

GEOGRAPHY STRATEGIC PLAN, 2004-2009

(April 2006 status)

I. Introduction

Please outline your unit's "vision" for the 2004-2009 planning cycle by addressing the following:

- A. In light of your answers to the planning questions, describe what you expect your unit to "look like" (e.g., student undergraduate and graduate mix, number of full and part-time faculty, administrative staff, advising) in 2009.

Student SCH Mix:

~~50%~~ 60% Undergraduate with 6 degree programs

~~30%~~ 25% Master's with 2 degree programs

~~20%~~ 15% Ph.D. with ~~4~~3 degree programs

Faculty and Staff:

~~33~~31 full-time faculty and ~~4~~ 4-6 adjuncts

~~9~~ 7 full-time administrative and advising staff

Update (Apr/06): For 2007, Geography will propose 2 new faculty lines:

- * Mitte Chair of Water and Geographic Information Science
- * Lecturer in Planning

- B. Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2004-2005 academic year and in 2-5 years.

AY 2004-05 1 faculty line to support new Ph.D. program

2-5 years 1 faculty line to support Geographic Education Ph.D. program

- C. Based on the unit initiatives outlined in your plan, estimate the total amount of new funding, excluding faculty lines, that your unit will need in the 2004-2005 academic year and in 2-5 years.

AY 2004-05 \$7,000,000

2-5 years \$30,000,000

II. Process

Describe, in a brief paragraph, the process used to develop your unit plan, including the nature and extent of faculty involvement.

The department chair requested all faculty and staff to submit new or modified strategic plan initiatives. In two meetings, the Department's Leadership Group (department chair, undergraduate program coordinator, graduate program coordinator, directors of the Grosvenor, Lovell, and GIScience centers, and administrative assistant III) reviewed and edited the initiatives for submission to the full faculty. We undertook a lengthy faculty meeting to discuss each of the proposed strategic plan initiatives and added three additional ones. The faculty voted unanimously to approve all of the initiatives listed here. Faculty and staff reviewed the final draft of department strategic plan for any errors.

III. Program Maintenance

Outline any established programs or activities within your academic unit that are inadequately funded due to growth, inflation, or other cost increases. Please describe the resources needed to maintain these programs and activities at a reasonable level of quality. You may also briefly list ongoing major initiatives that are working well (that you want to continue), and list your funding source.

Please see listing of "new" and "continuing" below, some of which are both.

IV. Planning Categories

Directions: List your unit's 2004-2009 initiatives under the following five categories, keeping in mind that the focus of a strategic plan, as opposed to a tactical or operational plan, is on major initiatives, not day-to-day operations of the unit. "New" initiatives may include major long-term initiatives that are included in your current strategic plan, but that have not as yet been "realized." It is not expected that you will have major initiatives for each subcategory. For example, in the Academic Programs category, you may only want to address new academic programs and major changes in current programs. In subcategories where you have no major initiative to list, simply put N/A.

A. Academic Programs

1. List new major academic programs (e.g., certificate, minor, bachelor's, master's, doctoral, whether contained on the academic program development plan or not) that your unit proposes and indicate the approximate timeline (2004-2005 academic year or 2-5 years). Please describe, in approximate terms, (1) new resources needed, if any, for the proposed program (e.g., faculty lines, facilities, equipment, technology, administrative staff, etc.), (2) how the unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. New Objective: By 2006, establish a Ph.D. program in the Geographic Systems of the United States.

Strategy: Support fully the Ph.D. program in terms of research, scholarly publication, and grant production. Attract a nationally recognized urban geographer for a new faculty position.

Measurement: Successful establishment of Ph.D. program.

Resources: \$535,000, including a faculty line for an urban geographer, plus additional space, for five-year development period.

Funding Sources: State and external funding.

Update (Apr/06): Objective delayed until the next strategic planning cycle (2009-2014). The Department will instead concentrate on enhancing the success of its existing PhD programs. (See New Continued Objective B.1.C.)

- B. New Objective: By 2007, establish a remote sensing certificate program.

Strategy: Draft a proposal for a remote sensing certificate program.

Measurement: By 2007, establish a remote sensing certificate program.

Resources: Faculty time necessary to create the certificate program.

Funding Sources: State operating funds for the department.

Update (Apr/06): Objective deleted. The Department will instead revise and enhance the existing undergraduate Geographic Information Systems (GIS) certificate (see Added Continued Objective A.2.B.); and develop a new graduate Geographic Information Science certificate. (See New Objective A.1.C.)

- C. New Objective: By 2008, establish a graduate-level Geographic Information Science (GISc) certificate.

Strategy: Use existing graduate courses to design a graduate-level certificate.

Measurement: Initiation of the new certificate.

Resources: State funding.

Funding Sources: State operating funds for the department.

2. List major changes (additions or deletions) in current academic programs, if any, that your unit proposes in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, (1) new resources, if any, needed for the proposed program, (2) how the unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. New Objective: By 2009 have established articulation agreements regarding geography courses with Texas community colleges.
Strategy: Contact Texas community colleges regarding articulation agreements and collaborate in proposing such agreements.
Measurement: Successfully implement articulation agreements with Texas community colleges regarding geography courses.
Resources: Adequate resources to engage in establishing the articulation agreements.
Funding Sources: State operating funds for the department.

Update (Apr/06): Not initiated as of this date.

- B. Continued Objective: By 2008, revise the existing undergraduate Geographic Information Systems (GIS) certificate to potentially include a remote sensing and/or cartography component.
Strategy: Assess and revise the GIS certificate program
Measurement: By 2008, implement changes.
Resources: In place.
Funding Sources: State operating funds for the department.
- C. New Objective: By 2008, establish Teaching Practicum courses for all incoming graduate assistants in order to enhance our instructional program.
Strategy: Develop a workshop during the month of August to be attended by all incoming graduate assistants. Establish follow-up mentoring experiences.
Measurement: Begin program in Fall 2006.
Resources: State funding.
Funding Sources: State funding.

Update (Apr/06): Courses at both the 5000 and 7000 levels have been approved by the University Curriculum Committee.

3. List new major distance learning programs (e.g., on-line, off-campus, ITV, Round Rock Higher Education Center), if any, that your unit proposes in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, 1) new resources, if any, needed for the proposed programs, 2) how the unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.
- A. Continued Objective: By 2009, have a strong presence via distance education in Texas State's off-campus educational programs in Texas and other places in the world.
Strategy: Establish and maintain distance education programs for geographic education, environmental geography, water resources, GIS, remote sensing, and other appropriate programs.
Measurement: Comparison of the number of undergraduate and graduate students in distance education programs in 2004 with that in 2009.
Resources: Funding for constructing the distance education programs.
Funding Sources: State and external funding.

Update (Apr/06): Due to ample opportunities elsewhere and high workload within the department, the on-line GIS certificate has been discontinued. The balance of this objective has been largely abandoned, except for the geographic education initiative outlines as an additional new objective (see B.3.B).

- B. **New Objective:** By 2005, establish a pilot program for an alternative delivery method for the PhD in Geographic Education, to encompass on-campus summer classes and distance education courses during the academic year.

Strategy: Enroll first cohort beginning in summer 2005. Enroll second cohort to begin in summer 2007.

Measurement: Students from first cohort should begin graduating by 2009. Students from second cohort should become ABD by 2009. In 2009, compare the number of students reaching these points in their program to the number initially enrolled.

Resources: Funding to support summer courses; funding to support student tuition scholarships.

Funding Sources: State and external funding.

Update (Apr/06): Ten students entered this program in summer 2005. Two subsequently transferred to the regular PhD program in fall 2005. Eight students are anticipated to return to San Marcos for the second on-campus summer during summer 2006. Eight competitive scholarships, \$1,000 each, will be available for the summer 2006 students. Scholarship funds for the second cohort (to begin summer 2007) are being sought.

4. List major changes (additions or deletions) in current distance learning programs, if any, that your unit proposes in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, (1) new resources, if any, needed for any proposed program, (2) how the unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. **Continued Objective:** By 2009, continue to have the Department of Geography's educational outreach programs recognized as among the best in the nation.

Strategy: Support fully the Department's educational outreach goals.

Measurement: Type and quality of recognition for educational outreach programs.

Resources: Variable funds depending on each year's educational outreach programs.

Funding Sources: State and external funding.

Update (Apr/06): Activities of the Grosvenor Center and the Texas Alliance for Geographic Education are ongoing.

5. If Texas State were to become the lead institution in a MITC in northeast San Antonio, list opportunities, if any, that your unit would want to pursue. Please describe, in approximate terms, (1) new resources, if any, needed for the proposed program, (2) how your unit would plan to obtain those resources, and (3) criteria for assessing initiative(s) listed.

N/A

B. Student Learning and Success

1. List new major efforts, if any, that your unit proposes to further improve the retention and completion rates of our students. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. **Continued Objective:** By 2009, continue to have maintained an undergraduate and graduate geography student body that is of a high quality.

Strategy: Continue to support higher admission and continuation standards for geography undergraduate majors and graduate students.

Measurement: Comparison of the foregoing data for 2004 with those in 2009.

Resources: Funding support to maintain high quality undergraduate and graduate student bodies.

Funding Sources: State and external funding.

Update (Apr/06): Geography maintains a higher minimum GPA requirement for graduation from its undergraduate programs than the university's minimum requirement. Geography is striving to recruit PhD students with higher GRE scores through increased recruitment efforts.

- B. Continued Objective: By 2009, have 12 of our faculty honored with the National Council for Geographic Education's (NCGE) Distinguished Teaching Achievement Award, the most prestigious teaching award in geography.

Strategy: Encourage excellence in teaching and nominate and support faculty for the award.

Measurement: Have the NCGE honor 12 of our faculty with its Distinguished Teaching Achievement Award by 2009.

Resources: Any necessary equipment for improvement in teaching.

Funding Sources: State and external funding.

Update (Apr/06): As of this update, the department has received 11 Distinguished Teaching Achievement Awards (with 10 different recipients) from the National Council for Geographic Education. An additional nomination has been sent forward.

- C. Continued Objective: Use best practices to ensure the timely graduation of PhD students with a goal of doubling the number of graduates per year.

Strategy: For the six calendar years, 2000-2005, nineteen PhD degrees (average of 3.2 per year) were completed in Geography's doctoral program. The departmental goal for the four calendar years 2006-2009 is 24 PhD degrees completed (average of 6 per year).

Measurement: Number of PhD degrees awarded during calendar years 2006-2009 compared to 2000-2005.

Resources: Adequate resources to support a quality doctoral program.

Funding Sources: State and external funding.

Update (Apr/06): The following changes with respect to PhD graduate assistants were implemented during 2005-2006: PhD graduate assistant duties correspond to the academic calendar; PhD graduate assistants will be assigned dissertation research responsibilities during all three of the summer months; revised workload credit for teaching assignments during the academic year.

2. List new major efforts, if any, that your unit proposes to ensure and document student learning. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. Continued Objective: In 2009, ~~continue to be a top fifteen~~ strive to be a well-recognized Ph.D.-granting geography department. ~~as ranked by the National Academy of Sciences.~~

Strategy: Support fully the Ph.D. program in terms of research, scholarly publication, and Ph.D. graduates.

Measurement: Comparison of FY 2004 scholarly publications, Ph.D. graduates and placement, and grants with those of FY 2009.

Resources: ~~33~~ 31 full-time faculty and ~~9~~ 7 full time support staff and any replacements for those faculty who retire or leave the University.

Funding Sources: State and external funding.

Update (Apr/06): Searches for replacement positions in urban geography (Assistant Professor) and geographic education (Associate or Full Professor) are underway for fall

2006. A new full-time lecturer position in planning will be requested for fall 2007 to support the undergraduate urban and regional planning major, thus relieving pressure from other faculty members thus enabling them to focus more attention on the current graduate programs.

- B. Continued Objective: By 2009, continue to have our graduate students recognized with awards and honors at professional meetings and publish their papers in professional journals.
Strategy: Mentor graduate students in undertaking important scholarly research.
Measurement: Increase in the number of awards and honors won by our graduate students and increase in the number of professional presentations and publications by our graduate students.
Resources: Provide necessary material and travel support for professional papers and publication.
Funding Sources: State and external funding.

Update (Apr/06): Example – over 30 graduate students presented papers at the March 2006 annual meeting of the Association of American Geographers held in Chicago.

- C. New Objective: By ~~2005~~ 2006, graduate the first Ph.D. students in Geographic Information Science.
Strategy: Support fully the Ph.D. program in Geographic Information Science in terms of teaching excellence, research, scholarly publication, and grants.
Measurement: Successfully graduate the first Ph.D. student in Geographic Information Science.
Resources: Per development program for the Ph.D. in Geographic Information Science.
Funding Sources: State and external funding.

Update (Apr/06): The first Geographic Information Science PhD graduates are anticipated during 2006.

- D. Continued Objective: By 2009, have adequate space for all of our academic programs. ~~including four Ph.D. programs.~~
Strategy: Use the Texas Higher Education Coordinating Board's formulas and guidelines to calculate the necessary space.
Measurement: By 2009, have the entire Evans Liberal Arts Building with all of its assignable space.
Resources: Evans Liberal Arts Building.
Funding Sources: State funding for remodeling.

- E. New Objective: By 2006, establish Learning Outcomes objectives and measures.
Measurement: By 2009, have an ongoing plan for measuring learning outcomes objectives.
Resources: Faculty time to undergo procedures.
Funding Sources: State Funding.

Update (Apr/06): Learning Outcomes objectives and proposed measures will be reported in April.

C. Scholarly and Creative Activity/Grant Activity

1. List new major efforts, if any, that your unit proposes to promote scholarly and creative activity in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

A. Continued Objective: In 2009, ~~continue to be a top fifteen~~ strive to be a well-recognized Ph.D.-granting geography department. ~~as ranked by the National Academy of Sciences.~~

Strategy: Support fully the Ph.D. program in terms of research, scholarly publication, and Ph.D. graduates.

Measurement: Comparison of FY 2004 scholarly publications, Ph.D. graduates and placement, and grants with those of FY 2009.

Resources: ~~33~~ 31 full-time faculty and ~~9~~ 7 full time support staff and any replacements for those faculty who retire or leave the University.

Funding Sources: State and external funding.

Update (Apr/06): New faculty hires have received substantial “start-up” packages which will enable them to enhance future scholarship and grant activity.

B. New Objective: By 2009, have three named and endowed department research centers that are internationally recognized: the Grosvenor Center for Geographic Education, the Lovell Center for Environmental Geography and Hazards Research, and the (to be named) Center for Geographic Information Science, each of which will be supported by a \$1 million endowment.

Strategy: Support fully the three named research centers.

Measurement: Comparison of FY 2004 grants and scholarly publications from the three research centers with those of FY 2009. Have an internationally recognized name for the Center for Geographic Information Science.

Resources: \$3 million in external funding.

Funding Sources: External funding.

Update (Apr/06): The Grosvenor Center is well positioned to reach this goal.

C. Continued Objective: By 2009 continue to have published high-quality issues of the journal *Research in Geographic Education* and continue to have a high-quality Department publication series, including the Texas Atlas Project atlases and other products and scholarly monographs and occasional papers.

Strategy: Support fully research and scholarly publication.

Measurement: By 2009 have published high-quality issues of the journal *Research in Geographic Education* and have produced other high-quality Department publications.

Resources: \$30,000 per year.

Funding Sources: External funding.

Update (Apr/06): The journal, *Research in Geographic Education*, is striving to catch up on its publication schedule.

D. New Objective: In 2006, successfully host the largest and best-ever annual meeting of the Applied Geography Conference, the most important professional applied geography organization in the nation.

Strategy: Organize and fund the largest and best-ever annual meeting of the Applied Geography Conference.

Measurement: Verbal and written comments about the Applied Geography Conference annual meeting at Texas State.

Resources: Funding to support the conference.

Funding Sources: External funding.

Update (Apr/06):

E. New Objective: By 2009, have a faculty that has accrued 1,500 publications.

Strategy: Encourage faculty to conduct research and publish their findings in scholarly outlets.
Measurement: Count the total number publications accrued by 2009.
Resources: Unwavering support for faculty publication efforts.
Funding Sources: State and external funding.

2. List new plans for grant writing, contracts, or other types of externally funded activity, if any, that your unit proposes in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.
 - A. New Objective: By 2009, continue to reach \$5,000,000 in grants, contracts, and development income annually.
Strategy: Search for, develop, and secure external funding sources to support the \$5,000,000 annual goal.
Measurement: Annual comparison of income grants, contracts, and development.
Resources: Faculty, staff, and students working to reach the annual \$5,000,000 goal.
Funding Sources: External funding.
 - B. New Objective: By 2009, establish two \$1,000,000 endowed chairs: one in Environmental Geography and one in Geographic Information Science.
Strategy: Identify funding sources and write two strong proposals.
Measurement: Establishment of the two endowed chairs.
Resources: Support of development efforts.
Funding Sources: \$2,000,000 in external funding.
 - C. Continued Objective: By 2009, have adequate space for our research, grant, and contract work.
Strategy: Use the Texas Higher Education Coordinating Board's formulas and guidelines to calculate the necessary space.
Measurement: By 2009, have the entire Evans Liberal Arts Building with all of its assignable space.
Resources: Evans Liberal Arts Building.
Funding Sources: State funding for remodeling.

Strategic Initiatives Geography Department Research Centers (all externally funded):

1. Grosvenor Center for Geographic Education
 - A. Expand the Center's operations, with particular emphasis on the Grosvenor Scholars Program, securing research grants, the expansion of service grants and contracts, and providing for an internationally recognized Grosvenor Distinguished Lecture Series.
 - B. Expand the quality and general publication operations of the Center's scholarly annual, *Research in Geographic Education*.
 - C. Assist the Department in significant ways to ensure that its academic geographic education programs remain vital and robust.
2. Lovell Center for Environmental Geography and Hazards Research
 - A. Continue to support the Lovell Center as an internationally recognized research center focusing on field research in environmental geography and hazards.
3. Texas Center for Geographic Information Science
 - A. Continue to increase research production in the key Geographical Information Science (GIScience) areas of GIS, remote sensing, visualization, and spatial analysis.
 - B. Develop funded research in especially these areas: GIScience and public health, GIScience and homeland security, GIScience and water resources, and GIScience and earth systems science.

- C. Collaborate with other Department research centers as well as scholars from across campus and at other universities in the U.S. and around the world.
- D. Continue to recruit the highest-quality students into the Department's GIScience programs.

Strategic Initiatives of Geography Department-led Interdisciplinary Research Centers (both externally funded):

- 1. Center for Nature and Heritage Tourism
 - A. Continue a strong research focus on nature and heritage tourism as alternative valuation and use for rangelands in Texas and worldwide.
 - B. Seek research funding through the U.S. Department of Agriculture, the Texas Department of Agriculture, and the International Fund for Agricultural Development.
 - C. Seek endowment funding through agricultural nongovernmental organizations, such as the Texas Southwestern Cattle Raisers Association and private foundations.
- 2. Center for Texas-Mexico Applied Research
 - A. Continue to have an internationally recognized research center that promotes the internationalization of Texas State and collaborates with universities in Mexico in conducting important research and in student/faculty exchange programs.

D. Development

List new major efforts, if any, that your unit proposes for development and funding (e.g., endowed positions, scholarships) of special programs and initiatives in the 2004-2005 academic year or 2-5 years. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. Continued Objective: By 2009, have made significant progress in establishing a \$1,000,000 Geography Department endowment.
 Strategy: Search for and develop external funding sources to support the \$1,000,000 endowment.
 Measurement: Comparison of the amount of FY 2004 endowment funds with those of FY 2009.
 Resources: Those needed to support development efforts.
 Funding Sources: External funding.
- B. Continued Objective: By 2009, continue to support the current 34 Department-sponsored scholarships, increase each of their endowments to \$25,000, and establish 5 new geography scholarships for \$25,000 each.
 Strategy: Encourage faculty, alumni, and friends to continue to support the current 34 geography scholarships, gain matching funds, and establish 5 new scholarships.
 Measurement: 39 geography scholarship agreements signed and on file.
 Resources: \$635,000.
 Funding Sources: External funding.
- C. New Objective: By 2009 have 800 attendees at the Annual Geography Alumni Reunion and Student Celebration.
 Strategy: Continue to promote the benefits of the Annual Geography Alumni Reunion and Student Celebration and use the event for significant development purposes.
 Measurement: Count the number of attendees at each Annual Geography Alumni Reunion and Student Celebration.
 Resources: \$10,000 per year.
 Funding Sources: External funding.

E. Diversity

1. List new major efforts, if any, that your unit proposes to increase and promote faculty diversity (e.g., ethnicity, gender, sources of highest degrees, range of academic areas in the discipline). Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

Please see response to #2 below.

2. List new major efforts (e.g., mentoring, curriculum changes), if any, that your unit proposes to recruit and support student diversity. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

- A. Continued Objective: By 2009, have an undergraduate and graduate geography student body and faculty that better reflects the ethnic, gender, and cultural diversity of Texas. In doing so, the Geography Department will become a major player in Texas State's Hispanic Serving Institution initiative.

Strategy: Continue to maintain an Internet Web site that promotes ethnic, gender, and cultural diversity and establish Geography Days in which high school and community college students can visit regarding our undergraduate programs and university students can visit regarding our graduate programs. Continue the annual analysis of undergraduate and graduate curricula to see whether new courses need to be created to serve better the pedagogical goals of cultural diversity. Continue to recruit nationally competitive women and minority students and faculty, particularly Latinos and African Americans. Increase Department efforts in educational outreach for and partnering with K-12 schools that have large percentages of students from underrepresented groups, especially Latinos and African Americans.

Measurement: Comparison of the number of Latino, African-American, and female undergraduate and graduate students and faculty in 2004 with those in 2009. Compare the curricula for 2004 with 2009.

Resources: Funding to maintain Web site and to support student visits.

Funding Sources: State and external funding.

- B. Continued Objective: By 2009, have established a stronger international component with more students and faculty from other nations of the world and courses that focus on international issues.

Strategy: Attract students and faculty from other countries and modify or create courses that underscore international issues.

Measurement: In 2009, count the number of students and faculty from other nations in relationship to those in 2004 and review the number of courses with international perspectives.

Resources: Funding for student stipends, faculty lines, and curriculum development.

Funding Sources: State and external funding.

- C. New Objective: By 2009, become a model for Geography Departments in the Association of American Geographers in having an undergraduate and graduate geography student body and faculty that has a significant percentage of ethnic representation, particularly Latino and African-American.

Strategy: Continue our strong outreach efforts to high schools, community colleges, and other universities. Continue to recruit nationally competitive women as well as minority students and faculty, particularly Latinos and African Americans. Increase Department efforts in educational outreach for and partnering with K-12 schools that have large

percentages of students from underrepresented groups, especially Latinos and African-Americans.

Measurement: Comparison of the number of Latino, African-American, and female undergraduate and graduate students and faculty in 2004 with those of 2009. Compare the curricula for 2004 with 2009.

Resources: Funding to maintain Web site and to support student visits.

Funding Sources: State and external funding.

F. Other

Describe briefly major initiatives, if any, not addressed in the five planning categories, which your unit would like to address. Please describe, in approximate terms, (1) new resources, if any, needed for this effort, (2) how your unit plans to obtain those resources, and (3) criteria for assessing initiative(s) listed.

A. Continued Objective: In 2006 successfully complete a Texas Higher Education Coordinating Board review of our three Geography Ph.D. programs.

Strategy: Support fully the geography Ph.D. programs in terms of research, scholarly publication, and Ph.D. graduates.

Measurement: Successfully complete Coordinating Board review.

Resources: Funding support that increases incrementally with expansion of programs and with inflation.

Funding Sources: State and external funding

B. Continued Objective: By 2009, continue to have one of the best academic Web sites in the nation for geography departments.

Strategy: Provide the resources to update and maintain one of the most informative and user-friendly academic Web sites in the nation for geography departments.

Measurement: Compare Texas State=s Geography Web site with those at other Ph.D.-granting geography departments across the nation.

Resources: \$20,000 annually.

Funding Sources: State and external funding.

C. Continued Objective: By 2009, have established a campus model for landscape beautification around the Evans Liberal Arts Building.

Strategy: Continue to plan and implement an indigenous, environmentally friendly landscape for the areas around the Evans Liberal Arts Building.

Measurement: Have the established landscape model recognized.

Resources: Support for beautifying the landscape.

Funding Sources: State and external funding.