Managed Growth

1. Develop plans for workforce, programs, facilities, resources and services (including outreach)(36 dots)
2. Proportionate resource allocation (0 dots)
3. Adjust admission standards (1 dot)
4. Strategic recruiting (2 dots)
5. Strategic abandonment (2 dots)

ACTION PLAN:
1. Conduct capacity study for benchmarks of current state (address shortages/gaps)
2. Develop growth plan (5, 10+ years)
3. Strategic prioritization of resource allocation

RESOURCES:
1. External consultants
2. Departmental feedback
3. Enrollment Management and Institutional Research data and EMEE (?) services

TIMEFRAME:
Current baseline: 1 year
Growth plan: 12 months
Prioritization: 1 year

CHAMPION:
Karen Murray

ASSISTANTS:
Haynes, Weissenberger, Brown, Tall and Minckler

PICTURE OF SUCCESS:
1. Maintain “campus” (life, academics, family and community)
2. Maintain student:faculty ratio
3. Reduction in adjuncts
4. Healthy programs (0 low programs)
5. Healthy staff levels

IDEAS/FEEDBACK:
- Good plan-be serious about low producing programs
- Capacity study-Yes! We’ve talked about the need to do this for years and years!
- Can information from Noel Lovetz help with prioritizing areas with greatest potential for growth?
- Wonder if the prioritization should take place first of programs, facilities, etc so we don’t waste a lot of time and $ developing plans for things that won’t be addressed for years.
- Action oriented, structured, organized, future focused, reduce adjuncts
• Texas Higher Ed Coordinating Board probably has data on student to faculty ratio @ Texas public institutions. This would enable us to benchmark ourselves vs. peer institutions and set our goals accordingly. Need to look for comparison test for staff goals.
• President Dottavio should be the champion of this objective
• Like: strategic allocation of resources
• Like: managed growth
• Like: strategic placement of resources for growth and implement goals
• Reduce # of adjuncts
• Career Services (and other departments probably have their own as well) has #’s on national data on staff:student ratio
• Possible champion should be Tye Minckler since it is resource based for university and not necessarily academic affairs based.
• Use the data Dr. Murray already has on progress toward hiring goals and what the next phase of # of faculty hires will be and where
• There is no inclusion of outreach
• Don’t forget that growing in one area has huge effects on other programs. ie; increase in nursing enrollment means increase in BIO 219 & 220. Support areas are often overloaded.
• Need to focus on staff and faculty resources and salaries. They are not competitive and this limits the capacity to recruit and maintain a top notch institutional base of staff and faculty that are motivated and empowered to building Tarleton’s success.
• Mike Haynes may be able to get some data from “Delaware” studies about comparison figures.
• Nix the external consultant until next round, ie, years 6-10 as we know enough to make changes in years 1-5.
• Bottom up then top down then consensus for growth plans
• Do the benchmark baseline in 6 months NOT in a year. Prioritization is very difficult journey-do good research- there are programs you can take
• Utilize current APPA statistics for facility statistics (information is real data reported by universities across the nation)-See Joe Standridge for access to information
• THECB space usage and efficiency report (Joe Standridge or Mike Haynes)
• Like: We could manage growth- Have a plan
• Advice: NoelLevitz is not always the answer
• Improve: Develop a strategic plan for enrollment management prior to expected growth.
• TAMUS has models for faculty load expectations
• Space utilization efficiency committee look at physical facilities use
• What will outsourcing through TAMUS do to our ability to expand as we grow?
Community

1. Support the economic, cultural and social development of the region by investing in students, faculty, staff and the community through development (continuing education), faculty & staff grants – Business Assistance Center (3 dots)
2. Nurture a culture of holistic wellness for students, faculty, staff and community members by:
   a. Awareness/education
   b. Mentally
   c. Academically
   d. Physically
   e. Financially (4 dots)

3. **Invest in human resources to sustain the “family” feel that differentiates Tarleton from its competition (Faculty hiring, staff hiring and student employment) (38 dots)**
4. Foster the sense of allegiance to the university in our graduates:
   a. Southwest Metroplex
   b. Online
   c. Waco
   d. Commuters
   e. Non-trads
   f. Midlothian (7 dots)

**ACTION PLAN:**
1. Decentralization/transparency in budget process
2. Rework the way we do things (outcome vs. revenue)
3. Units * Non-revenue sources * Community education

**RESOURCES:**
1. Possible 1 FTE 2 years
2. Business Services – 2 years out
3. $100,000 ($50K per year for two years)
4. Business Services

**CHAMPION/ASSISTANTS:**
1. VP Finance & Administration
2. Cabinet
3. VPAA
4. Amanda Sims and Joyce Goodman

**PICTURE OF SUCCESS:**
1. Revenue sources and becoming known
2. Units spends generated sources
3. Transparency in budget process (now, 1 year, 2 years, 5 years)

**IDEAS/FEEDBACK:**
- Best one yet!
- Like: Transparent budget process and where $ comes from and goes
• Incorporate some type of “bonding” opportunities for college/departments to develop “family” feel
• Use of salary savings by units would be great!
• Like: More involvement university wide process for keeping savings for departments
• Like: Accountability-the giving incentive to conserve
• Need to make sure we don’t just apply a business model of cost/benefit analysis to make programmatic curriculum decisions. The goal of a university is not to just cater to what’s popular in the culture at large but to challenge and expand the student and community knowledge boundaries
• Champion should be Tye Minckler
• Be sure to include faculty senate and staff council
• Having a tough time understanding how this accomplishes the goal to sustain the family feel.
• Tye Minckler should be the champion
• Like: letting departments keep portion of salary savings
• Need faculty incentives from research salary offsets to go back to faculty member for program development
• Need more specific plan for transparency
• Like: departments keeping resources for unfilled positions in the area for their uses
• Like: departments getting to use own salary savings for their purposes
• Transparency!
Academic Excellence

1. Master education and facilitators (24 dots)
2. Learning to learn (andragogy) (3 dots)
3. Rigor/academic standards (5 dots)
4. Integrated learning (3 dots)
5. Meaningful engagement (15 dots)

ACTION PLAN:
1. Define what a master educator/facilitators (with task force) – Spring 2013
2. Assess where we are and state of institution - Fall 2013
3. Develop and/or create a plan of action to get there – Spring 2014

RESOURCES:
1. CII
2. Academic Affairs ($I)
3. Living examples
4. Funds (development, incentives)

CHAMPION:
Doug Hanna or Diane Taylor

ASSISTANTS:
Dottavio, Murray, Deans, Department Heads (The 4 D’s)

PICTURE OF SUCCESS:
1 & 2 are done
3 is in process

By 2020: 10% of faculty in each college

IDEAS/FEEDBACK
- Will require release time for development activities
- Secure professors in each college field(outside TSU)
- Offer a way to be “certified” as a master teacher
- Be careful administration don’t make these decisions – needs to be peer driven
- Evaluate how other universities have done this
- Improve strategic plan for the development of faculty new to the teaching role
- Wonder how rapid in change in teaching approaches, technology, etc should be incorporated in this
- Use the College of Education as a resource too
- Should we expect 100% of faculty to be master educators
- I like it! Reward system for master educators
- Make this a certification program with continuing education
- Make obtaining “Master Teacher” a requirement or obtaining and maintaining tenure
- Develop requiring containing education
- The “New Library and Learning Commons” can be a strong incentive for improvement.
• Many faculty will resent implication that they need to improve
• Idea: build promotion/tenure incentives for faculty to reach “Master Educator” status
• Prepare faculty to assist in “teaching” faculty of adult learners
• Utilization of well written student survey and student focus groups to assist in determining who is a master educator
• Do we need to place an emphasis on “teaching credentials” when recruiting new faculty?
• Gateway course redesign project is a good start, should be expanded.
• Use faculty communities
• Establish a teaching excellence center. Look to Abilene Christian University. Identify the best teachers quickly—people know who they are—talk to them about what/how they do it
• Like: reward system for educator excellence. Difficult to come to agreement on what a “Master Educator” is—use external benchmarks
• Like: Notion of expanding CII each year for the next five years. This needs to be done slowly but consistently.
• I’d love to be on that task force! JB
• By far best of the day!
• Like: Having a plan to create and support master educators
• Suggest granting “CEUs” for training faculty and requiring each faculty member to earn a certain number of CEUs each year to be considered in annual evaluation.
Student Success

1. Improve first year retention rate by 5%. (1 dot)
2. Increase the four (4) year graduation rate by 10% (25 dots)
3. Encourage student/faculty/staff participation in ALEs (17 dots)
4. Increase student engagement in co-curricular activities (2 dots)
5. Increase the number of graduates who secure employment utilizing their education at time of graduation. (6 dots)

ACTION PLAN:
1. Increase course enrollment opportunities throughout each “semester” (8 weeks, SU, Intersessions, Pre-mester)
2. Create “Classifications, Expectations and Experiences” (Residential, LC, Campus Employment Initiative, Academic Advising, Financial Literacy)
3. Expand access to financial assistance for students (inclusion of student assistants in faculty grant writing, enhanced institutional financial aid planning/distribution)

NECESSARY PARTIES:
1. Buy in from Academic Affairs, Student Life and Business Affairs

RESOURCES:
1. Faculty salaries
2. Student Success Personnel
3. Career Services
4. Degree Work Upgrades
5. Technology Specialist

TIME FRAME: 2 years

CHAMPION:
Provost

CHALLENGES:
Summer budgeting process, scheduling/advising/department course scheduling culture

PICTURE OF SUCCESS:
Increase in average SCH completion by semester and by year

IDEAS/FEEDBACK:
- Problem “year” experiences really only apply to traditional students
- Create structured 4 year experiences is a good idea for students
- Initiatives such as on campus employment, project graduation, retention plan, class, etc. are already being developed and implemented
- Create financial incentive for students to finish in 4 years (discounted tuition for taking 15+ hours/semester)
• These are all good ideas but attention also needs to be directed towards creating sense of welcome/embedding community for students so they are not “turned” away by the culture-particularly minority and GLBT students
• Encourage students to take responsibility for themselves-individual success
• Assessment being conducted by Business Office and Financial Aid Office of unused scholarship dollars. Several hundred were not allocated this semester.
• Increase course offering. Develop large number of peer mentors
• Personnel for Career Services to implement all four year initiatives instead of passively throwing a program to the initiative.
• Faculty salaries. Need summer schedule piece needs to be fixed.
• Use Undergraduate teaching assistants. Identify faculty “sponsors” for freshman, sophomore, junior and senior classes.
• Lots of research about the completion agenda-don’t reinvent the wheel-do good research-visit a great campus
• Don’t forget if you want faculty involved they must be involved and trained and compensated
• Very relevant and needed
• Make sure initiatives have desired, measurable outcomes
• Vertical integration of FYE concepts is a good plan
• Condensing academic content may cause retention of knowledge problems-students need drilling, repetition and absorption time
• Different areas have different needs
• How does this fit with project graduation efforts already underway? Check with Murray
• Look at reduced tuition rates for summer
• Advice to improve: improve teaching effectiveness in freshman year at risk courses
• Encourage summer school attendance by making residence halls available (perhaps rotate 1st and 2nd summer)
• Emphasis on and connection to “Class of____” for all four years
• There is a difference between increasing graduation rate by 10% vs 10 percentage points. Example: if our current graduation rate is 40%. Increase by 10% will raise it to 44% vs. increase by 10 percentage points will increase to 50%.
• Include REAL experience in Junior or Senior year
• Like: “entrepreneurial spirit” approach for summer school (re: James Pierce)
• Go with Dr. Pierce’s summer budget idea-use him as your lead champion
• Like: Notion of scheduling flexibility and degree work emphasis
• Move “second year” planning to middle of 5 year period
• Trying to plan a pre-semester in August
• Degree works upgrade is key. Make students take an active role in laying out the steps necessary to graduate. Make them identify their classes, pre-reqs, etc.
• Like: Idea of experiences beyond “1st year experience”
• Get them excited about their potential career. Should be a focus determining a major early on and career preparedness in “Senior experience” type workshop
• Career Services Involvement!
• Like: Focus on So, Jr, Sr not just Freshman
• What does success mean to a student? Some programs are more appropriate in 4.5 – 6 years.
• Career Services has already established a 4 year plan to add to “classifications”
• Change summer school funding
**Integrated/Communicative Culture**

1. *Create common communication protocols/tactic. Both method and expectation.* (19 dots)
2. Identify communication breakdowns by group (3 dots)
3. Determine what and how people want to communicate (high tech/high touch) (15dots)
4. Develop 2-way communication culture through listening forums (4 dots)
5. Find best practices (1 dot)

**ACTION PLAN:**
1. Communication audit
2. What and how people want to communicate
3. Find best practices
4. Define communication plans
5. Train/Set expectations

**RESOURCES:**
1. Inside or outside?
2. TSU app?
3. $5000 for audit support
4. Faculty, staff and students

**TIME FRAME:** 12 months

**CHAMPIONS:**
1. Janice Horak
2. Department of Communications

**ASSISTANTS:**
1. Faculty senate
2. Student government
3. Staff council
4. Cabinet=divisions

**PICTURE OF SUCCESS:**
1. No complaints- “I didn’t know that!”
2. Improved moral

**IDEAS/FEEDBACK:**
- Contact Dr. Jason Sharp regarding development of an app.-he is in the CIS department and teaches a class on app development
- Create a targeted social media implementation plan
- Like: an audit will be done and that it will be determined what stake holders want
- Like: having a master plan for communication
- Everyone in a leadership role needs to buy into this and be a part of it
- Whatever plan develops needs to develop clear and consistent practices and interactions at all levels.
- Truly communicate not data dump
• Administration just needs to be more transparent with faculty and staff. We may not agree with all decisions but it is worse when we are surprised the way outsourcing is being handled now is a great example of your communication.
• Like: the app! We need this and it’s not hard to do!
• Involve with services? Student intern develop app? Designated communication route?
• University law to read all emails from the President’s office, Deans, VPs
• Create a culture where faculty ask department heads what was discussed at Dean’s meetings so the two way communication takes place after Dean’s pass information to department heads.
• If technology is a component of this, can a representative from ITS be included in discussion at the appropriate time?
• Complaint process needs to be developed. Becky Gray is a possible resource
• Good job-comprehensive
• Talk to Becky Gray as committees are currently on many of the things you are looking at.
• Are there best practices in this area?
• Improve: encourage each college/department to develop a monthly newsletter to convey department achievements, future plans, etc.
• Sounds good but sounds like a reoccurring initiative that has failed to gain traction in past (web communication) Keep after it!
• Very ambitious
• Don’t make it too complicated. Good using Janice!
• Consistency in arranging new comers to campus. Not all divisions arrange employee changes. It’s best to be open about changes so people know who to contact.
• Suggestion: would probably need to develop different communication strategies/plans for different audiences (faculty, staff, students, legislators, parents, alumni, etc.)
• Like: using communication department. Use students to do reports on committee work for JTAC
Branding/Marketing

1. **General Awareness/Heightened Awareness—Do we need expertise we do not possess to create this awareness? Historical image/traditions. Where we are.** (24 dots)

2. Marketing to our “Native Constituents: Alums, donors, stakeholders, students, current faculty and staff. Market the TAMUS membership/affiliation. Consider/Preplan for if we go Division I and all future marketing needs that requires/would be valuable. (5 dots)

3. Defining and promoting “The Tarleton Experience” for each particular population: residential campus, each campus site, by college & major, prospective students, graduate students and international students (14 dots)

4. Marketing our key leading areas of expertise: Agriculture, Medical Lab Science, Education, Communications, Business, Fine Arts, Nursing, Counseling, Data Mining, Research Initiatives, TIAER (6 dots)

5. Create an exceptional web presence down to the program level (1 dot)

**ACTION PLAN:**
1. Determine external partner
2. Determine project scope, magnitude and resources
3. Identify internal team

**RESOURCES:**
1. **Budget:** $800,000.00
2. **Staff:** TBD
3. **Technology:** Web/Video/Social Media

**TIME FRAME:** 18-24 months

**CHAMPION:**
AVP External Relations (Janice Horak)

**ASSISTANTS:**
1. External Relations Team
2. Outreach
3. Enrollment Management/School Relations
4. Athletics

**PICTURE OF SUCCESS:**
Increase in public awareness as determined by pre-surveys, Google analytics, increased giving, sales of University gear and applications.

**POSSIBLE HURDLES:**
1. Sufficient funding
2. Legislature/TAMUS/THECB
3. Internal buy-in

**IDEAS/FEEDBACK:**
- Good job-let’s get started!
• Does budget include $ already spent on media relations? External relations are already implementing this, would this be in addition to or in place of?
• Agree strongly that an external partner/consultant is needed
• Need feedback from departments about where we are and where we want to be (e.g. what image to portray or what’s important for recruiting)
• Be sure to utilize our professors in this area and students—we are rich with talent. Well done!
• Probably best to wait for taking place by system or communication audit. Maybe use the same company.
• Like it!! Ned to double the size of marketing staff
• Give lots of thought about who to hire outside for marketing. Be sure to include faculty—some have experience here!
• Focused marketing efforts in specific geographic locations where we each name recognition?
• Improve: Being in an external “branding expert” to develop internal resources to implement the “brand”
• Reduce the scope to be for first five years and end cost to $100K.
• Like it! Focus on post-implementation metrics.
• Focus on Tarrant County. Yes!
• The internal team has to be some of your very best=highly credible folks you can find or external partner fast
• Good plan! Do it all!
• How can we keep this success ongoing or permanent?
• Use the Fine Arts department to help “advertise” the university. Send groups off campus—bring people to campus by bringing world class performers to Fine Arts Building and advertise.
• Like this idea!
• If technology is component, could representation from ITS be included in the process for those discussions?
• Need more specifics on who is responsible.
• We should be careful when outsourcing as we might lose buy-in and support.
Partnerships

1. Develop collaborative, internal academic relationships to improve student success, scholarship and external resources. (14 dots)
2. Develop relationships with public schools and community colleges to improve transition of students to Tarleton. (13 dots)
3. **Increase intentional relationships with external agencies/donors/industries to improve student career readiness and encourage external investment in the university.** (22 dots)
4. Increase internal funding mechanisms to develop research and service initiatives particularly with the international community. (2 dots)

**ACTION PLANS:**
1. Identify existing and potential partnerships – 1 month
2. Develop “partnership council” – 1 year
3. Establish sustainable budget for partnership and development – 6 months

**RESOURCES:**
1. “Development” training-faculty/staff
2. College or Division, specific development representative
3. Office space within college/division

**CHAMPION:**
Rick Richardson

**ASSISTANTS:**
1. College representatives-reports to Dean
2. Development office
3. Career Services
4. Etc.

**PICTURE OF SUCCESS:**
1. Quantitatively/Qualitatively increased relationships
2. Increased ALE, internships, research grants, “placement”

**IDEAS/FEEDBACK:**
- A group was on campus a few semesters ago to present on development to a broad section of campus.
- Wonder if this is best developed as part of the pending capital plan being initiated by Institutional Advancement?
- Deans should be champions. Partnerships relate to academics.
- Include other areas of Student Life-leadership, service learning in process for partnerships.
- Conduct a “partnership map” = identify the external parties-then grade them-A,B, C...share with UPC. Great idea!
- In the 5 year planning this should not start in years one and two. Space is too dear for support now of others we saw are more pressing.
- Use partnerships to populate program advisory boards.
- Involve faculty on outside partnerships and collaborations
• Seek out Kim Rynearson for off campus partnerships.
• Is this a strategic direction for the division? Will it detract from current services they provide?
   Has anyone sought advice from VP?
• Good use of TSU existing resources. Great timeline-realistic!
• Like: development of college rep council
• Improve: include departmental rep
• Like: Cross-functional forms
• Resource should include STEDCO, Chamber of Commerce and SISD
• Like: Identifying and organizing known relationships and sharing information
• Like: Organized relationship building. Use Career Services resources.
• Should the community be involved?
• Like: Timeline to completion
• Improve: might not have resources/space in every department-may be over reading
• Good job-very comprehensive!
• The idea of a sustainable budget is key. The council is a good idea and should have diverse membership and key linkages to underrepresented groups.
• Like: advisor council for partnerships to maintain and grow connections as we grow and move forward
• Resource: alliance of higher education
• Like: having college development representatives
• Partnership council is a great idea
• Dean’s circle and existing advisory boards may be a resource
• Like: Reps from college and programs
• Advice: internship coordinator in each college
• This is already attempted in Dean’s Development Council
• Like: Ultimately generates resources
• Improve: allow more time to adopt and implement plan and see results
• Improvement-contact former students >5 years post-graduation to encourage involvement
• Budget: We are doing this but it is compartmentalized.
• Advice: conduct an internal scan of what is already there and working effectively
• Any partnership with businesses enhance learning, community involvement, potential gifts to the university, etc.
• Utilize established Dean Circles for initial contacts
• Need to involve outreach and off campus programs
• Utilize career services for continued contact and stewardship that will lead to better hiring of graduates.
• Like: newly developed resources to benefit students
• Advice: prioritize the hiring of more development staff (spend money to make money)
• Get grants/contract feedback
• Would need to build into the budget funding to hire the development rep for each college
• Check with Alana Hefner and Denise Martinez for a lot of these that are already going in ALEs; Department Heads have a list of faculty who do reg partnerships with entities and internships. Careful, some will be hesitant to share information.