

# ENVISION SFA

Strategic Planning Update

to the Board of Regents

April 13, 2015

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# ENVISION ★ SFA

## Process & Timeline

<b>BACKGROUND</b>			
<b>Activity</b>	<b>Description</b>	<b>Leadership</b>	<b>Date(s)</b>
New plan proposal requested	A proposed update to the expiring "Strategic Plan 2013: Preparing for the Future" was presented to the Academic and Student Affairs Committee of the Board of Regents during their January meeting. Board considers and tables the update - requests a more comprehensive plan.	Board of Regents	January 27, 2014
Ad-hoc board committee	Ad-hoc committee of regents appointed by board chair to collaborate with administration on development of new comprehensive plan proposal. Dr. Steve Westbrook was appointed to serve as administrative liaison to this committee and to chair the project. Ensuing discussions establish an extended planning horizon and decision to engage with an experienced planning facilitator to assist with the expanded process.	Board of Regents	January 28 - May 9, 2014
Extension of 2008-13 plan	At a called meeting of the Board of Regents, the effective date of "Strategic Plan 2013: Preparing for the Future" was extended until the adoption of a new plan <a href="#">[Board Order 14-28]</a>	Board of Regents	May 9, 2014
Selection of planning facilitator	After review of responses to a request for qualifications, Dr. Patrick (Pat) Sanaghan was selected to assist with the expanded planning process.	Ad-hoc Board Planning Committee	May 10, 2014
Sanaghan campus visit	Pat Sanaghan visits the campus, meeting with members of board's ad-hoc committee, members of the faculty senate, staff, students, members of the original planning committee and the president's cabinet	Pat Sanaghan Steve Westbrook	June 27, 2014
Co-chairs appointed	Dr. Dana Cooper appointed to serve as a co-chair of the expanded/extended planning effort	President Pattillo	June 30, 2014
Board of Regents update	Board of Regents were updated at quarterly meeting regarding the selection of Dr. Sanaghan as facilitator and were provided an outline of the collaborative strategic planning process	Steve Westbrook Dana Cooper	July 28, 2014

<b>PHASE ONE: Getting Organized (August 11 - September 19)</b>			
Orientation for prospective strategic planning team (SPT) members	Series of luncheon meetings to brief prospective SPT members regarding the collaborative strategic planning process <a href="#">[SPT Orientation presentation]</a>	Steve Westbrook Dana Cooper	August 11, 13, and 19, 2014
Appointment of SPT	SPT members officially appointed by the president <a href="#">[List of SPT members]</a>	President Pattillo	August 26, 2014
SPT organizational meeting	Initial meeting of the SPT for introductions and material distribution	Steve Westbrook Dana Cooper	September 12, 2014
SPT training	Two-day training retreat for SPT members	Pat Sanaghan Steve Westbrook Dana Cooper	September 18-19, 2014
<b>PHASE TWO: Engagement and Data Gathering (September 18 - November 20)</b>			
SPT Carousel SWOT analysis session Participants: 38	The Strategic Planning Team participated in an analysis of institutional strengths, weaknesses, opportunities and threats using a carousel meeting design. Report posted on the Data Gathering Results page.	Pat Sanaghan Steve Westbrook Dana Cooper	September 18, 2014
SPT Accomplishments exercise session Participants: 38	The Strategic Planning Team participated in an Accomplishments exercise. Report posted on the Data Gathering Results page.	Pat Sanaghan Steve Westbrook Dana Cooper	September 18, 2014
SPT Interview Design session Participants: 38	The Strategic Planning Team participated in an Interview design exercise. Report posted on the Data Gathering Results page.	Pat Sanaghan Steve Westbrook Dana Cooper	September 18, 2014
SPT Cascading Agreement	The Strategic Planning Team participated in a Cascading Agreement design	Pat Sanaghan	September 18,

design session Participants: 38	exercise. Report posted on the Data Gathering Results page.	Steve Westbrook Dana Cooper	2014
Student Employee session Participants: 58	Student employees in the Campus Recreation participated in an Interview design session. Report posted on the Data Gathering Results page.	Theresa Coble Ken Morton	October 5, 2014
Student Leader session Participants: 50	Student leaders attending "The Gathering" leadership retreat participated in a SWOT analysis using a Carousel meeting design. Report posted on the Data Gathering Results page.	Robbie Steward Adam Peck	October 6, 2014
SFA 101 Class students session #1 Participants: 22	SFA 101 class members were engaged in a carousel design session to gain input using standard questions. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	October 6, 2014
SFA 101 Class students session #2 Participants: 22	SFA 101 class members were engaged in a carousel design session to gain input using standard questions. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	October 8, 2014
Students Representing Ten Majors Participants: 24	Students representing majors in Geography, Spatial Science, Music Performance, Creative Writing, Art, Sociology, Social Work, Modern Languages, English, and Theatre were engaged in an interview with open discussion. Report posted on the Data Gathering Results page.	Piero Fenci Debbie Kiesel	October 8 & 9, 2014
Staff session Participants: 18	Program directors and coordinators from departments within the University Affairs division participated in a Cascading Agreement session. Report posted on the Data Gathering Results page.	Theresa Coble Ken Morton	October 9, 2014
SFA 101 Class students session #3 Participants: 22	SFA 101 class members were engaged in a carousel design session to gain input using standard questions. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	October 13, 2014
Liberal & Applied Arts Faculty session Participants: 108	Faculty in the College of Liberal and Applied Arts were engaged with a survey to seek input into the planning process. Report posted on the Data Gathering Results page.	Shirley Luna Sudeshna Roy	October 13, 2014

Responses: 20			
PPD Employees session Participants: 40	Employees from Physical Plant, jobs ranging from Level I Workers to Forepersons/Supervisors to Associate Director (Custodial, HVAC and Electrical, Gardeners and Arborists, Building Trades, Garbage, Heavy Equipment, Transportation) were engaged in an interview session with open discussion. Report posted on the Data Gathering Results page.	Piero Fenci Debbie Kiesel	October 14 & 16, 2014
SFA Student-Athlete Advisory Council Participants: 20	Members of the SFA Student-Athlete Advisory Council (SAAC) were engaged in a carousel design session to gain input using standard questions. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	October 15, 2014
Staff session Participants: 6	Additional program directors and coordinators from departments within the University Affairs division participated in a Cascading Agreement session. Report posted on the Data Gathering Results page.	Theresa Coble Ken Morton	October 16, 2014
Academic Department Chairs session #1 Participants: 14	Academic department chairs were asked to respond to a survey. Report posted on the Data Gathering Results page.	Janice Hensarling David Justus	October 10-17, 2014
Academic Department Chairs session #2 Participants: 12	A focus group was conducted with academic department chairs. Report posted on the Data Gathering Results page.	Janice Hensarling David Justus	October 17, 2014
SFA 101 Students Participants: 42	Students from two SFA 101 sections were engaged in a carousel design input session. Report posted on the Data Gathering Results page.	Angela Bacarisse Randy McDonald	October 20, 2014
SFA 101 Instructors session Participants: 29	SFA 101 instructors were engaged in a SWOT analysis using a carousel design session. Report posted on the Data Gathering Results page.	Monique Cossich Debbie Sellman	October 21, 2014
Deans Forum Participants: 6	Academic deans and the library director were engaged with a survey followed up by a focus group. Report posted on the Data Gathering Results page.	Janice Hensarling David Justus	October 22, 2014

Graduate Students in Accounting session Participants: 31	A carousel design session was conducted with graduate students in the Accounting program. Report posted on the Data Gathering Results page.	Robin Johnson Kelly Noe	October 22, 2014
Faculty Who Address Issues of Diversity Participants: 13	A carousel design session using standard questions was conducted with faculty members who work on issues of diversity. Report posted on the Data Gathering Results page.	Gene Moon Jannah Nerren	October 22, 2014
Chamber of Commerce session Participants: 25	A carousel design engagement session was conducted with the Nacogdoches County Chamber of Commerce. Report posted on the Data Gathering Results page.	Robbie Steward Adam Peck	October 23, 2014
SFA ROTC Cadets session Participants: 23	ROTC Cadets were engaged with an interview session. Report posted on the Data Gathering Results page.	Justin Blount John Calahan	October 24, 2014
Alumni session Participants: 35	A survey was provided to members of the Alumni Association seeking input. Report posted on the Data Gathering Results page.	Kim Childs Craig Turnage	October 13-25, 2014
City Administrative Leadership Participants: 12	Members of the City of Nacogdoches Administrative Leadership team were engaged in a SWOT analysis using a carousel design session. Report posted on the Data Gathering Results page.	Paul Davis George Franks	October 27, 2014
COE Faculty Participants: 12	Faculty members in the College of Education were invited to respond to an engagement survey. Report posted on the Data Gathering Results page.	Sudeshna Roy Shirley Luna	October 29, 2014
Human Services Departmental Advisory Council Participants: 22	Members of the Human Services Advisory Council participated in a carousel session using standard questions - follow-up interviews were conducted. Report posted on the Data Gathering Results page.	Robbie Steward	October 27-29, 2014
Bank Executives from BancorpSouth Participants: 10	Executives from the Nacogdoches branch of BancorpSouth were engaged in a focus group to gain input. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	October 30, 2014
Trends in Higher Education Technology	The members of the Strategic Planning Team participated in a presentation focusing on technology change and its impact on higher education. The presentation as	Dana Cooper Steve	October 31, 2014

Presentation Participants: 27	conducted by Dr. Jan-Martin Lowendahl, a Research VP with Gartner Research whose focuses on higher education governance, strategy and emerging technology trends.	Westbrook	
New Faculty Members Participants: 26	New faculty members were engaged with a survey to gain input. Report posted on the Data Gathering Results page.	J.D. Salas Megan Weatherly	October 31, 2014
Administrative and Academic Staff Participants: 56	Two sessions were conducted in late October with Administrative and Academic staff members. There were 29 participants in the first session and 27 in the second. Report posted on the Data Gathering Results page.	Freddie Avant Steven Bullard	Late October
Faculty Members of the College Councils Participants: 75	Members of the Councils within each of the six Colleges were engaged by interview and open discussion. Report posted on the Data Gathering Results page.	Norjuan Austin Brian Beavers	Throughout October
Nacogdoches Economic Development Corporation (NEDCO) Participants: 14	Members of the Executive Board of the Nacogdoches Economic Development Corporation (NEDCO) were engaged in a carousel design session. Report posted on the Data Gathering Results page.	Justin Blount John Calahan	November 4, 2014
External Stakeholders and Experts Participants: 7	Tenured faculty members from the University of Florida, University of Maine, University of Minnesota, University of Montana, University of Wyoming, West Virginia University, and a research program manager for the National Park Service's Cooperative Ecosystems Study Unit were engaged in a virtual focus group. Report posted on the Data Gathering Results page.	Theresa Coble Ken Morton	November 4, 2014
Student members of Beta Alpha Psi Participants: 50	Student members (sophomore - graduate) were engaged with a carousel session. Report posted on the Data Gathering Results page.	Robin Johnson Kelly Noe	November 6, 2014
Transfer Students Participants: 97	Transfer students were engaged with a survey to gain input. Report posted on the Data Gathering Results page.	Monique Cossich Debbie Sellman	November 6, 2014
Community Bankers Participants: 8	Bank executives were engaged in a focus group during their regular weekly meeting. Report posted on the Data Gathering Results page.	Todd Brown Rob McDermand	November 7, 2014



University Research Council, Biology Faculty, and Human Sciences Faculty Participants: 44	Members of the University Research Council, Biology Faculty, and Human Sciences Faculty were engaged with a survey and in focus groups. 22 participated in the survey and 22 participated in the focus groups. Report posted on the Data Gathering Results page.	Carrie Brown Shelia Lumar	October 17 - November 7, 2014
Financial Aid Staff Participants: 13	Staff members in the Financial Aid office were engaged with a carousel SWOT analysis design session. Report posted on the Data Gathering Results page.	Adam Peck Robbie Steward	November 11, 2014
High School Counselors Participants: 105 Responses: 7	High school counselors were engaged and asked to provide input via an electronic survey. Report posted on the Data Gathering Results page.	Sam Smith Janet Tareilo	November 12, 2014
Community & Business Leaders Participants: 10	Input was gathered from community and business leaders through a series of interviews over the past several weeks. Report posted on the Data Gathering Results page.	J.D. Salas Megan Weatherly	October - November 12, 2014
Faculty Senate Participants: 20	Members of the Faculty Senate were engaged in a Carousel SWOT Analysis session. Report posted on the Data Gathering Results page.	Robin Johnson Kelly Noe	November 12, 2014
Directors in the Finance & Administration Division Participants: 5	Directors in the Finance & Administration division were engaged in a Carousel SWOT analysis. Report posted on the Data Gathering Results page.	Norjuan Austin Brian Beavers	November 14, 2014
Enrollment Management Participants: 17	Staff in the Enrollment Management department were engaged in a Carousel SWOT analysis. Report posted on the Data Gathering Results page.	Adam Peck Robbie Steward	November 14, 2014
Prospective Students Participants: 31	Prospective students in Lindale, Fort Worth and Alvarado were interviewed. Report posted on the Data Gathering Results page.	J.D. Salas Megan Weatherly	November 2014
Prospective Students Participants: 10	Individual students taking campus tours were interviewed. Report posted on the Data Gathering Results page.	J.D. Salas Megan Weatherly	November 2014

Non-Returning Students Participants: 65	Students who had left the university were surveyed. Report posted on the Data Gathering Results page.	Sam Smith Janet Tareilo	November 17, 2014
Donors Participants: 16	Donors who support the university were engaged with a survey. Report posted on the Data Gathering Results page.	Kim Childs Craig Turnage	November 18, 2014
College of Business Participants: 15	A session was conducted along with a meeting of the College of Business Advisory Board. Report posted on the Data Gathering Results page.	Todd Brown Steve Bullard Craig Turnage	November 18, 2014
Intercollegiate Athletics Staff and Coaches Participants: 32	Staff and coaches within the Intercollegiate Athletics department were engaged with a Carousel SWOT design. Report posted on the Data Gathering Results page.	Dana Cooper	November 19, 2014
Parents of Prospective Students Participants: 11	Parents of students who were visiting campus interviewing for scholarships in the Department of Theater were interviewed. Report posted on the Data Gathering Results page.	Angela Bacarisse Randy McDonald	November 19, 2014
Liberal & Applied Arts Graduate Students Participants: 4	All graduate students in the College of Liberal and Applied Arts were invited to provide input through a survey. Only 4 students responded. Report posted on the Data Gathering Results page.	Paul Davis George Franks	November, 2014
All-Campus On-Line Survey Respondents: 710 Faculty - 144 Staff - 163 Students - 403	An invitation to provide input to the Envision SFA planning process was provided via an on-line survey using four standard survey questions and one open-ended comment question. Report posted on the Data Gathering Results page.	Dana Cooper Steve Westbrook	November 12- 19, 2014
<b>Phase Three: Making Sense of the Issues (November 21, 2014 - January 29, 2015)</b>			
Sense-Making Workshop	During a day-long workshop, partner teams within the Strategic Planning Team briefed the group on what they had learned during the engagement sessions each had conducted over the past six weeks. Through an organized vetting process, led by Dr. Pat Sanaghan, the SPT developed six themes that will focus our work going forward. Teams were created at the conclusion of the workshop to prepare concept	Pat Sanaghan Dana Cooper Steve	November 21, 2014

	papers relative to each of the themes along the following outline: Background, Lessons Learned, National Trends/External Picture, Strategic Themes, Options, Projected Costs, and Potential Short- and Long-Term Plans.	Westbrook	
Concept Paper Team Lead Meeting	The leads for the concept paper development teams met to review the work ahead. Time was taken to review the role SFA must play as a state university in the over-all higher education plan within the state - this context will be important as we continue our planning. ( <a href="#">Meeting notes</a> )	Dana Cooper Steve Westbrook	December 1, 2014
Concept Paper Teams finalized	The concept paper writing teams have been finalized and the writing is underway. ( <a href="#">Team list</a> )	Dana Cooper Steve Westbrook	December 4, 2014
Review of Progress	At a two-hour lunch workshop the SPT heard from each writing team regarding the current status of their paper and sought feedback that could be incorporated into the on-going development of their work.	Dana Cooper Steve Westbrook	January 16, 2015
<b>Phase Four: Vision Conference (January 30, 2015)</b>			
Vision Conference	The Vision Conference brought together more than 70 diverse stakeholders, both internal and external, to review and discuss the concept papers the steering committee had prepared regarding the strategic priorities identified during the Engagement and Data-Gathering phase. This conference allowed stakeholders to share their unique perspectives and to better understanding of others' priorities and concerns. The outcome of the vision conference will be the creation of a preferred future for the university that can be distilled into a university vision statement.  Stakeholder groups represented: SFA Faculty, SFA Staff, SFA Students, Academic Deans, Cabinet Members, Academic Administrators, City Leaders, Civic Leaders, and Business Leaders from Nacogdoches, Houston, Dallas, Tyler, and Longview, SFA Alumni, SFA Board of Regents, and Regional Two-Year Colleges.	Pat Sanaghan Dana Cooper Steve Westbrook	January 30, 2015
Vision Statement Developed	After the Vision Conference, Pat Sanaghan developed a draft statement of the key elements that emerged during the day-long workshop. His draft submission was vetted and tweaked by a review team comprised of members of the Strategic Planning Team. This Vision Statement is an aspirational document that envisions what SFA would look like if we were to achieve those things most requested by our internal and external stakeholders. The Vision Statement will serve as the foundational document for the Goals Conference on March 6. You can read the Vision Statement <a href="#">here</a> .	Pat Sanaghan Dana Cooper Steve Westbrook Steve Bullard Todd Brown	Feb. 1 - 24, 2015

		John Calahan Kim Childs Jannah Nerren Adam Peck	
<b>Phase Five: Goals Conference (March 6, 2015)</b>			
Goals Conference	<p>During this final phase of the planning process the Strategic Planning Team (SPT) were joined by almost 30 colleagues from across the campus representing departments and areas that will have a key role in implementation of the plan that is under development.</p> <p>At the end of the day the group had identified more than 40 potential goals, with 16 of these ranked as top contenders.</p> <p>Now the President's Cabinet is working with the results of the Goals Conference to refine these goals so additional feedback can be gained from the planning team before an update is presented to the Board of Regents in April.</p>		

## Vision Conference Participants

### January 30, 2015

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Dr. Judy Abbott	Dean, College of Education
Mr. David Alders	Board of Regents
Dr. Norjuan Austin	Associate Professor, English
Dr. Freddie Avant	Director of Social Work
Ms. Angela Bacarisse	Professor, School of Theater
Dr. Brian Beavers	Associate Professor, Math and Statistics
Dr. Ric Berry	Provost, Vice Pres. for Academic Affairs
Dr. Justin Blount	Assistant Professor, Business Communications and Legal Studies
Mr. Lee Brittain	Director of Physical Plant
Dr. Carrie Brown	Director, Research and Sponsored Programs
Dr. Todd Brown	Interim Associate Dean, Rusche College of Business
Ms. Ryan Brown-Moreno	SFA Student, Orientation Leader
Dr. Mary Nelle Brunson	Associate Provost, Dean of the Graduate School
Dr. Steven Bullard	Dean, College of Forestry and Agriculture
Mr. John Calahan	Coordinator, Space Scheduling and Utilization
Dr. Jannah Chancey	Dean, Student Affairs, Tyler Jr. College
Dr. Kim Childs	Dean, Colleges of Science and Mathematics
Dr. Theresa Coble	Associate Professor, Forestry
Mr. Ron Collins	Finance Chairman, SFA Foundation
Dr. Dana Cooper	Associate Professor, History
Ms. Monique Cossich	Executive Director, Enrollment Management
Mr. Paul Davis	Chief Information Officer
Mr. Bill Elliott	Founder and President, Elliott Electric
Mr. Piero Fenci	Professor, Art
Mr. Danny Gallant	Vice Pres. for Finance & Admin.
Mr. Bob Garrett	Board of Regents
Mr. Joe Max Green	Former Regent,
Ms. Breanna Hall	SFA Student, SGA Chief Justice
Mr. Trey Hattaway	Director of Enrollment Management, Kilgore College
Dr. Janice Hensarling	Assistant Professor, Nursing
Dr. Buddy Himes	Dean, College of Fine Arts

Mr. Marquice Hobbs	SFA Student, SGA President
Ms. Emily Jefferson	SFA Student, Preliminary Member, ODK, Practicum student in Higher Ed Program
Dr. Robin Johnson	Assistant Professor, Elementary Education
Mr. Wade Jones	CEO, Infinity Hydrocarbons, LLC
Mr. David Justus	Associate Director, Library Tech
Dr. Debbie Kiesel	Director, Academic Advising
Dr. Bill King	Executive Officer, Tyler Jr. College
Mr. Mark Layton	Retired Deputy CEO of Deloitte & Touche, LLP
Mr. Karl Lindekugel	Sr. Vice President, Merrell Lynch
Dr. Shelia Lumar	Assistant Professor, Human Sciences
Dr. Shirley Luna	Executive Director, University Marketing Communications
Mr. Steve McCarty	Board of Regents, Chair
Mr. Rob McDermand	Director, Athletic Academic Services
Dr. Randy McDonald	Director, Instructional Technology
Dr. Patricia McKenzie	Vice President and Dean, Instruction, Angelina College
Mr. Jimmy Mize	Chairman, SFA Foundation
Mr. Ken Morton	Director, Campus Recreation
Dr. Brian Murphy	Dean, College of Liberal and Applied Arts
Dr. Jannah Nerren	Associate Dean of Assessment and Accountability, College of Education
Dr. Kelly Noe	Assistant Professor, Accounting
Mr. Bruce Partain	President, Chamber of Commerce
Dr. Baker Pattillo	University President
Dr. Adam Peck	Assistant Vice President/Dean of Student Affairs
Ms. Larissa Philpot	City Planner
Mr. Ed Pool	Secretary, SFA Foundation, Realtor
Dr. Gregory Powell	President, Panola College
Dr. Sudeshna Roy	Associate Professor, Communication Studies
Dr. J.D. Salas	Assistant Professor, Music
Ms. Debbie Sellman	Director, Budget
Mr. Sam Smith	Director, Student Services
Dr. Robbie Steward	Chair, Human Services
Ms. Jill Still	Vice Pres. for University Advancement
Dr. Janet Tareilo	Associate Dean, College of Education
Mr. Cole Tomberlain	Alum, Tomberlain Insurance Agency

Mr. Craig Turnage	Executive Director, Alumni Relations
Dr. Roger VanHorn	Mayor, City of Nacogdoches
Dr. Megan Weatherly	Instructional Designer, Center for Teaching and Learning
Dr. Steve Westbrook	Vice President for University Affairs
Ms. Nancy Windham	President, NEDCO
Mr. Bud Wright	SFA Foundation Trustee, President and CEO, Texas Farm Products

## Goals Conference Participants

**March 6, 2015**

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Dr. Judy Abbott	Dean, College of Education
Ms. Angela Bacarisse	Professor, School of Theater
Mr. Winston Baker	Director, Residence Life
Dr. Brian Beavers	Associate Professor, Math and Statistics
Dr. Ric Berry	Provost, Vice President for Academic Affairs
Ms. Diana Boubel	Director and HUB Coordinator, Procurement and Property Services
Mr. Lee Brittain	Director of Physical Plant
Dr. Carrie Brown	Director, Research and Sponsored Programs
Dr. Todd Brown	Interim Associate Dean, Rusche College of Business
Dr. Mary Nelle Brunson	Associate Vice President for Academic Affairs, Dean of the Graduate School
Dr. Steven Bullard	Dean, College of Forestry and Agriculture
Mr. John Calahan	Coordinator, Space Scheduling and Utilization
Dr. Kim Childs	Dean, Colleges of Science and Mathematics
Dr. Theresa Coble	Associate Professor, Forestry
Ms. Melinda Colby	Director, Project Management
Dr. Dana Cooper	Associate Professor, History
Ms. Monique Cossich	Executive Director, Enrollment Management
Mr. Paul Davis	Chief Information Officer
Dr. Karen Embry-Jenlink	Professor, Secondary Education and Education Leadership
Mr. Piero Fenci	Professor, Art
Ms. Dora Fuselier	Controller
Mr. Danny Gallant	Vice President for Finance and Administration
Ms. Rachele' Garrett	Director, Financial Aid

Ms. Karyn Hall	Director, Institutional Research
Ms. Heather Hawkins	Assistant Director, Alumni Relations
Dr. Janice Hensarling	Assistant Professor, Nursing
Ms. Glenda Herrington	Director, Human Resources
Dr. Jeremy Higgins	Director, Environmental Health, Safety, and Risk Management
Mr. Robert Hill	Director of Athletics
Dr. Robin Johnson	Assistant Professor, Elementary Education
Mr. Jason Johnstone	University Webmaster, University Marketing Communications
Mr. David Justus	Associate Director, Library Tech
Dr. Debbie Kiesel	Director, Academic Advising
Dr. Larry King	Director, Student Learning and Institutional Assessment
Ms. Shelly Lackey	Director of Divisional Ops, UA Systems Support
Ms. Lynda Langham	Registrar
Dr. Shirley Luna	Executive Director, University Marketing Communications
Mr. Rob McDermand	Director, Athletic Academic Services
Dr. Randy McDonald	Director, Instructional Technology
Mr. Ken Morton	Director, Campus Recreation
Dr. Brian Murphy	Dean, College of Liberal and Applied Arts
Dr. Jannah Nerren	Associate Dean of Assessment and Accountability, College of Education
Dr. Adam Peck	Assistant Vice President/Dean of Student Affairs
Dr. Sudeshna Roy	Associate Professor, Communication Studies
Dr. J.D. Salas	Assistant Professor, Music
Dr. Hollie Smith	Assistant Dean, Student Affairs for Programs
Ms. April Smith	Associate Director, Development
Dr. Robbie Steward	Chair, Human Services
Ms. Jill Still	Vice President for University Advancement
Dr. Janet Tareilo	Associate Dean, College of Education
Mr. Craig Turnage	Executive Director, Alumni Relations
Mr. Trey Turner	Executive Director, Development
Dr. Michael Walker	Assistant Dean, Student Affairs Support Services
Dr. Megan Weatherly	Instructional Designer, Center for Teaching and Learning
Dr. Steve Westbrook	Vice President for University Affairs



*After hearing from more than 2,100 people, surfacing the prevalent themes, and developing concise concept papers on each topic, the SFA Strategic Planning Team hosted a diverse group of internal and external stakeholders on January 30, 2015, for a Vision Conference. During this conference, participants spent a great deal of time understanding the issues facing the institution, listening to one another's unique perspectives, and having cross-boundary conversations. The day culminated with the group creating a shared picture of our preferred future. This document gives narrative to that vision.*

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## SFA ★ ENVISIONED

*An aspirational vision of the future to guide our strategic planning*

- [1]** Stephen F. Austin State University (SFA) will have a distinct and stellar reputation based on the transformational learning experiences we provide for all our students in an exceptional setting. We will not use the term "transformational" lightly. We will be deeply committed to providing high impact, experiential learning for all SFA students.
- [2]** Our students will be engaged and empowered. They will know that we care about them and that we have high expectations for their performance and success. Our students will graduate with the marketable skills and qualities necessary to be leaders in their respective fields. Employers will seek out our students because of a demonstrated reputation of a solid work ethic. Their moral compass will be strong and true.
- [3]** We will expand our reach and increase our enrollment, not merely for the sake of growth, but because we are committed to our responsibility to the people of Texas to prepare more citizens to lead our state into the future. By seeking and accepting diverse students with a strong potential for success and providing them the resources and experiences to capitalize on their promise, the percentage of SFA students graduating also will increase.
- [4]** We will achieve financial sustainability by meeting tough choices head-on and making smart decisions about the future of the university. We will diversify our revenue streams, allocate our resources strategically, increase our private funding, and achieve meaningful enrollment growth. We will invest in our people and achieve appropriate levels of compensation, reward, and

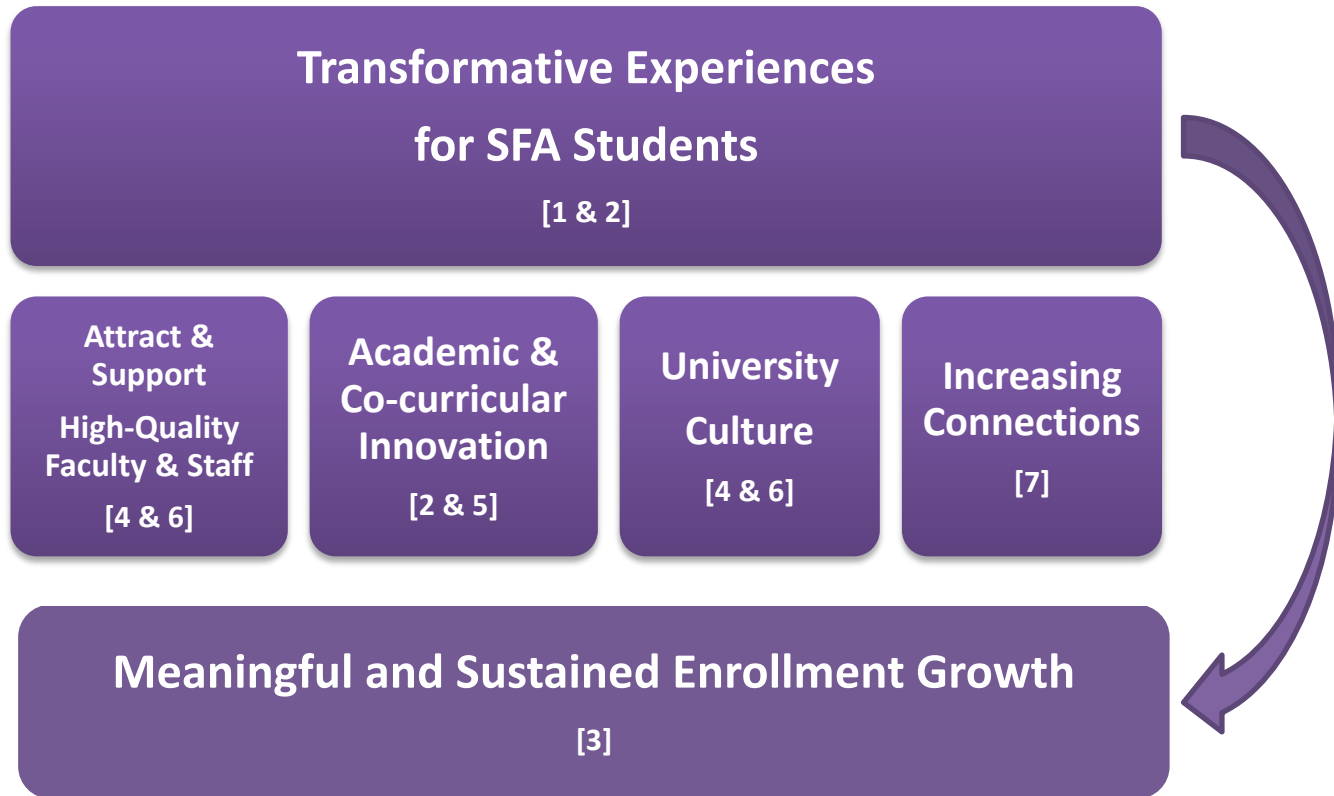
recognition. Professional development for faculty and staff will be seen as an investment and not an expense because our people are the greatest asset we have.

**[5]** We will be an innovative university. We will reach our students where they are and prepare them for life-long learning and career responsiveness in the twenty-first century. We will use cutting-edge teaching techniques and advanced research methods both inside and outside the classroom. We will be a forward-thinking university that not only is responsive to the realities of higher education but also is a leader in academia. Technology will be appropriately and sensibly infused throughout the campus in our classrooms and operations. It will facilitate—not drive—how we teach and work together.

**[6]** Our campus culture will be open, collaborative, and engaged. We will have an energetic and respectful workplace where civility, inclusivity, and accountability are guiding principles for everyone. We will become well known for the high quality of our faculty and staff. People will feel valued as employees of the university and work hard to sustain the sense of community that distinguishes us. Communication will be robust, transparent, and trusted.

**[7]** Our brand and identity will be authentic, clear, and understood by all our stakeholders. People will know who we are, what we contribute to the local, regional, and state communities, and what matters to us as a university. We will be known as trusted partners. We will leverage the strengths of our stakeholders, including community colleges, businesses and industries, K-12 institutions, and government entities. These partnerships will enable us to provide a stellar learning experience for our students and contribute to the quality of life of everyone we touch.

# SFA ★ ENVISIONED



*The bracketed numbers reference elements of the Vision Statement.*

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*This graphic illustrates the over-arching goal of “Transformative Experiences for SFA Students” supported by the goals of “Attracting and Supporting Faculty & Staff”, “Academic & Co-curricular Innovation”, “University Culture” and “Increasing Connections;” with the foundational goal of “Meaningful and Sustained Enrollment Growth.”*