

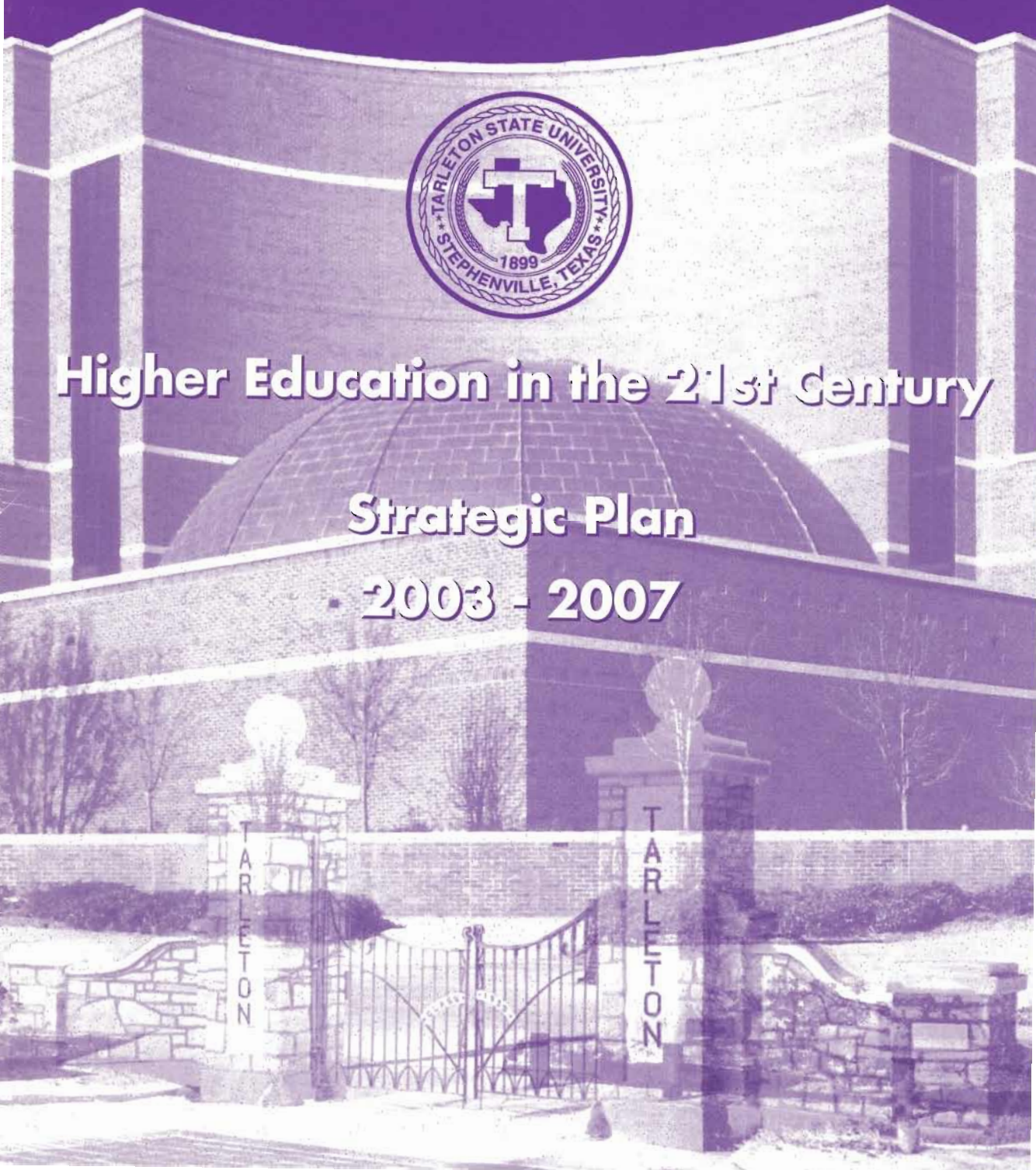
TARLETON STATE UNIVERSITY



Higher Education in the 21st Century

Strategic Plan

• 2003 - 2007





The Future of the University

By Dennis P. McCabe, President
January, 2003

Dr. David Ward, president of the American Council on Education recently offered the following observations about higher education in the 20th century. "The story of higher education in the United States over the past half-century is one of extraordinary achievement. After World War II, America's colleges and universities made revolutionary strides—providing successive generations of learners with greater access to education, fostering research and innovation that fueled unparalleled economic growth and scientific development, and raising our higher education system to global preeminence."

To continue this unparalleled record of performance, the nation's universities must improve their anticipation of change that significantly impacts higher education. Technological innovations are encouraging the rise of global universities which transcend national boundaries. The most successful institutions will be those that can respond quickly and offer a high-quality education to an independent, mobile, and increasingly international student body. What is the role and purpose of higher education in the 21st century? Where are we going? How do we demonstrate accomplishment and success? These questions must be asked repeatedly and within an organized structure that permits continuous improvement of the institution's mission.

This publication represents our current approach to engaging these important questions. Tarleton's educational philosophy, core values, and mission are frequently reviewed for currency in light of developing global and educational trends; but for the next few years, Tarleton's focus will be as stated in this strategic plan.



***Creating a
Culture of
Excellence
for our
Students***

UNIVERSITY CORE VALUES

- ★ We make student learning our top priority. The primary reason for the existence of Tarleton State University is to educate our students.
- ★ We seek academic and institutional excellence. We provide an environment conducive to success for our students which includes high academic standards, outstanding teaching, and excellent student services.
- ★ We foster an atmosphere of independent thought, intellectual integrity, and open discussion. We encourage academic freedom and mutual respect for ideas and thoughts of others.
- ★ We improve all campus programs on a continuous basis. We promote self-evaluation, continuous personal growth, and life-long learning as essential for creating excellence throughout our university campus and culture.
- ★ We pursue campus diversity and inclusion. Tarleton strives to learn from the diversity of ideas, experiences, ethnicities, cultures, and nations that are the traditional elements of a university. Acknowledging that we are world citizens, we seek to instill global, environmental, and cultural awareness throughout our university.

MISSION

The mission of Tarleton State University is to provide an academically challenging educational experience through effective teaching, scholarship, research, and service which enables students to pursue truth and acquire understanding, knowledge, and skills necessary for establishing successful careers and becoming responsible citizens and leaders.

PURPOSE AND ROLE

Tarleton State University is a regional, comprehensive university. Created in 1899, Tarleton provides educational programs which emphasize teaching excellence and service for students. The university functions as an educational, scientific, and cultural center for north-central Texas. While the primary emphasis is on teaching and excellence in the classroom, Tarleton is totally committed to expanding roles in research and service.

Tarleton is dedicated and committed to meeting the needs of its students. Learning and the pursuit of truth are fostered in a culture of excellence which enables students to acquire knowledge, understanding, skills, and cultural experiences necessary to grow as individuals, achieve successful careers, and become responsible citizens and leaders. While offering a wide variety of professional and pre-professional undergraduate programs and graduate degrees in selected disciplines, Tarleton requires of all students a well-defined and thorough foundation in the liberal arts.

Tarleton expects its talented, dedicated faculty to achieve excellence in teaching, advising, and serving the individual student. Accordingly, the university recruits faculty and provides development programs to achieve this excellence. The university staff provides a variety of student services and professional expertise focused on enhancement of the student experience.

The university meets its public service leadership responsibility by enhancing the intellectual, cultural, and economic life of the region through an array of community education programs, numerous sponsored events, and the sharing of facilities and professional assistance.

Providing a campus culture of acceptance and friendliness, Tarleton welcomes individuals into the university community without regard to race, gender, conditions of disability, or national origin. While historically serving a regional student body, the university recognizes a growing state, national, and international representation on campus. Stressing equality and fairness, Tarleton pledges to continue meeting the educational needs of a changing society and an expanding world.

PHILOSOPHY

Tarleton State University is committed to carrying out its mission through outstanding teaching, concern for the individual, dedication to scholarship, creative contributions, and service by faculty, staff, and students. Tarleton will work to benefit the students and the citizens of the state by emphasizing in all of its programs and services the qualities of accessibility.

THE TEACHING MISSION

The teaching mission at Tarleton State University is to prepare students for successful careers in their chosen fields and to be responsible members of society. Therefore, excellence in teaching is of primary importance at Tarleton and is promoted by:

- ★ recruiting and retaining a highly qualified faculty;
- ★ supporting a learning environment of care, concern and respect for all individuals;
- ★ acquiring and allocating the resources necessary to ensure a positive and cooperative learning environment;
- ★ upholding academic standards while offering a curriculum responsive to the changing needs of students and society; and
- ★ recognizing outstanding teaching.

THE SERVICE MISSION

The service mission of Tarleton State University is to provide unique outreach and public services that target local and regional communities, as well as the entire state of Texas. These services extend well beyond the university campus and assist citizens, private enterprises, and public agencies. Services are provided through:

- ★ participating actively in the concerns of the community;
- ★ providing access to the knowledge and skills of the faculty, staff, and students;
- ★ engaging effectively in appropriate professional activities and consultation services;
- ★ sharing the university's cultural and recreational activities;
- ★ encouraging and recognizing faculty and staff participation in leadership and service; and
- ★ providing students with opportunities to become active in public service as part of their educational experience.

THE RESEARCH MISSION

The research mission of Tarleton State University is to develop knowledge through basic, applied and institutional research. To ensure Tarleton's successful implementation of this research mission, Tarleton will provide:

- ★ the infrastructure to acquire investigative resources;
- ★ assistance in locating funding sources and proposal development;
- ★ faculty, staff, and other professionals to conduct scholarly investigations;
- ★ an atmosphere that fosters scholarly exploration at the undergraduate, graduate and professional levels; and
- ★ rewards and recognition for successful scholars.

The university seeks to make itself a partner with those who acquire and utilize knowledge. With research partners, we expect to contribute to the improvement in the quality of life, to search for solutions to the critically important and interrelated issues of people, environments and societies, and to increase our universal understanding.



EXCELLENCE IN SCHOLARSHIP AND LEARNING

Priorities

- To attract, develop, and retain a well-qualified faculty.
- To provide library materials and services to meet instructional and research needs at all levels.
- To improve academic administrative and instructional support services.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of success, excellence, and research.

STUDENT SERVICES AND CAMPUS LIFE

Priorities

- Increase student participation in campus organizations that inspire independent thinking and promote responsibility by 5% each year through 2005.
- Increase participation in volunteer community projects by 5% each year through 2005.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of participation, success, and excellence.

ACCESS, EQUITY, AND INCLUSION

Priorities

- Provide leadership in promoting access and inclusion within and outside the campus.
- Actively pursue processes for recruiting and educating a student body reflecting the population of Texas.
- Provide the necessary support services to improve retention of students from varied backgrounds.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goal of participation.

LEADERSHIP DEVELOPMENT

Priorities

- Increase student participation in academic and non-academic leadership and service opportunities.
- Identify and recognize exemplary commitments to service and leadership.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of success and excellence.

INSTITUTIONAL ADVANCEMENT

Priorities

- To assist academic and administrative departments in securing external funding of programs and services for both university development accounts and foundation accounts.
- To serve as the alumni contact for approximately 45,000 former students and friends.
- To create an atmosphere for volunteer support and alumni/friend participation.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of participation, success, excellence, and research.

PERSONNEL AND RESOURCES

Priorities

- To increase by 10 percent over the next five years funds available for research and service projects that enhance the campus culture by promoting scholarship and excellence in learning.
- To improve Tarleton's financial condition and stability through effective management of personnel, financial, physical, and library resources.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of success, excellence, and research.

EDUCATIONAL TECHNOLOGY

Priorities

- Determine the strategic value of technology projects to support Tarleton's mission.
- Assess technology projects for need, feasibility, and cost.
- Manage technology resources and projects successfully.
- Meet or exceed The Texas A&M University System, state of Texas, and federal technology standards and requirements.
- Build and maintain a network infrastructure that provides the local-area and wide area access required for future initiatives.
- Build and maintain a computing hardware and software infrastructure that will support future educational and research initiatives.
- Operate systems efficiently to achieve effective resource use.
- Provide security and business continuity plans to protect the university's information resources and data.
- Provide training for faculty and staff for effective use of technology.
- Provide integrated support to enable faculty, staff, and other users to effectively use technology.
- Standardize information resources for ease of integration and sharing of information.
- Participate in the A&M System, state, and private information sharing projects as required and/or as needed to benefit the university.
- Electronically integrate the Stephenville and Killeen locations.
- To support the Texas Higher Education Coordinating Board's "Closing the Gaps" goals of success and research.

HISTORICALLY UNDERUTILIZED BUSINESSES

Priority

- To include historically underutilized businesses (HUB) in all cases involved in the bid process including construction projects (contracts and sub-contracts).



Tarleton–Central Texas

STATEMENT OF PURPOSE AND MISSION

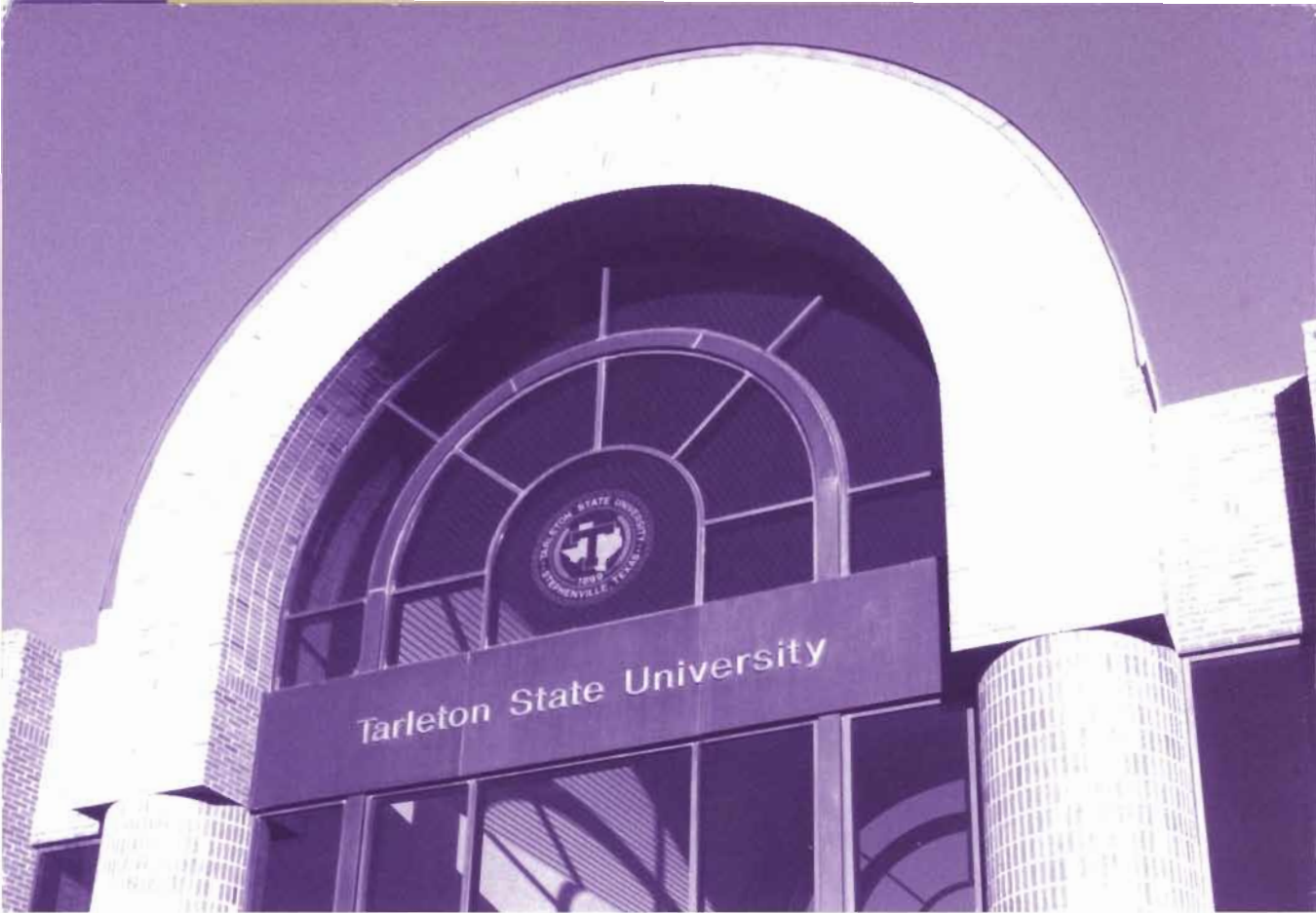
PREAMBLE

Tarleton–Central Texas, born in the spirit of community cooperation, opened its doors on September 1, 1999, as a component of Tarleton State University and the newest member of The Texas A&M University System. Approved by the A&M System Board of Regents and the Texas Higher Education Coordinating Board as the first "Pathway Model" institution in Texas, Tarleton–Central Texas is an upper-level institution offering junior -and senior- level courses, bachelor's degrees and master's degrees. To provide greater access to higher education to the citizens of the central Texas region, Tarleton–Central Texas maintains a range of flexible course scheduling options, offers instruction at several sites in central Texas, and has a variety of instructional TV and on-line offerings. In addition, other institutions of higher education within the A&M System may offer non-duplicated programs at one of the site locations. Tarleton–Central Texas has developed campus-specific articulation agreements with several area community colleges, public schools, other universities, and the military installation at Fort Hood. These agreements are refined and expanded as new program needs are identified.

Funding for Tarleton–Central Texas is provided primarily through the regular process of state appropriations. Tarleton State University and the A&M System provide fiscal, administrative and academic support to the resident administrators, faculty and support staff. The resident management team provides focus and vision for the continuing development of the campus, while also assuring that the current campus organization operates in an effective and efficient manner.

MISSION

The mission of Tarleton–Central Texas is to provide an academically challenging educational experience through effective teaching, scholarship, research, and service so that students will acquire increased knowledge and skills applicable both to establishing or enriching successful careers and to enhancing their roles as responsible citizens and leaders. By providing affordable and accessible higher education, Tarleton–Central Texas will be a pathway of opportunity and the catalyst for success for the citizens of the central Texas area. It will manage its growth effectively and expand its role as an institution of higher education as provided by the state's "Pathway Model."



Tarleton State University, an Equal Employment Opportunity and Affirmative Action Employer and Educator, is committed to excellence through diversity. A Member of The Texas A&M University System since 1917. 1333 West Washington, Stephenville, Texas 76402, <http://www.tarleton.edu>