



**LAMAR INSTITUTE OF TECHNOLOGY**



**Chancellor's Report**  
**ACHIEVING TSUS VISION 2020**  
February 7, 2019



## EXECUTIVE SUMMARY

Established in 1911, the Texas State University System (TSUS) is Texas' first and third-largest university system (consisting of seven institutions) with Fall 2018 enrollment exceeding 84,000 students. And while Vision 2020 focuses on various areas, an overarching objective is to grow TSUS to an aspirational 91,300 student headcount by Fall 2020.

As a proud member institution, Lamar Institute of Technology (LIT) “Welcomes Students.” We are also supportive of all system initiatives. To this end, the Chancellor’s Report discusses four “Plans” (*Access, Success, Excellence, and Efficiency*) to achieve Vision 2020. While LIT still needs to ‘pick-up the pace’ in certain areas, the May 2018 Progress Report revealed that of the 36 ‘2-Yr. *Progress to Targets*’ listed, our faculty and staff have made either some progress 🟡, on-track 🟢, or have achieved ✓ 31 (86%) of these performance measures.

Why is LIT having this type of success? We began immediately and got our employees involved. Friday, August 19, 2016, the Chancellor previewed the Vision 2020 presentation and as soon as the following Monday, August 22, 2016, we started developing strategies to mobilize all (full-time and part-time) faculty and staff in a very meaningful way. Thus, the **LIT Shared Vision** was created with three (3) new college goals to better align with our College Strategic Plan, 10-in-10 (10,000 students enrolled by 2028), Vision 2020, and 60x30TX.

To ensure personnel take ownership, I have incentivized Vision 2020 and made it an institutional priority. Faculty, staff, and administrator evaluations have performance targets integrated into them. Furthermore, the “Plans” are being operationalized at the ground level (by advisors, recruiters, coordinators, instructional staff, etc.) not just college executives.

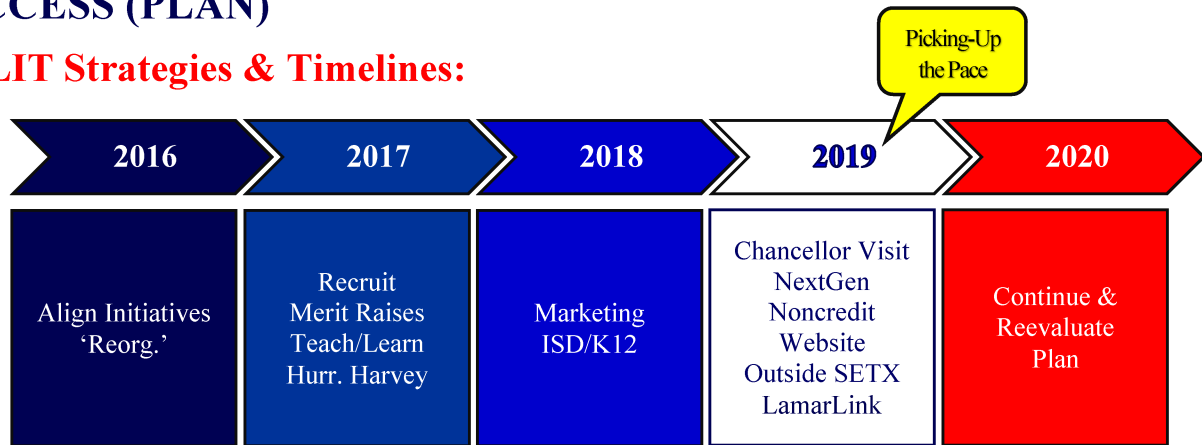
## ACCESS (PROGRESS)

### LIT Enrollment:

	2016 Baseline	2018 Rpt.	2-Yr. Prgrss.	2020 Rpt. Target	2021 Rpt. Target
Total (Credit) Headcount	2,846	2,983	✓	3,161	3,250
Hispanic Headcount	437	572	✓	558	558
African-American Headcount	839	848	●	954	1,007
<b>Adult Learners Headcount</b>	<b>838</b>	<b>816</b>	●	<b>896</b>	<b>936</b>
Dual Enrollment Headcount	58	312	✓	135	135
Annual Unduplicated Headcount	6,946	6,714	●	7,332	7,641

## ACCESS (PLAN)

### LIT Strategies & Timelines:



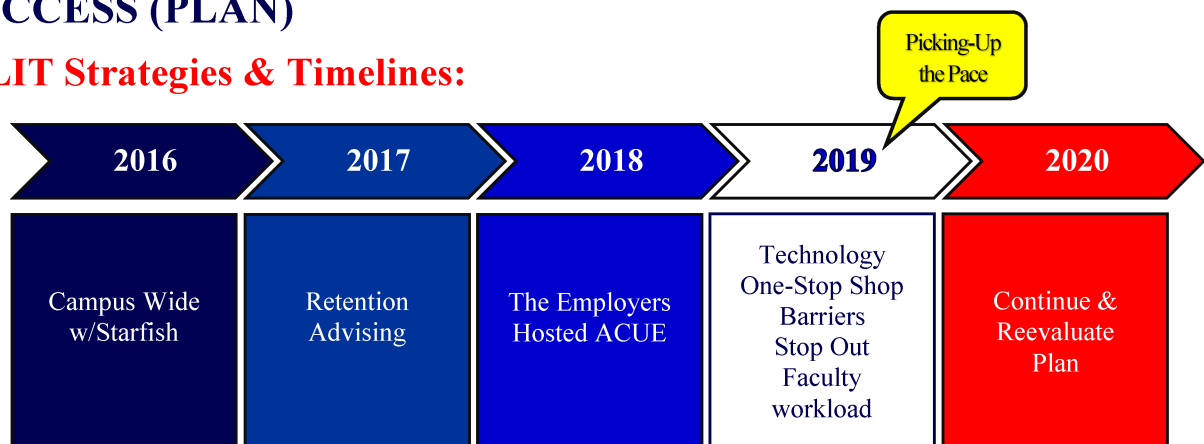
## SUCCESS (PROGRESS)

### LIT Enrollment:

	2016 Baseline	2018 Rpt.	2-Yr. Pgrss.	2020 Rpt. Target	2021 Rpt. Target
Total Degrees & Certificates	511	704	✓	571	571
Hispanic Degree/Certificate	51	128	✓	57	57
African-Am. Degree/Certificate	102	130	✓	114	114
Adult Learn Degree/Certificate	138	273	✓	154	154
<b>6-Year Graduation Rate</b>	<b>27%</b>	<b>21.8%</b>	●	<b>34%</b>	<b>40.1%</b>
3-Year Graduation Rate	21.5%	24.4%	●	26.5%	27.5%
1-Year Persistence Rate	49.7%	57.1%	✓	55.5%	55.5%
100% Online Degrees	4	6	●	7	8
Employed (Graduates)	69.7%	78.9%	●	88.1%	92.7%
<b>Transfers to Sr. Institutions</b>	<b>11.9%</b>	<b>8.2%</b>	●	<b>15.5%</b>	<b>19.2%</b>
Core Completers	0.0%	2.2%	●	4.1%	5.0%

## SUCCESS (PLAN)

### LIT Strategies & Timelines:



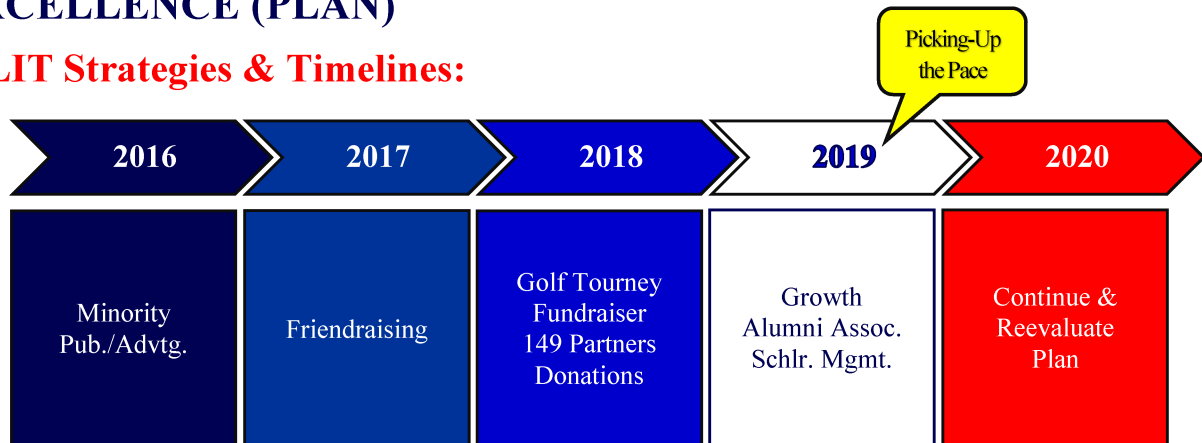
## EXCELLENCE (PROGRESS)

### LIT Enrollment:

	2016 Baseline	2018 Rpt.	2-Yr. Pgrss.	2020 Rpt. Target	2021 Rpt. Target
Total Faculty	171	176	●	186	191
Minority Faculty	29	33	●	39	42
<b>Tenure/Tenure Track Faculty</b>	<b>83</b>	<b>83</b>	●	<b>90</b>	<b>93</b>
Endowment	\$3.3M	\$3.8M	✓	\$3.7M	\$3.7M
Annual Cash Giving	\$1.1M	\$1.1M	●	\$1.161M	\$1.189M
Number of Alumni	11,344	12,632	●	13,273	13,593

## EXCELLENCE (PLAN)

### LIT Strategies & Timelines:



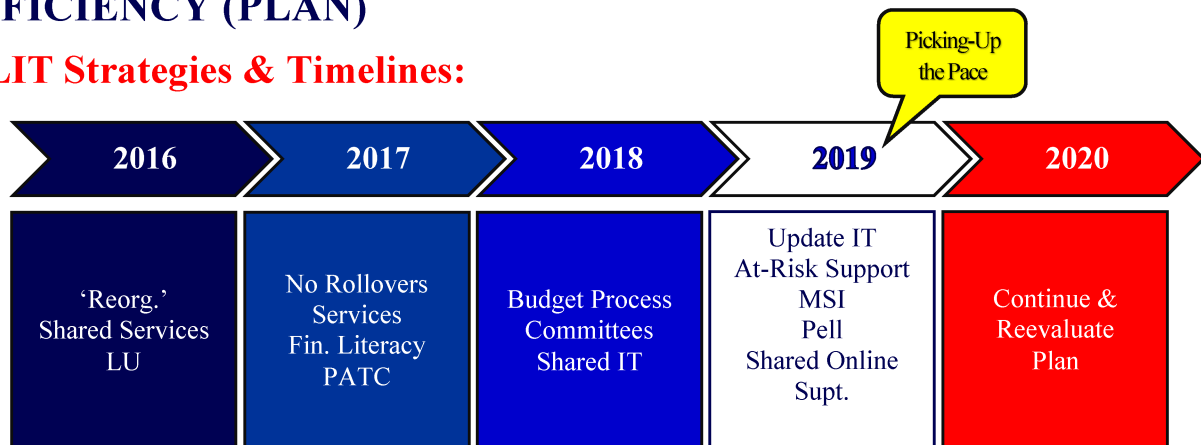
## EFFICIENCY (PROGRESS)

### LIT Enrollment:

	2016 Baseline	2018 Rpt.	2-Yr. Pgrss.	2020 Rpt. Target	2021 Rpt. Target
Annual Operating Expenditures	\$24.2M	\$25.1M	N/M	N/A	\$27.1M
Administrative Costs	13.0%	13.3%	↑ ↓	N/A	13.0%
<b>% of Undergrad Pell Recipients</b>	<b>31.6%</b>	<b>29.5%</b>		<b>N/A</b>	<b>48.6%</b>
<b>% of Undergrad w/Debt</b>	<b>44.1%</b>	<b>43.3%</b>		<b>N/A</b>	<b>40.6%</b>
Avg. Debt of Grads w/Debt	\$15,095	\$13,586		N/A	\$14,562
Avg. Debt of All Grads	\$6,652	\$5,880		N/A	\$5,937
Loan Debt/1st Yr. Wage Ratio	0.30	0.31		N/A	0.27
<b>3-Year Cohort Default Rates</b>	<b>29.1%</b>	<b>20.5%</b>		<b>N/A</b>	<b>25.0%</b>
Net Price	\$9,151	\$9,114		N/A	\$10,132
Cost of Attendance	\$17,435	\$19,215		N/A	\$19,937
THECB Debt Native	\$13,799	\$14,941		N/A	N/A
THECB Debt Transfer	\$13,945	\$15,837	N/A	N/A	
THECB Debt Total	\$13,835	\$15,242	N/M	N/A	N/A

## EFFICIENCY (PLAN)

### LIT Strategies & Timelines:

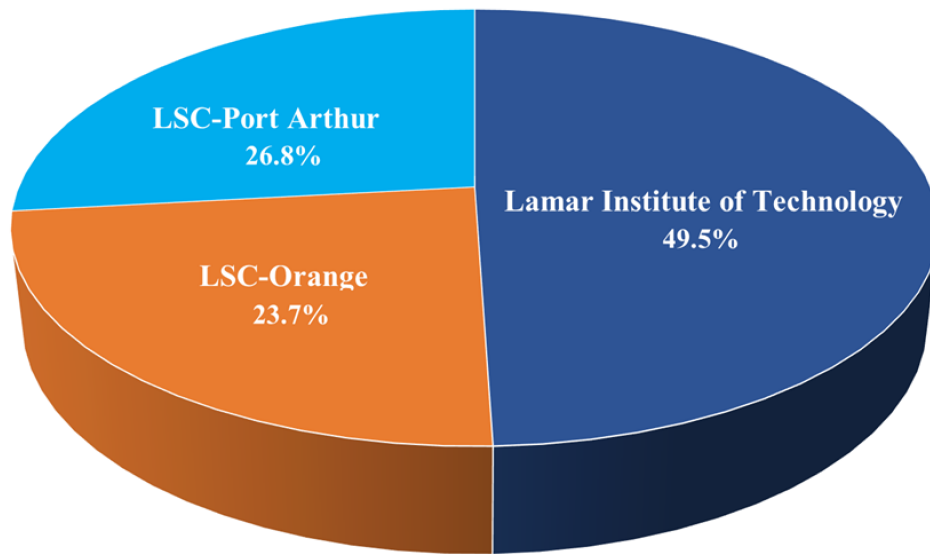


# ACHIEVING TSUS VISION 2020

## Institutional Action Plans

(Access, Success, Excellence, & Efficiency)

Annual Unduplicated (Credit & Non-Credit) Headcount  
FY 2018 (Fall 2017 - Summer II 2018)



## Access (Institutional Action Plan)

### 2016:

- Strengthened the structure of Lamar Institute of Technology (LIT).
  - Responsibility: President.
  - Task Completed: August 2016.
  - Result/Outcome: At every level (from food services to the vice president level), I conducted a complete college ‘reorg.’ In addition, the divisions of Student Services and Academic Affairs were combined into a single area. At the staff level, the duties of both advisors and recruiters were also merged into one position.
- As a result of surveying faculty, staff, students, civic organizations, and business leaders, the LIT **Shared Vision** was developed focusing on college growth and excellence.
  - Responsibility: President.
  - Task Completed: September 2016.
  - Result/Outcome: Three new college goals were created that would align with TSUS Vision 2020.

### 2017:

- Increased faculty enrollment efforts and reduced small classes being offered.
  - Responsibility: Faculty, Staff, Department Chairs, VP Student and Academic Success, and President.
  - Task Completed: December 2017.
  - Result/Outcome: Required all five chairs to reapply for their positions, began using metrics, changed how we paid for small classes, and held voluntary Town Hall meetings. Enrollment has increased every long semester (even in Hurricane Harvey).
- Incentivized recruitment with ‘one-time merit’ raises for selected faculty and staff.
  - Responsibility: President and VP of Finance and Operations.
  - Task Completed: December 2017 and ongoing.
  - Result/Outcome: Enrollment has increased every long semester (even in Hurricane Harvey).
- Launched the 1st TSUS two-year college Teaching and Learning Center (TLC).
  - Responsibility: TLC Executive Dir.
  - Task Completed: June 2017 and ongoing.
  - Result/Outcome: Provides required **recruitment** training to all faculty and college teaching methods for ISD educators who serve as LIT adjuncts.

### 2018:

- Began both community outreach and developed specific marketing collaterals targeting African American and Hispanic students.
  - Responsibility: Outreach Recruiters/Advisors, Marketing Dir., and Student Success Dean.
  - Task Completed: August 2018 and ongoing.
  - Result/Outcome: With a 49.5% minority enrollment, the landscape of LIT has dramatically changed and is primed to become a minority-serving institution (MSI).



- Increase high school-to-college recruitment and enrollment.
  - Responsibility: Outreach Recruiters/Advisors, Dual Enroll. Coordinator, Executive Dir. of Foundation, and Strategic Initiatives Dean.
  - Task Completed: August 2018 and ongoing.
  - Result/Outcome: Established dual credit, early college, and ICIA partnerships. Total ISD enrollment increased 438%. LIT Foundation provides necessary dual credit scholarships.
  
- Increased adult learner recruitment and enrollment.
  - Responsibility: Program Coordinators (schedule classes) and VP for Strategic Initiatives.
  - Task Completed: August 2018 and ongoing.
  - Result/Outcome: Increased evening and online classes.

## 2019:

- Develop a new LIT website.
  - Responsibility: Programmer, Graphic Specialist, Marketing Dir., and VP for Strategic Initiatives.
  - Task Completed: February 2019.
  - Result/Outcome: Help drive student enrollment.
  
- Launch Customer Relationship Management (CRM) system.
  - Responsibility: Outreach Recruiters/Advisors, Programmer, and Student Success Dean.
  - Task Completed: February 2019.
  - Result/Outcome: Help drive student enrollment.
  
- Implement the NextGen partnership with Beaumont ISD.
  - Responsibility: Faculty, Dual Enroll. Coordinator, and Strategic Initiatives Dean.
  - Task Completed: Fall semester 2019 and ongoing.
  - Result/Outcome: Over the next two-years, this could generate an additional 600 enrollments in 11 certificate programs at the Taylor Career Center. In six of these programs, students are able to graduate with a Level 1 Certificate; completers as high school seniors.

## 2020:

- Continue and reevaluate the Access Plan.

## Success (Institutional Action Plan)

### 2016:

- Greater utilization of Starfish [early alert] retention software.  
Responsibility: Faculty, Staff, Students, QEP Coordinator, and Coordinator of Institutional Effectiveness.  
Task Completed: December 2016 and ongoing.  
Result/Outcome: Increased one-year retention by 15%.

### 2017:

- Imbedded (house) Advisors/Recruiters in local high schools.  
Responsibility: Outreach Recruiters/Advisors, and Student Success Dean  
Task Completed: August 2017 and ongoing.  
Result/Outcome: Increased number of Fall 2018 applicants by 8.8% compared to Fall 2017.
- Streamlined the advising process through a collaboration between student and academic success.  
Responsibility: Faculty, Staff, Department Chairs, Academic Dean, and Student Success Dean.  
Task Completed: January 2017 and ongoing.  
Result/Outcome: More efficient and effective advising of students.

### 2018:

- Better tracking of student foot traffic related to utilization of wrap-around services.  
Responsibility: Student Success Dean.  
Task Completed: January 2018 and ongoing.  
Result/Outcome: More efficient scheduling of personnel.
- Hosted ACUE's "Effective Practice Framework©" program.  
Responsibility: Faculty and Student Success Dean.  
Task Completed: September 2018 and ongoing.  
Result/Outcome: Advancing the pedagogical understanding of evidence-based teaching practices leading to increased student engagement and success.
- LIT is continuing to build relationships with area employers.  
Responsibility: Outreach Recruiters/Advisors, Program Coordinators, Faculty, and Department Chairs.  
Task Completed: September 2018 and Ongoing.  
Result/Outcome: No data available.

### 2019:

- Implement a Program Viability and Program Review process.  
Responsibility: Academic Dean and EVP/Provost.  
Task Completed: Fall 2020.  
Result/Outcome: Reduce number of low enrollment programs by 20%.
- Implement predictive analytics for Starfish.  
Responsibility: Coordinator of Institutional Effectiveness.  
Task Completed: Fall 2019.  
Result/Outcome: Increase institutional retention by an additional 3%.

- Re-engage “stop-out students” to complete a degree or certificate.  
 Responsibility: Program Coordinators, Department Chairs, and Academic Dean.  
 Task Completed: Summer 2019.  
 Result/Outcome: No data available at this time.
  
- Partner with Lamar University (LamarLink).  
 Responsibility: Outreach Recruiters/Advisors, and Student Success Dean.  
 Task Completed: Fall 2019.  
 Result/Outcome: No data available at this time.
  
- Opening The Eagles’ Nest for Student Success one-stop shop.  
 Responsibility: Student Success Staff, Student Success Dean, and EVP/Provost.  
 Task Completed: Summer 2019.  
 Result/Outcome: No data available at this time.
  
- Evaluate faculty workload practices to reduce cost and increase efficiency.  
 Responsibility: Department Chairs, Academic Dean, and EVP/Provost.  
 Task Completed: Fall 2019.  
 Result/Outcome: No data available at this time.

**2020:**

- Develop a Strategic Enrollment Management (SEM) plan.  
 Responsibility: Student Success Dean, Academic Dean, and EVP/Provost.  
 Task Completed: Fall 2020.  
 Result/Outcome: No data available at this time.
  
- Continue and reevaluate the Access Plan.

## Excellence (Institutional Action Plan)

### 2016:

- Increased the number of minority faculty members.  
Responsibility: Marketing Dir., Academic Dean, and EVP/Provost.  
Task Completed: August 2018 and ongoing.  
Result/Outcome: Job postings for faculty positions are placed in minority publications/websites such as Diversity.com. Department Chairs work with ISDs and business leaders to find qualified minority candidates and encourage them to apply. Minority faculty increased from 29 to 33 by 2018.

### 2017:

- Increased [overall] giving to LIT.  
Responsibility: Executive Dir. of Foundation with the assistance of all Faculty, Staff, and Students.  
Task Completed: August 2018 and ongoing.  
Result/Outcome: Total giving for 2017 was \$4,626,904 for a 5.82% percent increase over 2016.

### 2018:

- Increased fundraising, annual cash, and in-kind giving.  
Responsibility: Development Manager and Exec. Dir. of Foundation.  
Task Completed: November 2018.  
Result/Outcome: Golf tournament raised \$90,000. Rita and Richard Ashley donated property for truck driving facility valued at approximately \$250,000.

### 2019:

- Increase employee payroll deduction contributions.  
Responsibility: VP of Finance and Operations, Development Manager and Emergency Aid Committee.  
Task Completed: September 2019.  
Result/Outcome: No data available at this time.
- Institute a plan to promote naming rights for LIT facilities.  
Responsibility: VP of Finance and Operations, Executive Dir. of Foundation and Marketing Dir.  
Task Completed: September 2019.  
Result/Outcome: No data available at this time.
- Implement a new scholarship and donor management system.  
Responsibility: Development Manager and Scholarship Coordinator.  
Task Completed: July 2019.  
Result/Outcome: No data available at this time.
- Reinvigorate the Alumni Association.  
Responsibility: Executive Dir. of Foundation, Marketing Dir. and Development Manager.  
Task Completed: August 2019.  
Result/Outcome: No data available at this time.

### 2020:

- Continue and reevaluate the Excellence Plan.

## Efficiency (Institutional Action Plan)

### 2016:

- Shared Services with Lamar University (LU).  
Responsibility: Assistant Dir. of Finance, Dir. of Finance, and VP of Finance and Operations.  
Task Completed: July 2016 and ongoing.  
Result/Outcome: LIT's students utilize LU's Health Center, Recreational Center, and Setzer Center. LIT utilizes LU's Police, HR, Admissions, and Registrar.

### 2017:

- Completed construction of the new Petrochemical and Advanced Technology Center (PATC).  
Responsibility: Dir. of Facilities and VP of Finance and Operations.  
Task Completed: August 2017.  
Result/Outcome: Demolition of two buildings built in the 1950s to build the PATC building.

### 2018:

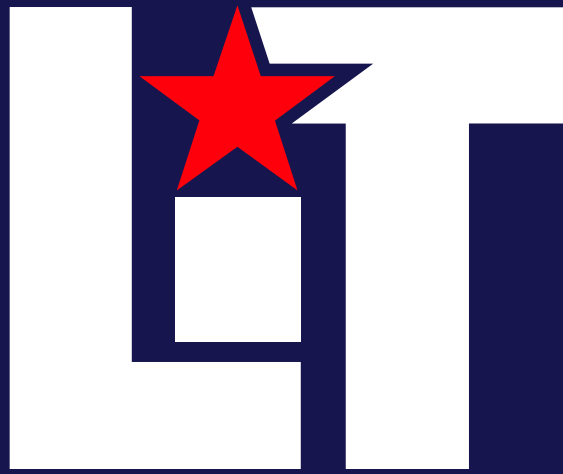
- Sought to share IT position with LSCPA.  
Responsibility: Assistant Dir. of Finance, Dir. of Finance, and VP of Finance and Operations.  
Task Completed: July 2018.  
Result/Outcome: Reduced personnel costs by sharing an Information Security Officer (ISO).

### 2019:

- Update IT infrastructure.  
Responsibility: IT staff, IT Dir., and VP of Finance and Operations.  
Task Completed: February 2019.  
Result/Outcome: Updated IT infrastructure and reduced servers from 18 to six for better efficiency.
- Increase at-risk student support with the Trellis Company.  
Responsibility: Student Services Dean.  
Task Completed: Fall 2019.  
Result/Outcome: No data available at this time.
- Pursue Minority Serving Institution (MSI) designation for Title III grants.  
Responsibility: Dir. of Financial Aid.  
Task Completed: Fall 2019.  
Result/Outcome: Fall 2018 Minority demographics equal 52.3%; achieving MSI status.
- Increase Pell participation.  
Responsibility: Dir. of Financial Aid, Faculty, and Academic Dean.  
Task Completed: Fall 2019 and ongoing.  
Result/Outcome: No data available at this time.
- Shared 24-hour online tech support with Sam Houston State University.  
Responsibility: Dir. of Online Learning.  
Task Completed: Fall 2019.  
Result/Outcome: No data available at this time.

### 2020:

- Continue and reevaluate the Efficiency Plan.



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