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

Final Version – November 1, 2013

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	Develop a 3-year plan for achieving a College of Health Professions and make strategic hires.
		Develop a 6-year plan for achieving college status for Engineering and receive authority for 5 new programs.
	AI1.c. Expand graduate programs. STRATEGY LEADER: Linda Jones	Grow enrollment in each major or program by 20% annually.
		Receive approval for 3 new masters programs and add 3 bachelors to masters program options.
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 Shafer	Faculty participation in CII programming will increase 10% annually.
		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 strategies to enhance recognition of programming on both state and national levels.
		Develop a model for the evaluation of online courses and publish the results.
		Instructional excellence programming will increase dramatically.

		Develop and support a campus-wide program to share best practices within each discipline area.
		Offer course design and faculty development initiatives at off-campus locations to increase programming excellence.
	AI2.b. Use the campus master plan as a guide to pursue campus enhancements. STRATEGY LEADER: Tye Minckler	While continuing existing projects to completion, identify and prioritize campus learning environment enhancement projects for the next 5 years along with any funding gaps.
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	An assessment protocol will be developed and implemented beginning in fall 2015 to biennially identify support needs.
	AI3.b. Develop and implement innovative mechanisms to proactively connect students to appropriate academic support programs. STRATEGY LEADER: Jennifer Edwards	By fall 2015, a protocol will be designed to identify students in need of academic support.
		By fall 2015, participation of identified students in academic support programs will increase 30%.
		By fall 2015, develop a model to track persistence in students who participate in support programs compared to those who do not.
		By fall 2015, 35% of courses will be involved in the 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 funding by 20%.
		Develop a model for monitoring external recognition of discipline or professional excellence by college.

		Establish aspirational institution benchmarks on critical parameters such as retention and graduation rates. 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	Increase the number of teacher-scholar publications by 20%.
		The number of doctoral-level faculty in Engineering, Nursing, Social Work, Criminal Justice, Health Professions and Business will increase annually. Each new hire will be strategically made in light of college aspirations.
	AI4.c. Create an innovative Think Tank focused on academic achievement and student success. STRATEGY LEADER: Jennifer Edwards	Develop a strategy for proposing and funding innovation.

GOAL - Student Transformation

Objectives	Strategies	Measures
ST1. Assure that students achieve their peak performance in all courses.	ST1.a. Require a minimum of 3 Applied Learning Experiences (ALEs) for every student to include an internal/external internship; a multicultural experience through a service learning or study away/abroad; and a third proposed by the student as meeting the ALE objectives. STRATEGY LEADER: Wayne Atchley	Develop and offer a minimum of 2 ALE courses in every academic discipline by Fall 2015.
		By fall 2015, increase the number of students graduating with 3 ALE by 25%.
		Create an aggressive ALE marketing strategy that targets faculty and students within each college.
	ST1.b. Develop innovative alternatives to replace traditional developmental education. STRATEGY LEADER: Jennifer Edwards	By fall 2015, 33% of developmental education courses will have at least 1 non-course based instruction component.
	ST1.c. Implement a first-year seminar that increases learning and study skills in the discipline. STRATEGY LEADER: Diane Taylor	Each college or discipline will develop and implement a comprehensive First-Year Seminar course that incorporates introductory academic content, exploratory applied learning experiences and student success strategies.
	ST1.d. Expand proactive academic advising. STRATEGY LEADER: Rusty Freed	Develop and implement academic advisement goals/objectives to align with generally accepted standards and the expectations of the Texas Legislature.
	ST1.e. Increase the use of flipped and hybrid courses. STRATEGY LEADER: Kelley Shaffer	Implement a Course Redesign Cohort initiative at the Fort Worth Campus to increase the number of flipped and hybrid courses.
		Continue to use the Course Redesign initiative on the Stephenville campus to increase the number of flipped and hybrid courses.

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: Rusty Jergins	Identify stakeholders to create and establish core elements for a comprehensive co-curricular program by August 2014.
		Implement a comprehensive co-curricular program by fall 2015.
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: Rusty Jergins	Establish benchmarks for the implementation of core values into student success strategies.
		Identify experiences into which core values can be woven.
		Incorporate the core values into general education requirements of first-year seminars.
		Conduct focus groups at the conclusion of the spring 2015 semester to determine impact.
	ST3.b. Increase enrollment of international students. STRATEGY LEADER: Jennifer Edwards	The international student population will increase to 275 by 2015.
		Increase the number of agreements with international universities.
		Implement an English as a Second Language program.
	ST3.c. Achieve Hispanic-Serving Institution (HSI) status. STRATEGY LEADER: David Weissenburger	By 2015, Hispanic Enrollment will increase to 15% of the student population.
	ST3.d. Implement a comprehensive holistic wellness program. STRATEGY LEADER: Darla Doty	Define components of a comprehensive holistic wellness program by fall 2015.
		Implement a comprehensive holistic wellness program by fall 2016.
	ST3.e. Implement multicultural programming that will reach more students with greater impact. STRATEGY LEADER: Lora Helvie-Mason	Expand the reach of current mentoring programs for under-represented student populations.
		Provide students participating in mentoring groups with specific skills that foster academic, professional and interpersonal success.
		Develop a faculty-driven diversity program that emphasizes increasing diversity in the curriculum.
		Use programming to increase diversity awareness workshops requested by the campus community.

GOAL - Distinctive Engagement

Objectives	Strategies	FY15 Measures
DE1. Increase the university's commitment to outreach, partnerships and community engagement.	DE1.a. Strengthen partnerships with community colleges, universities and P-12 systems. STRATEGY LEADER: Kim Rynearson	Increase the number of incoming transfer students by 20% annually.
		Increase the number of Mobile Go Center engagements with community colleges and P-12 partners 20% annually over FY2014 base year.
		Annually expand the number of approved transfer program agreements with Tarleton's Top Academic Partner community colleges.
		Initiate at least one collaborative degree program with another university.
		Engage in joint initiatives with community college partners, universities and P-12 system partners to meet identified community or institutional needs.
	DE1.b. Strengthen mutually beneficial partnerships with business and industry groups and friends of the university. STRATEGY LEADER: Rick Richardson	Develop an inventory of existing internal and external partnerships.
		Develop a strategy to strengthen and increase internal and external partnerships.
	DE1.c. Establish a center for community engagement. STRATEGY LEADER: Kim Rynearson	Identify and execute at least one major community engagement initiative biannually for the Stephenville campus, each off-campus site and the eCampus.
		In partnership with the REAL Council and the CII, sponsor one event annually related to community engagement, instructional innovation and service learning initiatives.
		Recognize faculty members and staff for excellence in community engagement.

		Increase community/professional education program revenue by 20% annually.
		In partnership with a community college, P-12 partner, a community partner or another university, promote and execute one collaborative research or service project to benefit the community.
		Obtain one grant related to community engagement research or service initiatives.
	DE1.d. Implement a comprehensive capital campaign. STRATEGY LEADER: Rick Richardson	Conduct a capital campaign feasibility/planning study.
		Set preliminary capital campaign goal and remain in the silent fundraising phase.
DE2. Engage faculty, staff, students, alumni and external stakeholders by communicating strategically and effectively across multiple platforms.	DE2.a. Launch a marketing and branding campaign. STRATEGY LEADER: Exec. Dir, Marketing/Comms	Hire an Executive Director of Marketing and Communications with significant experience in marketing and branding.
		Perform market analysis focused on the Metroplex.
	DE2.b. Develop a needs assessment and identify pre-existing data that continually provide opportunities to improve communication processes. STRATEGY LEADER: Exec. Dir, Marketing/Comms	Finalize needs assessment and data identification process. Present results to the Executive Cabinet.
	DE2.c. Based upon identified needs, implement solutions that improve communication processes including social media. STRATEGY LEADER: Exec. Dir, Marketing/Comms	Complete a communication process strategy to include social media.

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: Exec. Dir, Marketing/Comms	Identify opportunities for recognition by working with program leaders.
		Encourage program leaders to make applications to seek recognition.
	DE3.b. Enhance the national reputation of distinctive academic programs. STRATEGY LEADER: Karen Murray	Develop a concept paper for a Math Educator Academy.
		Develop a concept paper for a Data Mining Institute.
		Five academic student groups will receive state and/or national recognition.
		Review concept paper and hire leadership for an Environmental Studies Academy.
		One program per college will be selected for national prominence and a strategy plan for achievement developed.
	DE3.c. Enhance the national reputation of distinctive non-academic competitive programs. STRATEGY LEADER: Rusty Jergins	Define distinctive non-academic competitive programs.
		Identify potential opportunities for recognition.
		Take inventory of current programs/assessments that receive recognition across all campuses.
	DE3.d. Enhance the national reputation of Tarleton athletic programs. STRATEGY LEADER: Lonn Reisman	Explore the expansion of the Lone Star Conference.
		Develop an Athletic Initiative Business Plan by August 2015.
		Explore Division I-AA membership options.

GOAL - Exemplary Service

Objectives	Strategies	Measures
ES1. Develop a culture of exemplary service across campus.	ES1.a. Pursue the Malcolm Baldridge National Quality Award. STRATEGY LEADER: Tye Minckler	Review the criteria for the Baldridge Performance Excellence Program, estimate costs to pursue award, and develop a plan.
	ES1.b. Incorporate service standards into position descriptions and annual reviews. STRATEGY LEADER: Angie Brown	Draft concepts of service standards for various job types and levels.
	ES1.c. Implement ongoing assessments of constituent service satisfaction. STRATEGY LEADER: Mike Haynes	Use student, employee and parent service data driven by identified instrument(s) or data source(s) to increase customer satisfaction.
ES2. Develop and support efficient and effective service systems to ensure long term success.	ES2.a. Identify and resolve service risks, problems and opportunities. STRATEGY LEADER: Tye Minckler	Develop comprehensive long-term maintenance plan to address on-going and deferred maintenance.
		Initiate new purchasing-routing system for purchasing and accounts payable related services.
		Implement electronic personal action (EPA) system.
		Develop training and support for budget managers.
		Create comprehensive multi-year forecasting tool (Adaptive).
		Identify service opportunities for FY2015 and beyond.
	ES2.b Develop leading edge IT infrastructure and support. STRATEGY LEADER: Becky Gray	Initiate Ellucian workflow and document management systems.
		Create comprehensive SharePoint and social media governance plan.
		Implement campus collaboration tool.

	ES2.c. Use Six Sigma, Lean or other efficiency practices to implement solutions. STRATEGY LEADER: Elaine Chew	Initiate 2 reviews within the division of Finance & Administration, and develop green belt and black belt resource pools for wider implementation in FY2015.
ES3. Implement a notable campus-wide sustainability initiative.	ES3.a. Enhance the sustainability program at Tarleton. STRATEGY LEADER: Kent Styron	Identify and prioritize sustainability project opportunities across all functions of the university.
		Develop sustainability awareness program in coordination with curriculum efforts.
		Join the Association for the Advancement of Sustainability in Higher Education (AASHE) and analyze the Sustainability Tracking, Assessment & Rating System (STARS) program.
	ES3.b. Incorporate sustainability into the curriculum. STRATEGY LEADER: Barry Lambert	Implement undergraduate sustainability major and minor options by fall 2015.