



Tarleton State University

Strategic Plan
Fiscal Years 2011-2015



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MESSAGE FROM THE PRESIDENT

Dr. F. Dominic Dottavio
President

Tarleton is a place of great spirit, grounded in our shared commitment to students and their success. We are dedicated to teaching, research, and service that enhances understanding of the world and empowers leaders for Texas and beyond. As we prepare our students for their futures, we are working to ensure the strength of Tarleton for succeeding generations.

This Strategic Plan is a blueprint for an outstanding 21st Century university. This is not a plan that gathers dust, seldom read. It is a dynamic tool that informs our actions and decisions every day. To that end, our principal Strategic Imperatives are captured in four brief statements – easily remembered and often considered. When put into action, these clear imperatives guide our response to inevitably changing conditions, help us set priorities when facing choices, and enable us to find opportunities amidst challenges.

Moving forward, the Strategic Plan is also a template for evaluating our progress. The imperatives and goals are standards against which we can measure the growth and strength of Tarleton. Built on the extensive work of the University Planning Council, this Plan reinforces our core values. It is, in fact, a framework for understanding this university. We are at once student centered and globally engaged. Our broad intellectual horizons allow us to serve the people of Texas and the world. We are creating new knowledge, finding solutions to social and economic issues, and preparing a responsible citizenry.

In 2017, Tarleton will mark the centennial of its membership in The Texas A&M University System. A century ago, A&M President W. B. Bizzell's welcome included these words: "The students, who come here in increasing numbers to profit by the intellectual heritage that this old pioneer has left to them, will not cease to reverence his memory and feel grateful for the educational opportunities that he made possible for them."

John Tarleton could scarcely imagine today's vibrant Tarleton State University. And yet, he would easily recognize that his vision still defines the character of Tarleton today: a place of opportunity for students from many backgrounds and circumstances. Our Strategic Plan honors and expands that legacy.

VISION STATEMENT

Empowering generations and inspiring discovery, leadership, and service through programs of distinction in a vibrant learning community.



Tarleton State University

Tarleton's main campus is located about 60 miles southwest of Fort Worth in Stephenville, which is included in Norman Crampton's *The 100 Best Small Towns in America*. Tarleton is a near-perfect model of size, scope and affordability. It's small enough to provide a student-centered environment yet large enough for students to pursue their dreams in a wide range of quality academic programs. The university is home to a viable and growing research enterprise that not only serves the public good, but also allows graduate and undergraduate students to actively participate in the research process.



Tarleton State University



Upgraded campus facilities and affordable tuition combined with Stephenville's low cost of living make Tarleton one of the best university values in Texas. A new 70,000-square-foot recreational sports center opened in fall 2007, and a \$13 million, 42,000-square-foot dining facility opened in fall 2008. Other new facilities include new residence halls, a state-of-the-art nursing facility and the Southwest Regional Dairy Center, which is designed to be a premier learning and research dairy serving Texas and surrounding states.

Tarleton is rapidly expanding undergraduate and graduate programs in the Southwest Metroplex and Waco. The Southwest Metroplex includes Fort Worth plus surrounding areas in Hood, Johnson, Parker and Tarrant Counties.



MISSION STATEMENT

Tarleton State University provides an academically challenging education where learning is grounded in real-world experiences and effective teaching, research, scholarship and service.

As a member of The Texas A&M University System, Tarleton is rich in history and tradition while being committed to student success and diversity.

Tarleton strives to develop moral and ethical thinkers, scholars, and leaders who contribute meaningfully and responsibly to a global society.





CORE VALUES

Civility

Integrity

Global Awareness

Engaged Learning



Imperative 1

EXCEL IN SCHOLARSHIP, TEACHING AND LEARNING

Facilitate innovative teaching

Strategy: Encourage faculty to use the Center for Faculty Excellence.

Measure: By 2015, 25% of full-time faculty will participate in the Center for Faculty Excellence.

Develop additional professionally recognized programs

Strategy: Identify programs that have the potential to be nationally recognized.

Measure: By 2013, two programs will be identified to pursue national accreditation or recognition.

Increase professionally recognized scholarship

Strategy: Provide faculty opportunities to pursue scholarship, research, or creative activity.

Measure: By 2015, 90% of the full-time tenured/tenure track faculty will be engaged in the production of scholarly and creative activities.

Support student engagement in research and creative activities

Strategy: Encourage faculty and students to participate in the Office for Student Research and Creative Activities.

Measure: Student participation in programs and services of the Office for Student Research and Creative Activities will increase by 5% per year.

Imperative 2

EXPAND OUR HORIZONS



Grow enrollment strategically

Strategy: Increase campus involvement, awareness, and participation in strategic enrollment initiatives.

Measure: 95% of the academic departments will participate in at least one enrollment, retention, or student success initiative.

Strategy: Establish annual enrollment targets.

Measure: Achieve 95% of enrollment target.

Increase faculty and staff to support continued enrollment growth

Strategy: Utilize the five-year rotation program review process for administrative departments and academic programs to evaluate faculty and staff needs related to enrollment growth.

Measure: 100% of the external program review recommendations related to faculty and staff support will be considered in the formulation of the annual budget.

Develop a culture that values diversity and global awareness

Strategy: Provide programs for faculty, staff, students, and the community that enhance diversity and global awareness.

Measure: The University will sponsor at least 12 targeted programs per year.

Enhance internships, practicum experiences, and study away opportunities

Strategy: Increase student involvement in internships, practicum experiences, and study away opportunities.

Measure: Student participation will increase by 5% per year in the above activities.



Imperative 3

ENCOURAGE LEADERSHIP, SERVICE AND STUDENT SUCCESS

Increase service learning and leadership opportunities

Strategy: Implement the Quality Enhancement Plan's service learning and leadership components.

Measure: Student participation will increase by 5% per year in the above activities.

Measure: Each year, a minimum of five partnerships will be developed with community and/or non-profit organizations.

Expand student opportunities to contribute meaningfully and responsibly to a global society through engagement activities.

Strategy: Develop departmental initiatives with the purpose of intentionally involving faculty in partnerships that will enhance student engagement.

Measure: Over a 5-year period, data from the National Survey of Student Engagement (NSSE), will demonstrate increased levels of student engagement on three of the five NSSE benchmarks.

Increase student retention and success.

Strategy: Provide opportunities to improve and support student academic persistence.

Measure: By 2015, the freshmen to sophomore retention rate for first-time in college students will be at least 70%.

Measure: By 2015, the six-year baccalaureate graduation rate will be at least 40%.

Imperative 4

EXTEND OUR REACH



The Purple Poo evolved from the Ten Tarleton Sisters (TTS) and Ten Tarleton Peppers (TTP) spirit organizations, two of the oldest spirit organizations on campus, and in the state of Texas. Purple Poo members appear in public dressed in costume to conceal their identity.

Expand geographic impact

Strategy: Increase resources to promote visibility and awareness of the University.

Measure: Secure funding for up to 5 initiatives that will promote the expansion of geographic impact.

Strategy: Expand enrollment at outreach sites.

Measure: Outreach sites will experience a 12% fall to fall growth in enrollment.

Enhance program visibility and access

Strategy: Identify opportunities to increase program visibility and access.

Measure: Enhance visibility and access for targeted programs.

Strategy: Expand the number of new programs at off-campus sites.

Measure: Number of new programs at off-campus sites.

Strategy: Increase online program enrollment.

Measure: Online program enrollments will experience a 5% fall to fall growth in enrollment.

Develop new and cultivate existing relationships and partnerships

Strategy: Research and develop opportunities to both initiate and improve partnerships.

Measure: Enhance partnerships with 5 community college campuses.

Measure: Each academic college will initiate 3 new partnerships with potential employers of graduates on an annual basis.



Tarleton State University

A member of the Texas A&M University System since 1917.

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