Tarleton 2020: Student Focused – Value Driven
2015-2020 Strategic Plan

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Mission:

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 demonstrate civility and integrity, while contributing meaningfully and responsibly to a global society.

Vision:

Tarleton will be the premier student-focused university in Texas and beyond. We will transform generations by inspiring discovery, leadership and service through exceptional teaching and research in vibrant learning communities.

Core Values:

- Integrity
- Leadership
- Tradition
- Civility
- Excellence
- Service

GOAL - Academic Innovation

Objectives	Strategies	Measures
AI1. Create and deliver an innovative and relevant program mix.	AI1.a. Evaluate the academic program inventory for additions and deletions. STRATEGY LEADER: Diane Taylor	Program review process will include projection of future program prospects, needs and abandonment.
	AI1.b. Expand engineering and health profession programs. STRATEGY LEADER: Karen Murray	Implement a 2-year plan for achieving a College of Health Professions and make strategic hires.
		Implement a 5-year plan for achieving college status for Engineering and receive authority for 2 additional programs in the next 4 years.
	AI1.c. Expand graduate programs. Add masters and select doctoral. STRATEGY LEADER: Barry Lambert	Receive approval for 1 new masters programs and develop plan for possibly adding a signature doctoral program per college.
AI2. Use innovative instructional delivery and learning environments to enhance the academic experience and promote student success.	AI2.a. Expand the mission of the Center for Instructional Innovation (CII) to encourage cross-disciplinary collaboration, promote scholarship of teaching and learning, and implement best practices in teaching and learning. STRATEGY LEADER: Kelli Shaffer	Actively pursue external funding to support strategic initiatives and receive one innovation grant.
		Develop cross-disciplinary initiative to promote the scholarship of teaching and learning (SoTL).
		Develop and fully implement the Faculty Commons concept.
		Implement online course peer evaluation. Pilot a cohort in FY16.
		Establish a variety of instructional support programming aimed toward multiple delivery modes, with and without technologic enhancement.
		Develop a weeklong event to celebrate and improve teaching.

		Offer course design and faculty development initiatives at off-campus locations to increase programming excellence.
		Increase the number of teacher-scholar publications by 20%
	AI2.b. Develop new spaces to support blended and hybrid learning. STRATEGY LEADER: Karen Murray	Define learning spaces in the new Fort Worth and Applied Sciences buildings.
	AI2.c. Increase the use of flipped and hybrid courses. STRATEGY LEADER: Kelley Shaffer	Use the Course Redesign initiative on the Stephenville campus to increase the number of flipped and hybrid courses. Pilot a Twigg model delivery to increase efficiency and gather research data.
AI3. Create and deploy targeted academic support programs to promote student success.	AI3.a. Use predictive modeling to continually identify emerging risk factors and possible gaps in provision of student support programs. STRATEGY LEADER: Jennifer Edwards	Implement the AHA mentoring program for at-risk students. Develop a program for supporting sophomores based on middle academic at-risk categories.
	AI3.b. Develop and implement innovative mechanisms to proactively connect students to appropriate academic support programs. STRATEGY LEADER: Jennifer Edwards	By fall 2016, implement a model to track persistence in students who participate in support programs compared to those who do not.
		Implement the Starfish early alert program.

AI4. Enhance the academic profile of Tarleton.	AI4.a. Strengthen the quality of teaching, research and service programs. STRATEGY LEADER: Karen Murray	Increase faculty research grant submissions by 20%.
		Make significant strides toward the aspirational group benchmarks.
	AI4.b. Strategically hire faculty focused on emerging program needs and based upon a philosophical student-focused approach. STRATEGY LEADER: Karen Murray	The number of doctoral-level faculty in Engineering, Nursing, Social Work, Criminal Justice, Health Professions and Business will increase with programmatic demand. Each new hire will be strategically made in light of college aspirations.
	AI4.d. Strategically recruit higher ability students. STRATEGY LEADER: Javier Garza	Collaborate with Advancement & External Relations to increase the number of scholarships for recruiting high ability students.

GOAL - Student Transformation

Objectives	Strategies	Measures
ST1. Assure that students achieve their peak performance in all courses.	ST1.a. Develop Applied Learning Experiences (ALEs) for every student STRATEGY LEADER: Wayne Atchley	Each discipline will identify and offer one ALE by the completion of FY16.
	ST1.d. Expand proactive academic advising. STRATEGY LEADER: Rusty Freed	Participate in "Proof of Concept" for the Student Success Collaborative.
ST2. Engage students academically, socially, physically and mentally to enhance the Tarleton experience.	ST2.a. Develop and implement a comprehensive co-curricular program that reinforces student learning outcomes. STRATEGY LEADER: Laura Boren	Identify learning outcomes and designated experiences by May 2016.
	ST2.b. Implement Strengths based development among students to engage and connect them with a transformative experience. STRATEGY LEADER: Darrell Brown	80% of the incoming 2015-2016 class will complete the Strengths Quest Assessment Instrument.
		Explore offering the Strengths Quest Assessment Instrument to all relevant employees to provide insight for engaging and connecting with students.

	ST2.c. Enhance the impact of the residential experience on student engagement and success STRATEGY LEADER: Bobby Waddell	Increase participation in Living-Learning Community programs.
ST3. Prepare students for a global and multicultural world by developing strong habits of mind, body and spirit	ST3.a. Enhance the impact of the university's core values on student success. STRATEGY LEADER: Laura Boren	Establish avenues in which students can exemplify core values daily.
	ST3.b. Increase enrollment of international students. STRATEGY LEADER: Jennifer Edwards	Increase enrollment of international students by 10% annually.
	ST3.c. Recruit a student body that represents the population of Texas. STRATEGY LEADER: Javier Garza	By 2016, Hispanic enrollment will increase to 15% of the student population.
	ST3.d. Implement a comprehensive holistic wellness program. STRATEGY LEADER: Stephanie Robertson	Develop and implement the Tarleton Healthy Campus program using the American College Health Association 2020 model by 2017.
	ST3.e. Implement multicultural programming that will reach more students with greater impact. STRATEGY LEADER: Lora Helvie-Mason	Increase external funding for mentoring programs for under-represented student populations.
		Provide students participating in mentoring groups with specific skills that foster academic, professional and interpersonal success.

GOAL - Distinctive Engagement

Objectives	Strategies	FY15 Measures
DE1. Increase the university's commitment to outreach, partnerships and community engagement.	DE1.a. Strengthen partnerships with Top Academic Partners. STRATEGY LEADER: Kim Rynearson	Increase the number of incoming transfer students from Top Academic Partners.
	DE1.b. Strengthen and increase mutually beneficial partnerships with business/industry, agencies and non-profit organizations. STRATEGY LEADER: Kyle McGregor	Increase donations, alumni participation, and media coverage in Tarrant County.
	DE1.c. Develop the viability of the Center for Community Engagement. STRATEGY LEADER: Denae Dorris	Achieve a meaningful impact on the communities we serve, in a sustainable fashion.
	DE1.d. Implement a comprehensive capital campaign. STRATEGY LEADER: Janice Horak	Achieve progression matrices established for the capital campaign.

DE2. Engage faculty, staff, students, alumni and external stakeholders by communicating strategically and effectively across multiple platforms.	DE2.a. Continue the marketing and branding campaign. STRATEGY LEADER: Harry Battson	Develop consistency on the use of university graphic standards and marks.
		Implement the university marketing and communications strategic plan in Tarrant and surrounding counties in FY16.
	DE2.b. Improve communication processes. STRATEGY LEADER: Harry Battson	Partner Marketing and Communications with Information Technology Services to improve internal electronic university communications.
DE3. Enhance the reputation of the university through distinctive academic and co-curricular programs.	DE3.a. Enhance the external recognition of Tarleton programs. STRATEGY LEADER: Harry Battson	Increase regional and national media coverage.
		Enhance media coverage in Tarrant County and surrounding markets.
	DE3.b. Enhance the national reputation of distinctive academic programs. STRATEGY LEADER: Karen Murray	Develop a concept paper for a Math Educator Academy.
		Develop School of Criminology, Criminal Justice, and Strategic Studies.
		Expand the activity of the Texas Data Mining Research Institute.
		Expand the impact of the Center for Environmental Studies.

	DE3.c. Enhance the national reputation of distinctive co-curricular competitive programs. STRATEGY LEADER: Laura Boren	Identify our distinctive co-curricular programs and develop a plan for investing in them.
	DE3.d. Enhance the national reputation of Tarleton athletic programs. STRATEGY LEADER: Lonn Reisman	Explore Division I-AA membership options.

GOAL - Exemplary Service

Objectives	Strategies	Measures
ES1. Develop a culture of exemplary service across campus.	ES1.a. Establish an annual week of service. STRATEGY LEADER: Denae Dorris	Develop an Applied Learning Experience (ALE) for service (Academic Affairs).
		Establish an Annual Day of Giving (Advancement & External Relations).
		Expand Tarleton Round-Up (Student Life).
		Incorporate service as a value in staff development and establish a Service Day (Finance & Administration).
	ES1.b. Develop a fuller understanding of service standards and core values for all employees. STRATEGY LEADER: Angie Brown	Complete incorporating service standards into position descriptions and revise annual review instruments accordingly.
	ES1.c. Provide ongoing assessments of constituent service satisfaction. STRATEGY LEADER: Mike Haynes	Utilize assessment data to increase customer satisfaction.
	ES1.d. Develop strategies to support a service culture STRATEGY LEADER: Angie Brown	Each division will develop service training.
	ES1.e. Reorganize employee orientation to include service standards STRATEGY LEADER: Angie Brown	Strengthen employee orientation program.
ES2. Develop and support efficient and effective service systems to ensure long term success.	ES2.a. Identify business service opportunities. STRATEGY LEADER: Lori Beaty	Develop a capital budget process.
		Improve university budget transparency and accountability.
		Create a comprehensive multi-year forecasting tool.

	ES2.b Develop excellent IT infrastructure and support. STRATEGY LEADER: Becky Gray	Initiate Ellucian workflow and document management systems.
		Implement comprehensive SharePoint governance plan.
ES3. Implement a notable campus-wide sustainability initiative.	ES3.a. Enhance sustainability. STRATEGY LEADER: Kent Styron	Continue to implement sustainability projects.
		Develop sustainability awareness program in coordination with curriculum efforts.
		Analyze the Sustainability Tracking, Assessment & Rating System (STARS) program evaluation report.
	ES3.b. Incorporate sustainability into the curriculum. STRATEGY LEADER: T. Wayne Schwertner	Explore a sustainability village program.