

Steps To The
Future

Tarleton State University

STRATEGIC PLAN
2009 - 2011

Tarleton
In The
21st Century



Steps to the Future

Dr. F. Dominic Dottavio, President
April, 2009



Tarleton is a place of great spirit, grounded in our shared commitment to students and their success. We are dedicated to teaching, research, and service that enhances understanding of the world and empowers leaders for Texas and beyond. As we prepare our students for their futures, we are working to ensure the strength of Tarleton for succeeding generations. This Strategic Plan is a blueprint for an outstanding 21st Century university.

This is not a plan that gathers dust, seldom read. It is a dynamic tool that informs our actions and decisions every day. To that end, our principal Strategic Goals are captured in four brief statements – easily remembered and often considered. When put into action, these clear goals guide our response to inevitably changing conditions, help us set priorities when facing choices, and enable us to find opportunities amidst challenges.

Moving forward, the Strategic Plan is also a template for evaluating our progress. The goals are standards against which we can measure the growth and strength of Tarleton.

Built on the extensive work of the University Planning Council published in 2007, this Plan reinforces our core values. It is, in fact, a framework for understanding this university. We are at once student centered and globally engaged. Our broad intellectual horizons allow us to serve the people of Texas and the world. We are creating new knowledge, finding solutions to social and economic issues, and preparing a responsible citizenry.

In 2017, Tarleton will mark the centennial of its membership in the Texas A&M System. A century ago, A&M President W. B. Bizzell's welcome included these words: "The students, who come here in increasing numbers to profit by the intellectual heritage that this old pioneer has left to them, will not cease to reverence his memory and feel grateful for the educational opportunities that he made possible for them."

John Tarleton could scarcely imagine today's vibrant Tarleton State University. And yet, he would easily recognize that his vision still defines the character of Tarleton today: a place of opportunity for students from many backgrounds and circumstances. Our Strategic Plan honors and expands that legacy.



A handwritten signature in dark ink, which appears to read "F. Dominic Dottavio". The signature is written in a cursive style and is positioned to the right of the university seal.



*Creating a
Culture of
Excellence
for our
Students*



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).

Through its vision, Tarleton is sensitive and responsive to both society's and students' needs. Tarleton encourages students to pursue the truth by expanding their knowledge and understanding as they engage in developing the skills and acquiring the cultural experiences necessary for 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 extending the intellectual, cultural, and economic life of the region with an array of programs, sponsored events, professional assistance, and facilities.

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 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
- recognizing outstanding teaching

Scholarship and Research

The scholarship and research mission of Tarleton State University 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.

The university 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.

Service

The service mission of Tarleton State University is to provide unique outreach and public services that target local, regional, and state-wide communities. 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
- 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

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 State University 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.



THE UNIVERSITY STRATEGIC GOALS



Excel in Scholarship, Teaching, and Learning

Foster an environment that encourages innovation, develops programs of national prominence, engages students in research and learning.

Expand Our Horizon

Continue enrollment growth, expand the faculty and staff, and enrich the student experience by increasing access, expanding cultural competence and global awareness through the curriculum, and fostering a learning environment that values diversity.



Encourage Leadership, Service and Student Success

Create opportunities beyond the classroom that foster a continuous learning environment, assure student success and prepare students for leadership and service as alumni in their communities, careers and the world.

Extend Our Reach

Develop and maintain relationships and partnerships that will extend the reach, services, reputation, and impact of the university on its alumni, families, and the people of Texas and beyond.



UNIVERSITY PRIORITIES

- **Develop/implement marketing/branding strategy to increase Tarleton's visibility globally**
- **Enhance student engagement to promote personal development and academic/learning success**
- **Implement strategies to recruit/retain students while increasing Stephenville campus diversity**
- **Develop/enrich undergraduate/graduate course offerings/programs that retain a broad student base**
- **Ensure efficient resource use while seeking additional funding to enhance the learning experience**
- **Expand SW Metroplex and Waco course/degree offerings and recruit students into existing programs**



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
- On-line Undergraduate and Graduate programs to serve the population through the E-College.

Academics Programs

- Additional programs to meet workforce needs
- Develop program specific advisory boards
- Additional online programs
- Additional doctoral programs
- Science and 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*

Institutional Advancement

- Develop alumni base with a culture of giving
- Emphasize relationship to The Texas A&M University System
- Establish an identity/image/branding
- Establish individual/corporate relationships and 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 and maintain 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
- Apply innovative methodologies and technologies
- Establish and maintain state-of-the-art facilities



Members of the University Planning Council:

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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.