancement. This will be extremely important during the Capital Campaign. **Fleet** - During FY2015, SHSU implemented a piolet program to centralize the campus fleet. Since the piolet program has gone so well, Dr. Hoyt continued this program during FY2017. The fleet program continues to grow.

### **Data Driven Decisions - Planning**

#### **Performance Objective Description**

Dr. Hoyt will promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination by connecting the strategic plan and budget planning process through data analysis.

### **Data Driven Decisions - Planning**

#### **KPI Description**

- Collect from each division a strategic plan
- Connect the annual budget requests to goals listed on divisional strategic plan

#### **Results Description**

- Dr. Hoyt received and discussed with the Vice Presidents and Athletic Director their Strategic Plans for the upcoming year during one of their one-on-one sessions.
- Dr. Hoyt and VPFO Hernandez ask each division to prioritize the lists of items needed to achieve objectives from their Strategic Plans. A meeting was held April 3 and April 4, 2017 with members from President's Cabinet and Council of Academic Deans to discuss these items. Dr. Hoyt ask each VP/AD and CAD to present to the group a list of items that were funded and implemented the previous year and list of prioritized items for the upcoming year. This list was used to set up the budget for FY18.

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## **Goal 6: Proactive Response To Ever-Changing Needs**

#### **Goal Description**

Cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents.

#### **Related Items**

### **Proactive Response To Ever-Changing Needs - Diversification**

#### **Performance Objective Description**

Dr. Hoyt will cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents by continuing to promote diversification across campus to serve the needs of a diverse student population.



## **Proactive Response To Ever-Changing Needs - Diversification**

### **KPI Description**

- Continue to diversify campus through hiring practices, implementing a center, hiring a diversity officer.

### **Results Description**

· Dr. Hoyt continues to review with President's Cabinet hiring reports prepared by Human Resources. Dr. Hoyt discussed areas that indicated room for improving a more diverse hiring strategy. She asked Cabinet to proactively integrate a more diverse hiring strategy within each division. One of the biggest problem is having a diverse hiring pool for selection of faculty,

· The Coordinator of Diversity, Heather Varela, was hired 7/16/16 and is housed in HR. Jeanine Bias housed in Student Affairs has also expressed an interest in the position of Diversity Officer. Currently Cabinet is trying to determine where the Office of Diversity and Inclusion will be located and the structure of this office.

## **Proactive Response To Ever-Changing Needs - Off Campus Student Population**

### **Performance Objective Description**

Dr. Hoyt will cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents by continuing to develop SHSU's services available to online and geographically dispersed students.

## **Proactive Response To Ever-Changing Needs - Off Campus Student Population**

### **KPI Description**

- Require all areas to review services for online and geographically dispersed students

### **Results Description**

The Woodlands Center offers Career Services, Legal Services, Academic Success Center, Graduate Studies Office, VetSuccess Center, Community Counseling Clinic and Testing Center, Money Management Center and International Programs.

SHSU is in the process of opening a medical facility in the Woodlands. The Vice President of Student Affairs is already seeking input from colleagues regarding the types of students services that will be needed at the new facility.

The Distance Learning students are offered the same feasible services on-line as the

traditional on campus students.