

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

Final Version – November 1, 2013

Revised – July 22, 2014



## **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

<b>GOAL - Academic Innovation</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
AI1. Create and deliver an innovative and relevant program mix.	AI1.a. Evaluate the academic program inventory for additions and deletions. <small>STRATEGY LEADER: Diane Taylor</small>	Program review process will include projection of future program prospects, needs and abandonment.
	AI1.b. Expand engineering and health profession programs. <small>STRATEGY LEADER: Karen Murray</small>	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. Add masters and select doctoral. <small>STRATEGY LEADER: Barry Lambert</small>	Grow enrollment in targeted low producing and critical need areas to targeted level.
		Receive approval for 4 new masters programs and add 2 bachelors to masters program options, and develop plan for adding 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. <small>STRATEGY LEADER: Kelli Shafer</small>
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.
	<p>A12.b. Use the campus master plan as a guide to pursue campus enhancements. Design new spaces to support blended and hybrid learning and redesign old spaces to incorporate these features.</p> <p>STRATEGY LEADER: Tye Minckler</p>	While continuing existing projects to completion, identify and prioritize campus learning environment enhancement projects for the next 5 years along with any funding gaps.
	<p>A12.c. Increase the use of flipped and hybrid courses.</p> <p>STRATEGY LEADER: Kelley Shaffer</p>	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.
<p>A13. Create and deploy targeted academic support programs to promote student success.</p>	<p>A13.a. Use predictive modeling to continually identify emerging risk factors and possible gaps in provision of student support programs.</p> <p>STRATEGY LEADER: Jennifer Edwards</p>	An assessment protocol will be developed and implemented beginning in fall 2015 to biennially identify support needs. Add a Banner database field to incorporate student risk.
	<p>A13.b. Develop and implement innovative mechanisms to proactively connect students to</p>	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%.

	<p><b>appropriate academic support programs.</b> STRATEGY LEADER: Jennifer Edwards</p>	<p>By fall 2015, develop a model to track persistence in students who participate in support programs compared to those who do not.</p> <p>By fall 2015, 35% of courses will be involved in the Early Alert program.</p>
<p><b>AI4. Enhance the academic profile of Tarleton.</b></p>	<p><b>AI4.a. Strengthen the quality of teaching, research and service programs.</b> STRATEGY LEADER: Karen Murray</p>	<p>Increase faculty research grant funding by 20%.</p> <p>Develop a model for monitoring external recognition of discipline or professional excellence by college.</p> <p>Establish aspirational institution benchmarks on critical parameters such as retention and graduation rates. Make significant strides toward the aspirational group benchmarks.</p>
	<p><b>AI4.b. Strategically hire faculty focused on emerging program needs and based upon a philosophical student-focused approach.</b> STRATEGY LEADER: Karen Murray</p>	<p>Increase the number of teacher-scholar publications by 20%.</p> <p>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.</p>
	<p><b>AI4.c. Create an innovative Think Tank (Greater Expectations) focused on academic achievement and student success.</b> STRATEGY LEADER: Jennifer Edwards</p>	<p>Develop a strategy for proposing and funding innovation.</p>
	<p><b>AI4.d. Strategically recruit higher ability students.</b> STRATEGY LEADER: Javier Garza</p>	<p>Develop an on-going mechanism of reviewing and elevating admissions standards.</p>

<b>GOAL - Student Transformation</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
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. <small>STRATEGY LEADER: Wayne Atchley</small>	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. <small>STRATEGY LEADER: Jennifer Edwards</small>	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. <small>STRATEGY LEADER: Diane Taylor</small>	COMPLETED: 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. <small>STRATEGY LEADER: Rusty Freed</small>	Develop and implement academic advisement goals/objectives to align with generally accepted standards and the expectations of the Texas Legislature.
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. <small>STRATEGY LEADER: Darla Doty</small>	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.

	<p><b>ST2.b. Implement Strengths based development among students to engage and connect them with a transformative experience.</b> STRATEGY LEADER: Darla Doty</p>	<p>Incoming students participating in Transition Programs will be given the opportunity to take the Strengths Quest Assessment Instrument.</p> <p>Educational development on Strengths will be provided during Transition Programs along with on-going follow-up throughout the 2014-15 academic year.</p>
	<p><b>ST2.c. Increase participation in Tarleton’s Living-Learning Community program.</b> STRATEGY LEADER: Darla Doty</p>	<p>Living-Learning Community population will comprise 60% of the first year population by Fall 2015.</p>
	<p><b>ST2.d. Enhance the impact of the residential experience on student engagement and success.</b> STRATEGY LEADER: Darla Doty</p>	<p>Determine impact of the residential experience through survey data and focus groups by Spring 2015.</p>
<p><b>ST3. Prepare students for a global and multicultural world by developing strong habits of mind, body and spirit</b></p>	<p><b>ST3.a. Enhance the impact of the university’s core values on student success.</b> STRATEGY LEADER: Darla Doty</p>	<p>Establish benchmarks for the implementation of core values into student success strategies.</p>
		<p>Identify experiences into which core values can be woven.</p>
		<p>Incorporate the core values into general education requirements of first-year seminars.</p>
		<p>Conduct focus groups at the conclusion of the spring 2015 semester to determine impact.</p>
	<p><b>ST3.b. Increase enrollment of international students.</b> STRATEGY LEADER: Jennifer Edwards</p>	<p>The international student population will increase to 275 by 2015.</p>
		<p>Increase the number of agreements with international universities.</p>
		<p>Implement an English as a Second Language program.</p>
	<p><b>ST3.c. Achieve Hispanic-Serving Institution (HSI) status.</b> STRATEGY LEADER: Javier Garza</p>	<p>By 2015, Hispanic Enrollment will increase to 15% of the student population.</p>
<p><b>ST3.d. Implement a comprehensive holistic wellness program.</b> STRATEGY LEADER: Stephanie Robertson</p>	<p>Define components of a comprehensive holistic wellness program by fall 2015.</p>	
	<p>Implement a comprehensive holistic wellness program by fall 2016.</p>	

	<p>ST3.e. Implement multicultural programming that will reach more students with greater impact.</p> <p>STRATEGY LEADER: Lora Helvie-Mason</p>	<p>Expand the reach of current mentoring programs for under-represented student populations.</p>
		<p>Provide students participating in mentoring groups with specific skills that foster academic, professional and interpersonal success.</p>
		<p>Develop a faculty-driven diversity program that emphasizes increasing diversity in the curriculum.</p>
		<p>Use programming to increase diversity awareness</p>

<b>GOAL - Distinctive Engagement</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>FY15 Measures</b>
DE1. Increase the university's commitment to outreach, partnerships and community engagement.	<b>DE1.a. Strengthen partnerships with community colleges, universities and P-12 systems.</b> <small>STRATEGY LEADER: Kim Rynearson</small>	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.
	<b>DE1.b. Strengthen and increase mutually beneficial partnerships with business/industry, agencies and non-profit organizations.</b> <small>STRATEGY LEADER: Kyle McGregor</small>	Develop an inventory of existing business/industry, agencies and non-profit organization partnerships.
		Develop a strategy to strengthen existing partnerships.
		Develop a strategy to identify and approach potential partnerships.
	<b>DE1.c. Establish a center for community engagement.</b> <small>STRATEGY LEADER: Denae Dorris</small>	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% over baseline.
		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.
	<p><b>DE1.d. Implement a comprehensive capital campaign.</b>  <small>STRATEGY LEADER: Kyle McGregor</small></p>	COMPLETED: Conduct a capital campaign feasibility/planning study.
		Set a capital campaign goal and remain in the silent fundraising phase.
		Implement a systematic methodology for donor engagement. (Moves Management)
<p><b>DE2. Engage faculty, staff, students, alumni and external stakeholders by communicating strategically and effectively across multiple platforms.</b></p>	<p><b>DE2.a. Launch a marketing and branding campaign.</b>  <small>STRATEGY LEADER: Harry Battson</small></p>	COMPLETED: Hire an Assistant Vice President of Marketing and Communications with significant experience in marketing and branding.
		Perform market-based branding analysis of Tarleton's critical audience groups including the Fort Worth market.
		Launch an internal communications plan to enlist university support and participation.
		Craft an overall university marketing and communication strategic plan for implementation in FY16.

	<p><b>DE2.b. Implement solutions to improve communication processes, to include social media.</b>  <small>STRATEGY LEADER: Harry Battson</small></p>	<p>Assess current communications processes and products to identify potential improvements.</p>
<p><b>DE3. Enhance the reputation of the university through distinctive academic and co-curricular programs.</b></p>	<p><b>DE3.a. Enhance the external recognition of Tarleton programs.</b>  <small>STRATEGY LEADER: Harry Battson</small></p>	<p>Develop reputational enhancement strategies for national rankings.  Obtain regional and national media coverage, including online.  Encourage program leaders to make applications to seek recognition within their specific disciplines.</p>
	<p><b>DE3.b. Enhance the national reputation of distinctive academic programs.</b>  <small>STRATEGY LEADER: Karen Murray</small></p>	<p>Develop a concept paper for a Math Educator Academy.</p>
		<p>Develop a concept paper for a Data Mining Institute.</p>
		<p>Review concept paper and hire leadership for an Environmental Studies Academy.</p>
		<p>One program per college will be selected for national prominence and a strategy plan for achievement developed.</p>
	<p><b>DE3.c. Enhance the national reputation of distinctive co-curricular competitive programs.</b>  <small>STRATEGY LEADER: Darla Doty</small></p>	<p>Define distinctive co-curricular competitive programs.</p>
		<p>Five academic student groups will receive state and/or national recognition.</p>
		<p>Identify potential opportunities for recognition.</p>
		<p>Take inventory of current programs/assessments that receive recognition across all campuses.</p>

	<p>DE3.d. Enhance the national reputation of Tarleton athletic programs.</p> <p>STRATEGY LEADER: Lonn Reisman</p>	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
<p>ES1. Develop a culture of exemplary service across campus.</p>	<p>ES1.a. Pursue the Malcolm Baldrige National Quality Award. STRATEGY LEADER: Elaine Chew</p>	<p>Review the criteria for the Baldrige Performance Excellence Program, estimate costs to pursue award, and develop a plan.</p>
	<p>ES1.b. Incorporate service standards into position descriptions and annual reviews. STRATEGY LEADER: Angie Brown</p>	<p>Draft concepts of service standards for various job types and levels.</p>
	<p>ES1.c. Implement ongoing assessments of constituent service satisfaction. STRATEGY LEADER: Mike Haynes</p>	<p>Use student, employee and parent service data driven by identified instrument(s) or data source(s) to increase customer satisfaction.</p>
	<p>ES1.d. Develop training to support service culture STRATEGY LEADER: Angie Brown</p>	<p>Set up campus wide training options.</p>
	<p>ES1.e. Reorganize orientation to include service standards STRATEGY LEADER: Angie Brown</p>	<p>Develop service standards concept that can be shared across campus; develop reorientation program.</p>
<p>ES2. Develop and support efficient and effective service systems to ensure long term success.</p>	<p>ES2.a. Identify and resolve service risks, problems and opportunities. STRATEGY LEADER: Tye Minckler</p>	<p>Develop comprehensive long-term maintenance plan to address on-going and deferred maintenance.</p> <p>Initiate new purchasing-routing system for purchasing and accounts payable related services.</p> <p>Implement electronic personal action (EPA) system.</p> <p>Develop training and support for budget managers.</p> <p>Improve university budget transparency and accountability to enable better support of the strategic plan. This includes developing a process for tracking the collapsed fees so that we can strategically align</p>

		programs while continuing to adequately fund programs that have historically had designated funding.
		Create comprehensive multi-year forecasting tool (Adaptive).
		Identify service opportunities for FY2015 and beyond.
		Develop a robust Title IX program in concert with Student Life.
	<b>ES2.b Develop leading edge IT infrastructure and support.</b> <small>STRATEGY LEADER: Becky Gray</small>	Initiate Ellucian workflow and document management systems. Create comprehensive SharePoint and social media governance plan.
<b>ES2.c. Use Six Sigma, Lean or other efficiency practices to implement solutions.</b> <small>STRATEGY LEADER: Elaine Chew</small>	Initiate 2 reviews within the division of Finance & Administration, and develop green belt and black belt resource pools for wider implementation in FY2015.	
<b>ES3. Implement a notable campus-wide sustainability initiative.</b>	<b>ES3.a. Enhance the sustainability program at Tarleton.</b> <small>STRATEGY LEADER: Kent Styron</small>	Identify and prioritize sustainability project opportunities across all functions of the university.
		Develop sustainability awareness program in coordination with curriculum efforts.
	<b>ES3.b. Incorporate sustainability into the curriculum.</b> <small>STRATEGY LEADER: Barry Lambert</small>	Join the Association for the Advancement of Sustainability in Higher Education (AASHE) and analyze the Sustainability Tracking, Assessment & Rating System (STARS) program.
		Implement undergraduate sustainability major and minor options by fall 2015.