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

Final Version – November 1, 2013
Revisions – July 22, 2014; July 27, 2015; November 9, 2015; October 10, 2016

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. o Expand engineering and health profession programs. STRATEGY LEADER: Diane Taylor	Program review process will include projection of future program prospects, needs and abandonment.
		Increase programming in engineering to include mechanical, computer engineering and energy technology and create a School of Engineering.
	A1.b. Use the Strategic Enrollment Plan to inform planning and operations of all divisions. STRATEGY LEADER: Javier Garza	Recalibrate and achieve targets set in the SEP.
	AI1.c. Expand graduate programs. Add masters and select doctoral. STRATEGY LEADER: Barry Lambert	Continue to receive approval for a doctoral program in criminal justice.
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 Shaffer	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 online course peer evaluation.
		Establish a variety of instructional support programming aimed toward multiple delivery modes, with and without technologic enhancement.
		Develop a weeklong event to celebrate and improve teaching.
		Offer course design and faculty development initiatives at off-campus locations to increase programming excellence.
		Increase number of teacher-scholar publications by 20%.

	AI2.b. Develop new spaces to support blended and hybrid learning. Redesign existing spaces to support problem based learning. STRATEGY LEADER: Karen Murray	Define learning spaces in the new Fort Worth and Applied Sciences buildings.
		Identify two spaces to redesign for problem based learning.
	AI2.c. Participate in the new TAMUS RELLIS MITC campus. STRATEGY LEADER: Karen Murray	Participate in RELLIS Planning Committee.
		Identify potential programs for delivery.
	AI2.d. Increase student learning in high DFW rate courses by incentivizing high impact experience redesign proposals. STRATEGY LEADER: Diane Taylor	Develop high impact experiences within the curriculum through public sphere and entrepreneurship activities.
AI3. Become a national model for student success.	AI3.a. Identify and implement student support programs to support the "Re-imagining the First Year Experience" initiative. STRATEGY LEADER: Jennifer Edwards	Populate bucket groups and generate potential ideas for consideration and implementation.
	AI3.b. Expand living and learning model for student persistence. STRATEGY LEADER: Shelley Brown	Living and Learning Communities represent majors that produce 80% of conferred degrees from the Stephenville campus.
		Living and Learning Communities include co-curricular theme options that provide a central experience in a multi-academic disciplinary approach.
		Integrate ALE within Living and Learning Communities.
		Increase in student retention in Living and Learning Communities by 10 percent.
	AI3.c. Be a leader among AASCU institutions in student success matters. STRATEGY LEADER: Jennifer Edwards	Achieve AASCU RFY student persistence goals established for the institution.
	AI3.d. Become a national model for honors college living and learning experience. STRATEGY LEADER: Craig Clifford	Expand student engagement opportunities within the Honors Living and Learning Communities.
		Establish a student governance model within Honors Living and Learning Communities.
		Every Honor Living and Learning Community member participates in a travel abroad experience.
		Increase financial scholarship resources for Honors Living and Learning Communities.

	AI3.e. Become a national model for experiential learning, student leadership development and service. STRATEGY LEADER: Wayne Atchley	Expand experiential learning opportunities and participation in HIE and ALE's by expanding the percent of the student population engaged in these activities by 10%.
AI4. Elevate academic and research profile	AI4.a. Become a national model in data mining research. STRATEGY LEADER: Barry Lambert	Expand data mining research into one additional area.
	AI4.b. Become a state leader in criminal justice education and research. STRATEGY LEADER: Alex del Carmen	Achieve external funding for one of the established institutes and host a national level conference/meeting.
	AI4.c. Position Texas as a national leader to attract business and industry. STRATEGY LEADER: James Pierce	Supply critical workforce needs in high needs STEM fields by increasing graduates and expanding programs.
	AI4.d. Position Texas as a national leader in quality of life for our citizens. STRATEGY LEADERS: Vimala Pillari, Jordan Barkley	Supply critical workforce needs in health and service professions by increasing graduate and expanding program.
		Partner with the K-12 community to improve educational outcomes.

GOAL - Student Transformation		
Objectives	**Strategies**	**Measures**
ST1. Assure that students achieve academically	ST1.a. Establish a signature set of high impact learning experiences STRATEGY LEADERS: Donna Strohmeyer, Eric Morrow, Charles Howard	Impact 300 + freshmen through the Tarleton Town Hall in the Spring term.
		Impact 300 + freshmen through the Texan Debate in the Spring term.
	ST1.b. Expand proactive academic advising. STRATEGY LEADER: Rusty Freed	Implement analytical tool in advising.
		Make progress toward meeting NACADA standards.
		Make improvement in progression metrics.
ST2. Meaningfully engage students in and outside the classroom	ST2.a. Develop and implement a comprehensive co-curricular program that reinforces student learning outcomes. STRATEGY LEADER: Laura Boren	Utilize the University Core Values as the co-curricular student learning outcome tenets.
		Establish a learning outcomes assessment rubric that identifies evidence of learning demonstrating levels of learning that range from exposure to integration to mastery.
		Identify university sponsored student programs that support co-curricular SLO rubric.
	ST2.b. Implement a comprehensive student leadership program. STRATEGY LEADER: Darrell Brown	80% of the incoming class will complete the Strengths Quest Assessment Instrument.
		Establish a university steering committee focused on student leadership development programs to create intentionality and opportunity across the institution.
		Increase number of students participating in ALEs.
	ST2.c. Enhance the impact of the residential experience on student engagement and success. STRATEGY LEADER: Bobby Waddell	Increase participation in Living-Learning Community programs.
		Implement a service learning component into Living-Learning Community programs.
		Reestablish a steering committee focused on continuous improvement of comprehensive Living-Learning Community programs.

	ST2.d. Implement a comprehensive student civic engagement program. STRATEGY LEADERS: Eric Morrow, Denae Dorris, Darrell Brown	Increase number of students participating in ALEs.
		Implement the American Democracy Program.
		Participate in Democracy Collaboration.
	ST2.e. Identify marketable skills relevant to each academic, general education, and co-curricular program. STRATEGY LEADER: Diane Taylor	Marketable skills will be identified for each undergraduate program.
ST3. Provide personal growth experiences for students	ST3.a. Enhance the impact of the university's core values on student success. STRATEGY LEADER: Laura Boren	Establish avenues in which students can exemplify core values daily.
	ST3.b. Increase faculty and staff diversity, and recruit a student body across all colleges more representative of the population of Texas. STRATEGY LEADER: Jennifer Edwards, Laura Boren, Lora Helvie-Mason	Increase enrollment of international students x% by 20xx. (Note: measure is currently under consideration by Academic Affairs)
		Increase population of under-represented groups 6.7% by 2019.
	ST3.c. Elevate efforts to create a proactive violence prevention community. STRATEGY LEADER: Caris Thetford	Expand Campus Clarity program to all students.
		Complete and begin implementation of relational violence prevention strategic plan recommended by the Presidential Task Force on Relational Violence.
		Implement Green Dot program.
	ST3.d. Implement a comprehensive holistic wellness program. STRATEGY LEADER: Brenda Faulkner	Develop and implement the Tarleton Healthy Campus program using the American College Health Association 2020 model by 2017.
		Create a tobacco-free campus.
	ST3.e. Strengthen multicultural programming. STRATEGY LEADER: Lora Helvie-Mason	Develop diversity and inclusion core competencies and measures.
		Identify student programs to embed knowledge building and experience linked to competencies.
		Expand multicultural programming staff into the Division of Student Life.

GOAL - Distinctive Engagement

Objectives	Strategies	Measures
DE1. Increase the university's commitment to outreach, partnerships and community engagement.	DE1.a. Strengthen and expand partnerships with Top Academic Partners. STRATEGY LEADER: Kim Rynearson	Increase the number of incoming transfer students from Top Academic Partners by 10%.
	DE1.b. Strengthen and increase mutually beneficial partnerships with business/industry, agencies and non-profit organizations. STRATEGY LEADER: Kyle McGregor	Increase development activity, alumni participation, partnerships and general exposure in the DFW area.
	DE1.c. Expand the programming of the Office of Academic Engagement. STRATEGY LEADER: Denae Dorris	Achieve a meaningful impact on the communities we serve, in a sustainable fashion, and implement a comprehensive continuing education and non-credit/credit based certificate programs.
	DE1.d. Implement a comprehensive major gifts campaign. STRATEGY LEADER: Janice Horak	Achieve progression matrices established for the campaign.
DE2. Engage faculty, staff, current and prospective students, alumni and external stakeholders by communicating strategically and effectively across multiple platforms.	DE2.a. Advance the marketing and branding campaign. STRATEGY LEADER: Harry Battson	Extend time frame for marketing and branding campaign in the DFW area, with a focus on the university's strategic initiatives related to student success, academic and research profile and becoming a premier provider of undergraduate education in Fort Worth.
		Expand branded merchandise into Tarrant County.
	DE2.b. Improve communication processes. STRATEGY LEADER: Harry Battson	Develop a strategic internal communications plan to inform the FY18 budget.
	DE2.c. Improve communication processes by employing CRM communication/marketing plans to streamline and customize student experience from prospect and inquiry stages through enrollment. STRATEGY LEADER: Javier Garza	Application, admission and enrollment rates for prospective students will improve.

DE3. Enhance the reputation of the university through distinctive academic and co-curricular programs.	DE3.a. Enhance the external recognition of Tarleton programs and people. STRATEGY LEADER: Harry Battson	Generate external exposure through events and publications related to the university's Centennial Celebration as a member of The Texas A&M University System.
	DE3.b. Enhance the national reputation of distinctive co-curricular programs. STRATEGY LEADER: Laura Boren	Identify our distinctive co-curricular programs and develop a plan for investing in them.
	DE3.c. Enhance the national reputation of Tarleton athletic programs. STRATEGY LEADER: Lonn Reisman	Explore Division I-AA membership options.

GOAL - Exemplary Service

Objectives	Strategies	Measures
ES1. Improve the culture of exemplary service across campus.	ES1.a. Enhance the annual week of service. STRATEGY LEADER: Denae Dorris	Develop an Applied Learning Experience (ALE) for service (Academic Affairs).
		Implement best practices for Annual Day of Giving (Advancement & External Relations).
		Expand Tarleton Round-Up (Student Life).
		Incorporate service as a value in staff development and establish a Service Day (Finance & Administration).
	ES1.b. Develop a conceptual framework to define, support, and enhance a culture of exemplary service. STRATEGY LEADER: Angie Brown	Broad acceptance (TBD) of the conceptual framework; standards of service are defined; improvements in service standards (TBD).
	ES1.c. Provide ongoing assessments of constituent service satisfaction. STRATEGY LEADER: Mike Haynes	Utilize assessment data to increase customer satisfaction.
ES2. Develop and support more efficient and effective processes and systems to improve service and ensure the long term success of the institution.	ES2.a. Implement and use the appropriate software to provide financial forecasting capabilities for the university. STRATEGY LEADER: Lori Beaty	Produce two five-year what-if scenarios (which include income statements and balance sheets) to aid in decision making during the FY18 annual operating budget process.
	ES2.b Develop long term projection model for sustainable IT operations. STRATEGY LEADER: Becky Gray	Present two 2020 scenarios to include information about both baseline operations and the vision impact to the baseline budget request.
	ES2.c Develop a plan to enhance Banner use and functionality, particularly as it relates to RFY. STRATEGY LEADER: Becky Gray	Scope requirements and determine resources in time for FY18 request.
	ES2.d Achieve and maintain staffing levels at an appropriate level to ensure that service standards are met. STRATEGY LEADER: Tye Minckler	Staff at 85% of aspirant institutions.
	ES2.e Develop a verification protocol for the SSC contract. STRATEGY LEADER: Elaine Chew	An implemented verification/audit program mutually agreed upon by both parties (SSC and Tarleton).

ES3. Implement a notable campus-wide sustainability initiative.	ES3.a. Enhance sustainability. STRATEGY LEADER: Laura Boren	Establish process and resources for student led sustainability initiatives.
		Partner with Sodexo on student service initiatives focused on sustainability.
	ES3.b. Develop a communication plan to educate and inform the campus community regarding AASHE and the STARS Report. STRATEGY LEADER: Kent Styron	A departmental newsletter will be created and distributed to the campus community. Additionally, a webpage with the associated information will be included on the Live Green website.
		Complete the Sustainability Tracking, Assessment & Rating System (STARS) program evaluation report and communicate results to students and employees.