

2020-2025 Strategic Plan

Vision

Lamar University strives to be a national leader in access to quality educational opportunities, community engagement and economic impact.

Mission

We are a diverse and accessible global university for life-long learners with a passion for broad-based community engagement. As a vital contributor to the socioeconomic wellbeing and resilience of the Gulf Coast region, our expertise is recognized both locally and beyond.

The revised Mission Statement and new Vision Statement were approved by Texas State University System Board of Regents on February 13, 2020.

Core Values

Our values are the compass by which we engage with each other and our community:

Access - Lamar University is accessible to people from all backgrounds, personal orientations and physical abilities including those who seek education in place and through distance learning.

Community - We are committed to respect for one another, and to mutual support and trust within the university, throughout the Gulf Coast Region and beyond.

Diversity - We highly value inclusion and equity in our community, celebrate differences and strive to ensure equal access and treatment for all.

Excellence - We attract and retain a diverse group of promising students and provide them with an intellectually demanding, relevant education.

Measures of Success

We measure our success through appropriate, but significant year-on-year increases in:

- Engagement of our students and more broadly the university in the communities we serve
- Retention (first-to-second year), three-year, five-year and six-year, and graduation rates four-year, six-year and eight-year
- Successful student learning and placement outcomes
- Diversity of our students, faculty and staff; and the provision of equitable access to all institutional opportunities
- Satisfaction of our students, faculty and staff
- Academic and professional impact of our research and creative activities

In year one of implementation, we will establish additional specific metrics and baselines for each of the above categories.

Commitments

To achieve our vision and fulfill our mission, Lamar University commits to:

- **Diversity, Equity and Inclusion;**
- **Flexible, Student-Centered Learning;**
- **Career and Advanced Degree Ready Students;**
- **Economic Engine of the Gulf Coast Region and Beyond;**
- **Research and Creativity;** and
- **A Sustainable Infrastructure to Meet the University’s Changing Needs.**

Each of these commitments is described in detail below, along with metrics for use in gauging our progress and the strategies and tactics by which they will be achieved. The division, department, program or position accountable is noted in parentheses after each respective tactic.

Diversity, Equity and Inclusion

Lamar University is committed to the fulfillment of its overarching mission of providing excellent and holistic education to its diverse students and transforming them into responsible and ethical global citizens. In its strong commitment to diversity, equity and inclusion, LU strives to create a campus climate that welcomes people from all backgrounds — race, ethnicity, religious belief, sexual orientation, sex, gender identity, gender expression, ability, socioeconomic status, cultural orientation, national origin and age.

Guided by its 2020-2025 Strategic Plan, Lamar University seeks to advance and incorporate diversity, equity and inclusion into every aspect of its operation, including but not limited to student life, curriculum, teaching, research, admission, employment, events, alumni engagement, community outreach and all other areas of university endeavor. We believe the success in executing the goals of this plan depends upon the robust exchange of ideas – **an exchange that flourishes best when the rich diversity of human knowledge, perspectives and experiences is heard.**

To further demonstrate Lamar University’s unwavering commitment, a presidential task force on Diversity, Equity, Access and Inclusion has been established. The task force is charged with the primary responsibility of developing a comprehensive Diversity, Equity and Inclusive Excellence Strategic Plan for the University. The diversity strategic plan will serve as the institutional “blueprint” for fully integrating diversity, equity and inclusion into the life of Lamar University. When completed, it is anticipated the diversity plan will contain metrics, strategies, tactics and accountability.

Flexible, Student-Centered Learning

Lamar University is a nurturing and accessible academic community focused on the success of all students. The academic and social experiences of students define their time at Lamar University and are foundational to students' future success. Whether on-campus or online, students experience attentive support from the university's faculty and staff, beginning with the recruitment process, throughout their time as students and as lifetime learners.

Metrics:

- By 2025, increase first-to-second year retention by 2% per year to 75% and three-year retention to 50%.
- Achieve a six-year graduation rate of 43% and eight-year graduation rate of 45% by 2025.
- Decrease the student loan debt of graduates.
- Increase number of community engagement activities (service-learning, civic engagement and community volunteerism).
- Increase student hours involved in community engagement activities.

Strategies and Tactics:

- Promote greater access to Lamar University by developing focused partnerships and collaborations, throughout the communities we strive to serve, to identify, recruit, retain and enroll a diverse student body by:
 - Implementing our enrollment plan; (*Enrollment Management/Provost/Student Engagement*)
 - Expanding outreach to middle schools and high schools throughout the region; (*Enrollment Management/Deans/Student Engagement*)
 - Offering financial literacy outreach programs; (*Enrollment Management*)
 - Aligning financial aid and scholarship awarding to attract qualified students; (*Enrollment Management/Deans*)
 - Creating and utilizing international partnerships to increase undergraduate and graduate student enrollments; (*Office of International Education and Services/Global Diversity and Inclusion – International Office*)
 - Increasing and enhancing disability resources that support online and on campus student populations; (*Disability Resource Center*)
 - Building a strong educational experience throughout a student's continuing involvement with the university; (*Student Engagement/Enrollment Management/Provost/Deans/Global Diversity and Inclusion*) and
 - Designing and launching flexible learning options including micro-credentials and stackable certificates in every college. (*Provost/Deans/Curriculum*)

- Deliver an effective Quality Enhancement Plan (QEP), “Math to a Degree,” focused on improving student success through removing barriers to success in mathematics courses by:
 - Identifying a Mathematics Pathway for program majors that aligns with the chosen area of study. Non-STEM department chairs will choose a non-algebraic pathway. Declarations of Intent will be signed by December 2020; (*QEP Director*)
 - Improving fall-to-fall retention from a five-year baseline of 61%; (*QEP Assessment Committee*)
 - Increasing the percentage of First Time in College (FTIC) students who complete their first credit-bearing college-level mathematics course within the first two semesters from a five-year baseline of 58%; (*QEP Assessment Committee*)
 - Increase the percentage of FTIC students who are core complete in math within the first two full academic years; (*QEP Assessment Committee*) and
 - Decrease the number of college readiness mathematics hours taken by FTIC students. (*QEP Assessment Committee*)

- Ensure students make timely progress toward degree completion and provide educational opportunities that inspire them to lead, serve, challenge, take responsibility, build problem-solving skills and engage with complex problems by:
 - Requiring a first-year experience for all first-time, full-time freshmen, such as participation in a learning community; (*Student Engagement/Provost Office/Deans/Enrollment Management*)
 - Engaging all on-campus undergraduate students in at least one High Impact Practice (HIP) by graduation; [*Student Engagement/Provost/Deans/Enrollment Management/Global Diversity and Inclusion (Study Abroad)*]
 - Designing and implementing interdisciplinary activities and appropriate undergraduate research/creative activity opportunities in every academic college; (*Provost Office/Deans*)
 - Strengthening the student experience by enhancing personal support from faculty and staff; (*Provost/Deans/Human Resources/Student Engagement/Enrollment Management*)
 - Promoting wellness, diversity and leadership by expanding resources in physical infrastructure and student programs; (*Student Engagement/Global Diversity and Inclusion/Athletics*)
 - Enhancing academic advising, career and wellness support services for students; (*Enrollment Management/Student Engagement – Center for Career & Professional Development/Health Center*)
 - Reducing withdrawal and failure rates in key gateway and core courses; (*Deans/Enrollment Management/Student Engagement*) and
 - Ensuring access to sufficient numbers of student tutors prior to each semester opening. (*Deans/Enrollment Management*)

- Inspire and teach students to be locally responsive while engaging the grand challenges facing the global community by:
 - Enhancing service-learning, civic engagement and community volunteerism opportunities through increasing corporate, educational, government and health care partnerships to prepare students to contribute, work and lead in local, statewide and global communities; (*Student Engagement/Community Outreach/Global Diversity and Inclusion/Deans/CICE/Athletics*) and

- Fostering collaboration between academic colleges, the Office of Sustainability and the Office of Civic Engagement to enhance community engagement opportunities in selected credit courses and non-credit activities. (*Provost/Deans/Office of Sustainability/Student Engagement*)

Career and Advanced Degree Ready Students

Hands-on learning is a hallmark of a Lamar University education. Students across all levels and disciplines access experience-based learning beginning early in their studies. Through learning inside and outside the classrooms, laboratories and studios, students gain valuable skills such as multicultural competence, partnering as team members, effective communication, problem-solving, creativity and entrepreneurship. LU students graduate with marketable skills and abilities that combine practical, pertinent knowledge and power skills. Undergraduates are career and advanced degree ready while similarly graduate students, upon completion of their studies, are ready for professional and academic success.

Metrics:

- Increase students' participation in internships, practicums and co-ops (Cooperative Education) by 10% (2% each year) by 2025.
- By 2025, increase the number and range of organizations providing experiential learning opportunities by 10% (2% each year).
- By 2025, within one year after graduation, 80% of our students obtain degree-level jobs or enroll in graduate programs.
- By 2025, 100% of our academic programs include an experiential learning or career ready component in their curricula.
- Make experiential learning more accessible to students by allocating resources and increase study abroad programs.
- Increase the number of fast-track (4+1s and 3+2s) accelerated programs and new graduate degrees to increase graduate enrollment at Lamar University by 10% by 2025.

Strategies and Tactics:

- Coordinate communication for career practices and internship opportunities to ensure all students have information and access to these opportunities by:
 - Providing timely communications and coordination through the Center for Career and Professional Development with academic units to enhance access to internship and employment opportunities; [*Marketing Communications/Student Engagement (Center for Career & Professional Development)/Deans*]
 - Establishing and educating key departments with outreach responsibilities on streamlined communication and university activities; (*University Advancement/Marketing Communications/Deans*)
 - Coordinating meetings each semester as kick-offs of upcoming planned external communications reduce redundancy; (*Marketing Communications/Deans*)

- Coordinating meetings each semester to create alignment with department and advisors in career counseling and Undergraduate Advising Center, working effectively in concert to provide information to students about opportunities; [*Enrollment Management/ Student Engagement (Center for Career & Professional Development)/Marketing Communications/Deans*] and
 - Utilizing current and new faculty advisory boards to increase our knowledge and understanding of key industry trends affecting the future career readiness potential of students in our academic programs. (*Provost/Deans*)
- Expand awareness and knowledge of the quality of the university’s degree programs, students and graduates with businesses and communities to create more career and internship opportunities by:
 - Establishing research expos in: science, technology, engineering and mathematics, the humanities, fine arts, and social and behavioral sciences, to which relevant local and regional businesses will be invited and showcase the research and creative work of students and faculty alike; [*Provost/Office of Research and Sponsored Programs (ORSP)/Undergraduate Research/Deans/Center for Innovation, Commercialization and Entrepreneurship(CICE)*]
 - Creating “Friends of” programs for graduates and supporters from each academic program to improve the reputation of the programs and encourage internship and career opportunities for students; (*University Advancement/Deans*)
 - Increasing the number of students who participate in regional and national professional competitions; (*Provost/Deans*)
 - Identifying key contacts in specific businesses relevant to Lamar University’s academic programs in Texas and neighboring states with a goal of increasing the number of internships and career opportunities; [*University Advancement/Student Engagement (Center for Career & Professional Development)/CICE/Deans*]
 - Ensuring advisory board member selection and appointment processes yield high-level participation from key partner organizations; (*VPs and Deans/University Advancement*) and
 - Providing members of advisory councils and boards with up-to-date talking points about the respective academic programs with the goal to build Lamar University’s reputation by highlighting excellence in research/creative activity conducted by students and faculty at all levels. (*VPs and Deans/Marketing Communications*)
- Implement a university-wide curriculum focus on career readiness in each academic program by:
 - Designing, implementing and offering a one-hour seminar/workshop course that is open to all students that focuses on career readiness and explores topics traditionally outside a student’s particular major such as money management and time management; (*Provost/Deans/Curriculum*)
 - Orienting students with career readiness in a planned, sequential manner during the last four semesters of their degree; [*Enrollment Management/ Student Engagement (Center for Career & Professional Development)*]
 - Increasing the number of interdisciplinary courses that faculty from multiple disciplines co-teach; (*Provost/Deans/Academic Chairs/Curriculum*)
 - Creating a one-credit seminar (or equivalent) offered by each department for undergraduate and graduate students in their degree plan where the faculty serves as a mentor to guide students into a career; (*Provost/Deans/Academic Chairs/Curriculum*) and

- Increasing graduate student mentorship of undergraduate students, resulting in research/creative activity presentations. (*Graduate Studies/ORSP/Undergraduate Research/Deans*)
- Create a support system for Lamar University students from all backgrounds to have access to experiential learning opportunities by:
 - Making available and accessible an appropriate portion of expanded scholarship funding to support all LU students; (*Provost/Student Engagement/Finance/University Advancement/Enrollment Management*)
 - Providing financial support to widen access to internships and other external opportunities; (*Provost/Student Engagement/Finance/Enrollment Management/University Advancement*)
 - Providing students with financial, career, and skill-building insights before, during and after experiential learning exercises to build and extend their learning; (*Student Engagement/CICE/Enrollment Management*) and
 - Providing earlier external opportunities (freshman and sophomore) for all students. (*Student Engagement/Global Diversity and Inclusion*)
- Invest in the access, improvement, growth and production of graduate and professional education for Lamar University by:
 - Streamlining and easing the process of application to graduate and professional educational programs while maintaining or increasing admission standards; (*Provost/Deans/Enrollment Management*)
 - Developing 3+2 and 4+1 Bachelor of Science+Masters degree options for students already attending Lamar University; (*Provost/Deans/Academic Chairs/Curriculum*)
 - Implementing outreach programs to make Lamar University's graduate and professional programs more well-known; (*Provost/Graduate Studies/Enrollment Management/Marketing Communications*)
 - Developing specific outreach strategies to enroll international students in on-line coursework and degrees; (*Provost/Enrollment Management/Global Diversity and Inclusion – International Office/Marketing Communications*)
 - Enhancing the tools [Information Technology (IT), laboratories, facilities, library, etc.] and resources (advising, tutoring, student services, career consulting, etc.) that promote student success as measured by graduation rate, career placement, and outcomes; [*VP for IM & DS/IT Infrastructure/Dean of the Library/Enrollment Management/ Student Engagement (Center for Career & Professional Development)/Deans*]
 - Formulating program level strategic plans for increasing student success in graduate and professional education leading to higher recruitment, retention, and completion rates; (*Provost/Graduate Studies/Deans/Enrollment Management*)
 - Providing incentives to recruit and retain high-performing faculty members and students, e.g. start-up monies, top of the line science facilities and labs; (*Provost/Deans/Human Resources*)
 - Developing post-graduate programs that have market demand, including continuing education units (CEUs); [*Provost/Deans/Academic Chairs/Center for Teaching & Learning Enhancement (CTLE)/CICE/Curriculum*]
 - Enhancing the facility and training for faculty members to effectively compete for external research/creative activity grants; (*Provost/Deans/ORSP*) and

- Fostering a culture of producing excellent research and creative activity work to enhance program visibility and increase impact. (*Provost/Deans/Academic Chairs/ORSP*)

Economic Engine of the Gulf Coast Region and Beyond

Lamar University is the resource for relevant research-based practices that enhance prosperity and civic engagement in communities by providing competent graduates for a changing work force. Through our collegial relationships with the corporate, public and non-profit sectors throughout the Gulf Coast Region and beyond, Lamar University is a vital resource providing an educated work force. A Lamar University degree distinguishes graduates from their peers by providing both an accredited degree and unique *LU Credentials* that demonstrate career-ready skills and experiences relevant to initial employment and life-long career success. *LU Credentials* certify competencies gained both inside and outside the classroom, throughout a student's experience at the university. Some examples of *LU Credentials* are e-certifications, micro-credentials and evidence of competencies gained through internships, externships, undergraduate research, applied research, life science research, technical skills and entrepreneurship.

Metrics:

- Develop *LU Credentials*
 - Assign oversight to office on campus (*Subcommittee proposed Career & Professional Development, if not then designate a representative in each college.*)
- Launch *LU Credentials* and provide access for:
 - 10% of entering undergraduate and graduate students by January 2021.
 - 50% of entering undergraduate and graduate students by January 2022.
 - 100% of entering undergraduate and graduate students by January 2023.
 - 100% of Lamar University students by September 2025.
- Make *LU Credentials* available for 2% of alumni and life-long learners by July 2022, and 5% annual increases thereafter.

Strategies and Tactics:

- Establish and utilize industry expert panels in every academic college (and/or department, where suitable) to determine the knowledge, skills and abilities needed for relevant professional pathways by:
 - Establishing panels of industry experts and hiring managers for each academic college, or designate existing advisory groups for this purpose; (*Provost/CICE/University Advancement/Deans*) and
 - Querying these panels to determine the most valuable experiences and skillsets for graduates. (*Provost/CICE/University Advancement/Deans*)
- Provide all students with opportunities to earn *LU Credentials* by:
 - Identifying opportunities for earning *LU Credentials* within each academic unit, suitable to its disciplines and curricula; (*Provost/Deans/Academic Chairs/Curriculum*)

- Designating existing curricular elements within each academic unit (courses, minors, etc.) that will deliver its *LU Credentials*; (*Provost/Deans/Academic Chairs/Curriculum*)
- Designating co-curricular activities within each academic unit that will deliver its *LU Credential* skills and experiences; (*Provost/Deans/Academic Chairs/Curriculum*) and
- Identifying at least one *LU Credential* element in each academic unit related specifically to disaster preparedness, recovery and resilience. (*Provost/Deans/Academic Chairs/Curriculum*)
- Develop a degree plan for each individual student to include multiple *LU Credential* options by:
 - Building capacity for individual degree planning through advisor training and development/adaptation of interactive degree planning tools accessible to students; (*Provost/Deans/Academic Chairs/Curriculum/Enrollment Management*) and
 - Integrating *LU Credential* planning into academic advising. (*Provost/Deans/Enrollment Management*)
- Increase access to Lamar University courses and certificates for non-degree seeking learners by:
 - Expanding Lamar University’s certificate programs to support the career life cycles of Lamar University alumni and others in need of career change and/or advancement; (*Provost/Deans/Academic Chairs/Curriculum*)
 - Ensuring non-degree learning aligns with and yields *LU Credentials*; (*Provost/Deans/Academic Chairs/Curriculum*)
 - Providing workshops or modules for professions requiring continued education; (*Provost/Deans/CTLE/CICE/Curriculum*) and
 - Developing new certificate programs in emerging disciplines that have current and future job demand. (*Provost/Deans/Academic Chairs/Curriculum*)
- Increase retention of in-person alumni in the Gulf Coast region to heighten Lamar University’s impact on the local workforce and economy by:
 - Establishing a baseline percentage of recent alumni who remain in the Gulf Coast Region; (*Deans/Office of Career & Professional Development/University Advancement*) and
 - Utilizing industry expert panels to ensure close cooperation between academic units and regional hiring managers across the industries and communities we serve. (*CICE, University Advancement and Deans*)
- Create an *Institute of Gulf Coast Industries and Environmental Sciences* to include: (*Provost/Deans*)
 - Center for Advances in Port Management
 - Center for History and Culture of Southeast Texas and Upper Gulf Coast
 - Center for Advances in Water and Air Quality
 - Center for Midstream Management and Science
 - Texas Air Research Center
 - Texas Hazardous Waste Research Center
 - Center for Coastal and Marine Studies
 - Center for Educational Innovation and Digital Learning
 - Center for Innovation, Commercialization, and Entrepreneurship

Research & Creativity

Lamar University is the resource for relevant research, creative work and cultural enrichment that enhances the economic and cultural vitality of the region. Intellectual vitality is foundational for Lamar University's success, and across all disciplines faculty contribute to this culture of excellence with a global reach. Whether in laboratories or libraries, in studios or on the stage, in archives, on the web or in the field--innovations in research/creative activity, scholarship and artistic expression are central to Lamar University's identity and a valued part of the university's contributions to our community and a diverse society.

Metrics:

- Faculty impact on their disciplines (such as publications in respected peer-reviewed journals, citations counts, service on editorial boards, juried artistic exhibits or performances, etc.).
- Faculty impact on the professions (such as creative work in the arts, patents, start-up activity, service on industry advisory panels and corporate boards, etc.).
- Increases in grant submissions and awards.
- Student participation, including undergraduates, in faculty research/creative activity.
- Faculty expertise recognized in media hits and major awards.

Strategies and Tactics:

- Recognize and reward research and creative activity that align with Lamar University's vision, mission and goals by:
 - Initiating a process to collect information and market scholarly activities aligned with Lamar University's vision, mission and goals; (*Provost/ORSP/Marketing Communications*)
 - Establishing a university-wide process for spotlighting research and creative activity; (*Provost/Deans/Academic Chairs/ORSP*)
 - Designating faculty fellowships for cross-disciplinary research and creative activity; (*Provost/Deans/Academic Chairs/University Advancement*)
 - Ensuring a portion of indirect cost recovery is allocated to the principal investigator; (*Provost/Deans/ORSP*)
and
 - Presenting to the president and senior leadership a modification for the criteria for awarding faculty fellowships. (*Provost/Deans*)
- Increase research expectations in each department to enrich Lamar University's research profile and increase opportunity and access for on-campus and online students and faculty by:
 - Rewarding scholarly activities that enhance the university's research profile; (*Provost/Deans/Academic Chairs/University Advancement*) and
 - Establishing an incentive fund within each college to support research/creative activity in each college. (*Provost/Deans/University Advancement*)

- Ensure Lamar University establishes comprehensive, expedient, effective and integrated support systems to enhance quality and productivity of research and creative activities by:
 - Establishing an ad hoc group to review, compare, evaluate and recommend research and creative activities to university research administration, and recommend processes to ensure they are comparable to aspirant universities; (*Provost/ORSP/Undergraduate Research/Deans/CICE*)
 - Designating one full-time staff member in the Office of Research and Sponsored Programs (ORSP) to support and represent each college; (*Provost/Deans/ORSP*) and
 - Expanding services provided by the ORSP (e.g. pre-award announcements, assistance with proposal writing, post award coordination, electronic documentation, etc.). (*Provost/Deans/ORSP*)

A Sustainable Infrastructure to Meet the University's Changing Needs

Every faculty and staff member plays a critical role in Lamar University's success, just as the university plays a central role in nurturing faculty and staff professional development. Lamar University's success also relies on effective operations throughout the university, alignment of organizational structures with its mission and goals, and providing the right infrastructure to support the teaching, learning, research/creative activity and other critical activities of Lamar University.

Metrics:

- Faculty recruitment success (onboarding of diverse, top candidates).
- Staff recruitment success (onboarding of diverse, top candidates).
- Reducing turnover/increasing retention of faculty and staff.
- Increasing faculty and staff satisfaction.
- Providing the appropriate infrastructure to increase participation of faculty in online teaching and optimize the use of technology to advance learning.
- Increasing student satisfaction with academic infrastructure, both physical and online.
- Develop a Deferred Maintenance Plan and a Preventative Maintenance Plan in order to decrease levels of unmet deferred maintenance year-on-year.
- Increase the number of paperless/digital administrative processes across campus.
- It is an aspirational goal to have a keyless campus access in all appropriate buildings, offices and laboratories.

Strategies and Tactics:

- Strengthen university focus on talent acquisition by:
 - Revising recruitment and hiring policies to ensure alignment with the vision, mission and values, as well as more closely align with changing student demographics; (*VP for Finance and Operations/Human Resources/Provost/Deans*)
 - Offering annual training for department chairs and other managers; (*Deans/VP for Finance and Operations/Human Resources*)

- Enhancing yearly access to professional development opportunities for professional staff including support for attending conferences related to their field; *(VPs/Deans/Human Resources)*
 - Enriching support staff training provided on campus; *(VP for Finance and Operations/Human Resources)* and
 - Redesigning faculty evaluations to incentivize contributions to the Lamar University’s vision, mission, and goals. *(Provost/Deans/Human Resources/University Advancement)*
- Increase transparency among students, faculty, staff and administration by:
 - Conducting faculty and staff satisfaction surveys on an annual basis and release the results; *(VPs/Deans/Human Resources)*
 - Holding annual town hall meetings with President, Provost and VP for Finance and Operations;*(Office of the President/Chief of Staff)*
 - Forming a joint faculty and staff committee to meet quarterly to address concerns advanced by fellow faculty and staff with minutes and results published quarterly; *[Deans/Faculty Senate/Council of Instructional Departments (CID)]* and
 - Establishing formal and informal recognition and accomplishments program for all faculty and staff – distribute recognition information to college and/or university, provide special parking spot for a month, recognition at athletics events, etc. *(VPs/Deans/Human Resources)*
- Enable better support of university decision-making at all levels through the collection, management, analysis, access and communication of institutionally generated data by:
 - Implementing student analytics in Ellucian by Fall 2021; *(VP for IM & DS)*
 - Increasing utilization of dashboards; *(VP for IM & DS)* and
 - Surveying decision-makers annually to ensure data collection and access needs are met. *(VP for IM & DS)*
- Increase the university’s agility and innovation, making it better able to respond to changes in the higher education market through aligning staff and faculty with changing needs by:
 - Providing incentives for faculty to convert face-to-face courses to online, consistent with Quality Matters standards; *(Provost/Deans)*
 - Ensuring at least 25% of on-site classes have an online component (i.e., discussion question, way to turn in assignments, email professor, announcement listing, etc.); *(Provost/Deans/Academic Chairs)*
 - Incentivizing faculty attendance at online competency training with Digital Learning via inclusion in annual evaluations; *(Provost/Deans/Academic Chairs)*
 - Cross-training staff on administrative tasks within departments and colleges; *(VPs/Deans/Managers/Human Resources)* and
 - Revising the faculty and staff merit raise systems to create incentives for excellence across the range of job duties (e.g., for faculty, primary assignment, scholarly/creative, and service; for staff, assigned duties.). *(Provost/Deans/VP for Finance and Operations/Human Resources)*

- Continue maintenance and growth of university infrastructure by:
 - Creating a university-wide deferred maintenance process and appropriate budget; *(Finance/Facilities/Planning & Construction)*
 - Creating a deferred maintenance committee of those using facilities (faculty, staff, and students) with Facilities and Planning and Construction as part of the deferred maintenance process; *(Finance/Facilities/Planning & Construction)*
 - Visiting annually certain buildings on a rotating schedule to assist with updates needed; *(VP for Finance and Operations/Facilities)* and
 - Tracking and updating classrooms and labs technology to ensure they are refreshed every five years. *(IT Infrastructure/Finance/Planning & Construction)*

- Ensure access to effective infrastructure for synchronous and asynchronous teaching by:
 - Requiring all videos involved with online classes be closed-captioned within two years; *(VP for IM & DS/Digital Learning/Marketing Communications)*
 - Allocating at least 1% of new building construction to accessibility needs; *(Finance/Planning & Construction)*; and
 - Creating a five-year plan updated annually to address accessibility impediments across campus and improve faculty awareness of academic accommodations and assistive technology. *(VP for Finance and Operations/Disability Resource Center/Planning & Construction)*

Implementation and Accountability

Lamar University is committed to continuously monitoring the implementation of this strategic plan and making appropriate revisions on a timely basis. To ensure continued alignment with the university's vision and mission, the strategic plan advisory council, a representative group of faculty, staff and other stakeholders will gather in April and November each year to assess and report the extent to which implementation has been accomplished and propose any necessary revisions to the strategic plan.

Upon approval of the vision and mission statements by the TSUS Board of Regents, the strategic plan advisory council will meet to affirm the university leadership's commitment to implementing, assessing and reporting on the strategic plan.

The strategic plan will then be posted on the website, accessible to all.

Designated individuals within each department, who are granted edit permissions in the Weave Education software, will receive guidance on desired format, terminology and beneficial elements for reporting purposes.

Accountability will be communicated to each department and/or position for the respective tactics in the plan.

- End -