

Steps To The
Future

*Tarleton
State University*

**STRATEGIC PLAN
2007 - 2009**

Tarleton State University

Tarleton
In The
21st Century



Steps to the Future

Dennis P. McCabe, President
January, 2007

At Tarleton, the abbreviated version of our mission statement is that we are “Creating a Culture of Excellence for our Students.” We have been committed to this brief conceptual guide since 1993. It has served us well and it continues to be an effective powerful communication tool for both internal and external audiences. The statement is flexible and inclusive, which allows our faculty, staff and administrators to view clearly their roles and understand the organizational context of expectations held for them. It gives them direction no matter their assignment. Persons from outside the Tarleton family have told me repeatedly that they find the short guide to be focused correctly—we have our attention placed squarely on the right targets, those being our students and excellence. Additionally, I often explain to audiences that the “ing” part of the word, “Creating”, means we haven’t arrived. We are in the state of becoming. Our development as an institution is continuous.

The most successful institutions will be those that can respond quickly and offer a high-quality education to an independent, mobile, and increasingly worldly 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.

So, what does this introductory message have to do with the strategic planning document? This plan is Tarleton’s short-hand version of how we intend to achieve our mission – a map to success. It will guide us from now until the year, 2011. It outlines form, structure and movement. It points to expectations and action. It clearly provides strong clues as to who we are and clear guide posts as to who we want to be. In short, it provides Tarleton with “Steps to the Future.”



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

Vision



PURPOSE AND ROLE

As a comprehensive, public university, Tarleton State University is the educational, scientific, and cultural center for the rapidly growing greater north central Texas area and provides educational programs that feature teaching excellence, faculty and student research, and student services. The university's current Carnegie Classification is categorized as Master's Colleges and Universities (Larger Programs).

Tarleton is sensitive and responsive to both society's and students' needs. Its culture of excellence fosters learning and encourages the pursuit of truth while enabling students to acquire the knowledge, achieve the understanding, and engage the skills and cultural experiences necessary in educated, civil individuals. Tarleton offers selected associate degrees, a wide variety of professional and pre-professional programs leading to degrees at the baccalaureate and master's levels, and a doctoral program in education.

Tarleton's faculty excels in teaching, advising, scholarship, research, and student service. The university attracts excellent faculty and provides development programs to enrich faculty skills. The university staff provides a variety of student services and professional expertise focused on enhancement of the college experience for students.

The university serves the public by enhancing the intellectual, cultural, and economic life of the region with an array of programs, sponsored events, professional assistance, and facilities.

University Purpose and Role

The State of Texas and the Texas Higher Education Coordinating Board authorized the Tarleton University System Center-Central Texas to begin offering classes in the fall of 1999 using the pathway model. The center provides improved educational access to students in central Texas.

Tarleton's commitment to applied and basic research continues to develop. The number and dollar amounts of sponsored research grants at Tarleton have increased significantly. The university has a well-known state institute, the Texas Institute for Applied Environmental Research (TIAER), pursuing a national leadership role in environmental research, and a nationally known Center for Agribusiness Excellence (CAE) receiving significant federal grants for research and development of data warehousing, data mining systems.

Tarleton provides a campus culture of acceptance and friendliness, welcoming individuals into the university community without regard to race, gender, conditions of disability, or national origin. Having once focused on a predominately regional student body, the university now serves a growing population of state-wide, national, and international students. Dedicated to equality and fairness, the Tarleton community continues to meet the educational needs of the rapidly growing north central Texas region, the State of Texas, and a changing global society.

MISSION

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

Teaching

The teaching mission at Tarleton 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
- recognizing outstanding teaching

Service

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

- participating actively in the concerns of the community
- access to the knowledge and skills of the faculty, staff, and students
- engagement in appropriate professional activities and consultation services,
- access to Tarleton's cultural and recreational activities,
- encouragement and recognition of faculty and staff participation in leadership and service
- opportunities for students to become active in public service as part of their educational experience



Scholarship and Research

The scholarship and research mission of Tarleton is to develop knowledge through basic, applied, and institutional research. To ensure Tarleton's successful implementation of this 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
- rewards and recognition for successful scholars.

Tarleton seeks to 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.

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.

UNIVERSITY CORE VALUES

- We make student learning our top priority. Tarleton exists to educate its students.
- We seek academic and institutional excellence. We provide an environment conducive to success for our students that includes high academic standards, outstanding teaching, and enriching 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 campus programs continually. We pursue excellence in our university programs through an evaluative rubric of measurement, assessment, and improvement.
- We pursue campus diversity and inclusion. Ideas and experiences from diverse ethnicities, cultures, and nations strengthen Tarleton. Through the valuing of global, environmental, and cultural awareness, the university populace acknowledges its role as world citizens.

STRATEGIC GOALS

Access, Diversity, and Inclusion

Access

- Utilize innovative delivery methodologies to maximize nationwide access to Tarleton State University programs.
- Develop the capacities, procedures, and efficiencies to enable continued enrollment growth and expand distance programs while maintaining student experiences of the highest quality.
- Work aggressively with K-12 partners to promote participation in higher education.

Diversity

- Recruit, develop, and retain a diverse student body, faculty, and staff.
- Integrate cultural competence across the curriculum.

Inclusion

- Develop a living-learning environment of meaningful interaction among the Tarleton diverse citizenry.
- Foster supportive and safe learning environments for all students, faculty, and staff.
- Build community at regional, national, and international levels.

Institutional Advancement

- Develop and implement a comprehensive promotional plan to increase and shape public awareness of Tarleton.
- Expand services and opportunities to Tarleton alumni and visitors.
- Secure ongoing capital acquisition and external funding of programs and services.

Excellence in Scholarship, Teaching, and Learning

- Provide the administrative vision and support needed to foster an environment that will encourage innovation in teaching, learning, scholarship, research, and program development.
- Develop state and nationally recognized academic programs and selected doctoral programs.
- Provide rigorous academic programs and employ effective pedagogies and research to actively engage students and enhance student learning.
- Create living and learning experiences that support the achievement of student success.

Outreach and Off-Campus Initiatives

- Extend services through development of off-campus, on-line, continuing education, and community education learning opportunities.
- Develop strategic partnerships with schools, community colleges, businesses, and other enterprises that facilitate the extension of learning.
- Maximize the use of faculty, staff, and facilities to increase awareness and goodwill in the larger community.

Leadership Development

- Promote student, alumni, faculty, and staff participation in leadership development and service opportunities.
- Recognize and reward exemplary leadership and service to the university and the extended community.

Personnel and Resources

- Promote greater levels of professional and personal growth to encourage higher levels of thinking and interactions among the university constituencies.
- Increase accountability and responsibility through effective assessment and management of personnel, resources, processes, and risks.
- Provide and maintain the highest levels of safety and security.
- Promote the greatest possible opportunity for Historically Underutilized Businesses (HUB) participation in the procurement of goods and services for the university.

Student Services and Campus Life

- Create opportunities for students to learn and develop socially and academically.
- Foster values that support diversity, leadership development, community service, and civic responsibility of students.
- Enhance the quality of student life and learning experience by increasing participation in campus organizations, activities, and programs.

Educational Technology

- Commit to a robust collaborative technological environment in pursuit of the university's mission of teaching, scholarship, and research.
- Align student knowledge of technology with the requirements of their disciplines and their career goals.



Tarleton 2017 and Beyond —

Off-campus Outreach

- Southwest Metroplex Center
Undergraduate and Graduate Degree Programs to serve the population
Appropriate classroom, laboratory, and research facilities to meet the
education needs of the students
- Waco
Undergraduate and Graduate Degree Programs to serve the
population including programs in agriculture for the
Central Texas region

Academics Programs

- Additional Programs to meet Workforce Needs
- Develop Program Specific Advisory Boards
- Additional Online Programs
- Additional Doctoral Programs
- Science & Math Teaching Academy

Enrollment

- 15K Enrollment by 2030
- 30% Graduate Enrollment by 2030

Athletics

- Multipurpose Civic Complex for Indoor/Outdoor Sports,
Graduation, Concerts
- NCAA Division I



* The Year 2017 will mark Tarleton's 100th year as a member of the Texas A&M University System (TAMU)

A Decade, A Century, A Future*

Tarleton 2017 and Beyond

Institutional Advancement

- Develop Alumni Base with a Culture of Giving
- Emphasize Relationship to Texas A&M System
- Establish an Identity/Image/Branding
- Establish Individual/Corporate Relationships & Giving
- Increase Endowment for Scholarships

Research

- Establish Research Chairs
- Support Scholarly Research
- Obtain Additional Research Grants
- Establish a Research Park

Student Resources

- Establish a Multi-Cultural Center
- Develop Residential Colleges
- Expand Library Facilities and Resources
- Establish State-of-the-Art Learning Facilities
- State-of-the-Art Wellness Centers

Institutional Resources

- Expand Funding Sources to Maintain Reasonable Costs for Students
- Incorporate E-technology in all phases
- Apply Innovative Methodologies and Technologies



JS). The above schematic provides a glimpse at future planning for the beginning of the second century.



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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.

