Core Action Summary

Our published core action summary illustrates focused tactics that the university will be tracking and resourcing to ensure we are making progress towards our stated Goals, Strategies, and Objectives. It’s important to note that these are not the only actions taking place, as each administrative unit supports the plans in various ways. The Integrated Planning Council reviews our progress on these actions regularly, and will make recommendations to cabinet for the next year’s action plans.

Goal I: Student Opportunity & Success

Strategically grow enrollment and foster a thriving learning environment characterized by transformational educational experiences that promote the holistic development, economic mobility, and success of all students.

- **Strategy I-A**: Support the well-being and success of all students, consistently outpacing our peers in engagement and achievement rates, with a strong commitment to enhancing opportunity, access, and affordability.
  - **Objectives**
    - Increase 6-year graduation rate for FTICs, 4-year graduation rate for transfers, and 5-year graduation rate for Master’s students from 46%, 61% and 60%, respectively, to 55%, 70%, and 70%, respectively, by 2027.
  - **Core actions**:
    - University College and the College of Graduate Studies will provide an intentional focus on development of programs for career and workforce readiness, and provide proactive and focused support for transfer and stop-out advising.
    - Academic Affairs will focus on providing Academic Support Service for FTIC, First-Gen and Low-Income students, evaluate effectiveness of revised FYS curriculum, and expand First and Second Year Initiatives. Additionally, there will be campus-wide promotion of the Texan Smart Financial Center.
    - Academic Support Services and Student Counseling Services will identify and support at risk students sooner. Advising, Financial Aid, Student Accounts and Dean of Students staff will develop a holistic review of students in financial and/or academic distress.
    - Increase the percent of seniors who are earning credits but accept no loans despite being eligible to do so from 46% to 50% by 2025.
  - **Core actions**:
    - Financial Aid and Enrollment Management will continue efforts to identify individualized plans for students to increasingly rely on self-funded opportunities to pay for college and engage in activities to understand student barriers.
• **Strategy I-B:** Optimize the university’s educational impact through recruitment, strategic offerings and flexible learning formats, particularly in graduate and professional programs.

  • **Objectives**
    
    • Increase overall enrollment by 4,100 students, from 14,022 to 18,122, by 2025.

    • **Core actions:**
      
      • The Office of Undergraduate Recruitment and the College of Graduate Studies will expand efforts to encourage students graduating with Bachelor’s degrees to continue enrollment in a Master’s degree program at Tarleton, expand engagement of prospective students on Fort Worth and Waco campuses, and locate regional recruitment staffing in greater San Antonio, Rio Grande Valley and El Paso areas.

      • The Office of Undergraduate Recruitment will establish distinguished high school partnership agreements with prominent ISDs in greater San Antonio, Austin, and Houston areas, enhance engagement with existing ISD and College partners, and engage in process mapping analyses to improve student experience.

      • Increase the percentage of all students that are enrolled in graduate and professional programs from 15% to 20% by 2025.

    • **Core actions:**
      
      • The College of Graduate Studies will provide Scholarships Awards for student incentive programs and ensure the admissions process is smooth and well-communicated to prospective students.

• **Strategy I-C:** Promote student socio-economic mobility and gainful employment through market-driven pathways, streamlined program navigation, and career readiness.

  • **Objectives**
    
    • Increase the 6-year graduation rate of PELL-eligible FTICs from 40% to 47% and 4-year graduation rate of PELL-eligible transfers from 57% to 67% by 2027.

    • **Core actions:**
      
      • Financial Aid will refine strategies that the Texan smart Financial Center implements to serve Pell-eligible FTICs and transfer students and track outcomes.

      • Additionally, they will seek external funding to support the development of new, strategic academic initiatives that promote timely degree completion among FTIC and transfer students who are Pell eligible, and implement Course Program of Study.

    • Increase the percentage of FTIC and second-year students utilizing the Co-Curricular Record to document THECB 60×30 Marketable Skills achieved through out-of-the-classroom university experiences from 1% to 70% by 2025.
Core actions:

- Student Affairs will design and develop Path 3, review training modules and educate and train student organizations to ensure understanding of their role in the program.
- Additionally, they will educate key strategic partners and targeted campus offices such as University College, Career Services, Academic Advisors, and Enrollment Management and develop a marketing and promotional timeline.
- Baseline key performance indicators (KPIs) will be assessed, adjusted, and relaunched.

Goal II: Academic Distinction

Achieve academic excellence through innovative instructional practices, strategic program expansion, and a robust academic and technological infrastructure.

- **Strategy II-A:** Leverage high-impact teaching and learning practices, technology, and quality instructional design of all courses to provide a transformational and future-focused educational experience.

  - **Objectives**
    - Increase participation in high-impact teaching and learning practices (FLC’s/LLC’s, HIPs, HIE’s, ALE’s and civic engagement) by 100% by 2025.

  - **Core actions:**
    - The Center for Educational Excellence will develop Spring 2023 Service Day activities to serve as an extension of Fall FYS classes, create an organizational structure in CEE to oversee and promote courses included as Tarleton’s American Democracy Project and Civic Engagement, and expand the number of courses and disciplines represented in ADP using the Town Hall as a model.
    - The number of seats will be expanded in Town Hall, focusing on enrolling FTIC students.
    - CEE will request a Director of Study Abroad and Away to provide dedicated leadership to the area.
    - Prepare all students and faculty for success in a technologically dense learning environment by having 100% of faculty complete ACUE training, 100% of students and faculty having access to mobile technology, bandwidth and software appropriate for their academic discipline, and 90% of lecture/lab courses utilizing Open Educational Resources (OERs) by 2025.

  - **Core actions:**
• The Center for Educational Excellence will identify Cohort 5 for ACUE courses and identify financial support and capacity for ACUE classes.

• The CEE will plan and implement instructional, discussion, and recognition events to promote Affordable Course Materials (ACM) and OER adoption among faculty and develop and launch on-demand video training resources for faculty.

• The CEE will lead an initiative to have colleges confirm that at least 25% of university Core curriculum courses offered by the college are using or working to adopt ACM or OER.

• **Strategy II-B:** Adapt and expand nationally-recognized academic programs, schools and colleges through prestigious accreditation, program review, and benchmarking against aspirational institutions.

  • **Objectives**
    
    • Grow graduate enrollment by adding five accredited professional programs, three research doctorates and 15 master’s programs by 2025.

  • **Core actions:**
    
    • The College of Agriculture and Natural Resources will lead the development of four-degree programs.
    
    • The College of Business will lead the development of four-degree programs.
    
    • The College of Engineering will lead the development of eight graduate degree programs.
    
    • The College of Education and Human Development will lead the development of a one-degree program.
    
    • The College of Health Sciences will lead the development of eleven-degree programs.
    
    • The College of Liberal & Fine Arts will lead the development of six-degree programs.
    
    • The College of Science & Mathematics will lead the development of three-degree proposals.

  • Expand accredited/recognized programs and program size within:
    
    • The School of Engineering to establish a College of Engineering by fall 2022.
    
    • The Leadership and Military College to achieve senior military college designation by fall 2027.
    
    • Expand high school dual-enrollments from zero to 1,000 in 2021-2022 and 2,000 in 2022-2023 via the OnRamps program.
    
    • Increase STEM degrees awarded by 6% each year through 2025.
• Core actions:
  • The College of Engineering will increase staffing, FTICs, transfer students and retention.
  • The Leadership and Military College will grow enrollment, graduation and commissioning and expand engagement with senior military colleges.
  • Academic Affairs will implement and expand OnRamps dual enrollment courses.
  • High-impact undergraduate programs in STEM and Nursing will be added or expanded.

• Strategy II-C: Invest resources to recruit and develop talented faculty and staff and enhance academic infrastructure to improve student success.
  • Objectives
    • Implement a competitive faculty hiring package (salary, research start up, load, location, etc.) that is aligned with aspirational institutions to be phased in incrementally through 2025.

• Core actions:
  • Academic Affairs will lead an initiative to form a committee of faculty and administrators to review benchmark hiring packages offered by peer and aspirational institutions, determine resources needed to implement competitive hiring packages at Tarleton, and recommend new standards.
  • Deans will begin phasing in competitive hiring packages as new faculty employment offers are extended.
  • Examine and optimize the scope of faculty and staff with direct student interface responsibilities commensurate with enrollment growth by 2023 to achieve and maintain best practice student:faculty and student:staff ratios by discipline or area of responsibility.

• Core actions:
  • Institutional Analytics, Effectiveness, and Accreditation will oversee efforts to benchmark student: faculty and student: staff ratios at peer and aspirational institutions, determine which resources are needed, develop implementation strategies, and share their findings and recommendations with Tarleton’s leadership.

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Goal III: Diversity, Equity, & Inclusion

Demonstrate institutional commitment to equity and inclusion that provides fair access and opportunities for students and employees of all backgrounds and identities.
• **Strategy III-A:** Build and sustain the infrastructure to enhance a culture of diversity, equity, and inclusion at all levels of the University and within the communities we serve.

  • **Objectives**
    
    • Create a division with VP level leadership dedicated to diversity, equity, and inclusion across the university programs, policies, and business practices by 2023.

    • **Core actions:**
      
      • The Office of Diversity, Equity and Inclusion will review current enrollment and retention data to assess longitudinal trends of Hispanic/Latinx student and form the Seal of Excelencia small work team.

      • The Office of Diversity, Equity, and Inclusion will establish Hispanic/Latinx enrollment and retention targets for each semester and year, and identify and prioritize high-impact SoE strategies related Hispanic/Latinx enrollment and retention gaps.

    • Improve student and employee responses on a DEI Campus Climate Survey by 5% over 2022 baseline values by 2023.

      • **Core actions:**
        
        • The Office of Diversity, Equity, and Inclusion will review previous surveys related to DEI and sense of belonging, create a list of stakeholders for survey deployment, vet Climate Survey Vendors, and develop a timeline for survey deployment.

• **Strategy III-B:** Enhance academic, financial, and wellness support to become a premier destination for underrepresented populations and promote equitable outcomes for all students and employees.

  • **Objectives**
    
    • Increase percentage of enrolled students reporting ethnicity other than White from 37% in 2020 to 44% in 2025 (and 51% in 2030).

    • **Core actions:**
      
      • The Office of Diversity, Equity, and Inclusion will use specific categories for “other than white” to identify the populations of interest and determine areas of concern across population categories of interest.

      • The Office of Diversity, Equity, and Inclusion will establish enrollment targets across population categories of interest for each year to close gaps between current numbers and 2025/2030 goals.

      • For students reporting ethnicity other than White, increase 6-year graduation rate for FTICs and 4-year graduation rate for transfers from 40% and 57%, respectively, to 50% and 67%, respectively, by 2027.

    • **Core actions:**
• The Office of Diversity, Equity, and Inclusion will develop a concise and specific definition of “other than white” and identify the populations of interest and review results of the University Climate survey.

• The Office of Diversity, Equity, and Inclusion will increase awareness and understanding of issues pertaining to non-white students and review retention and graduation gap data to identify when and why students are not retained.

• Increase recruitment and retention of employees reporting other than White 5% above baseline values by 2026.

• **Core actions:**
  
  • Employee Services and the Office of Diversity, Equity, and Inclusion will standardize recruiting efforts for all positions and certify the diversity of search committees, applicant pools, and interviewees.
  
  • Employee Services and the Office of Diversity, Equity, and Inclusion will train the campus community on DEIA initiatives within recruiting and hiring processes and procedures and hire a trainer for the ES Employee Development team.
  
  • Employee Services and the Office of Diversity, Equity, and Inclusion will centralize advertisement funding and standardize practice to automatically post positions in diversity-focused venues.

• **Strategy III-C:** Integrate intercultural experiences for students, faculty, and staff to increase appreciation of diverse perspectives that expand our cultural competency.

  • **Objective**
    
    • Improve student and employee responses on an intercultural competence inventory by 5% over 2022 baseline values by 2024.

  • **Core actions:**
    
    • The Office of Diversity, Equity and Inclusion, and Academic Affairs will review and identify intercultural competencies and identify key intercultural competencies for Tarleton.
    
    • The Office of Diversity, Equity and Inclusion, and Academic Affairs will determine how to assess the current Tarleton baseline, assess the current baseline, and analyze baseline results and design strategies for improving baseline within curriculum, training, and professional development.

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**Goal IV: Research, Innovation, & Economic Impact**

Cultivate an entrepreneurial ecosystem to enhance research, scholarship, and regional partnerships that drive innovation and economic development.
• **Strategy IV-A**: Enhance university resources and invest in sustainable research infrastructure to mobilize faculty and student research, scholarship, and creative activities and support personnel in the process of securing and administering research funds.

  • **Objective**
    • Increase the amount of research expenditures 20% from 10 million to 12 million by 2024.

  • **Core actions**:
    • Research, Innovation, and Economic Development will work with Academic Affairs to define priority areas, develop a source of sustained research support, plan for common research facilities and increase collaboration between research centers and faculty.

• **Strategy IV-B**: Become a leader in higher education, industry, and government partnerships, innovation, and entrepreneurial strategies that advance community engagement and economic development.

  • **Objectives**
    • Establish an Alliance for Research, Innovation, & Economic Development by 2023.

    • **Core actions**:
      • Research, Innovation and Economic Development will gather input from stakeholders to develop a plan for RIED park.

      • Collaborate with TAMUS to establish an interdisciplinary alliance in Fort Worth and develop a facility for the Research Alliance by 2024.

    • **Core actions**:
      • Research, Innovation and Economic Development will establish a list of potential partners and stakeholders and gather input from partners and stakeholders to inform the POR.

      • Research, Innovation and Economic Development will establish the preliminary building designs for the research building and establish research internship opportunities for students in startup businesses in the metroplex.

    • Achieve Association of Public and Land Grant Universities (APLU) member status by 2026.

    • **Core actions**:
      • Research, Innovation, and Economic Development will attend orientation meetings, gather requirements and timeline for self-study, and establish a working group/taskforce for completion of self-study.

      • Research, Innovation and Economic Development will collect internal and external data and begin an initial draft of self-study.
• **Strategy IV-C**: Continue our future-focused development of the Fort Worth campus and expansion of academic programs and support at all outreach campuses to provide educational attainment opportunities to meet the growing marketplace needs of the region and state.

  • **Objectives**
    • Increase enrollment at outreach locations (campuses other than Stephenville) from 32% to 39% by fall 2025.

  • **Core actions:**
    • External Operations will implement and refine the comprehensive recruitment plan for each outreach location, building on community college partnerships by strengthening relationships with faculty and staff, and collaborate with Academic Affairs to support and market program delivery and expansion at outreach locations.
    • University College and New Student Programs will implement additional student services for outreach locations to enhance the new student experience and complement retention efforts.
    • External Operations will lead initiatives to increase Tarleton's visibility by building relationships with community leaders and organizations in outreach locations.

  • Grow the number of academic programs offered in Fort Worth by 10 programs by fall 2023.

  • **Core actions:**
    • Academic Affairs will coordinate discussions with academic units for Distance Education program proposal processes.
    • Undergraduate Recruitment and the College of Graduate Studies will begin four new programs offered at the Tarleton Fort Worth campus.
    • A new process will be identified for transfer academic pathway development as it transitions from North Texas Community college Consortium to THECB.

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**Goal V: Institutional Prominence**

Attain national prominence through student achievement, a thriving employee experience, a culture of philanthropy, and fiscal sustainability.

• **Strategy V-A**: Foster a thriving employee experience through meaningful communication, competitive compensation, interprofessional collaboration, and an ongoing commitment to growth and wellness.

  • **Objectives**
• Implement an annual review to ensure compensation and benefit measures remain competitive across job categories as part of the annual budget process beginning with the fiscal year 2023 cycle.

• **Core actions:**
  • Employee Services will start Phase II of Compensation Assessment and make internal equity adjustments, hire a compensation specialist, and standardize compensatory philosophy and procedures for all employees.
  • Employee Services will identify comparison groups to include all peers and aspire to institutions.

• Increase employee engagement scores 10% above baseline values by 2026.

• **Core actions:**
  • Employee Services and Marketing & Communications will implement a communication plan based on survey and cabinet feedback, re-administer the shorter engagement survey to determine areas of strength and concern, and evaluate survey data and plan next cycle’s action steps and communication plan.

• **Strategy V-B:** Ensure fiscal sustainability through strategic resource management, alternative revenue generation, and rigorous fundraising.
  
  • **Objectives**
    • Optimize the percent of expenditures related to core mission from 50% to 55% by 2026.
  
  • **Core actions:**
    • Finance & Administration will meet with goal owners and objective leads quarterly to update financial requirements for strategic plan goals.
    • Finance & Administration will prioritize funding for Core Mission aligned with strategic plan and implement a budget process redesign.

• Increase donor numbers from an average of 2,100 over the last 10 years to 4,000 and annual fundraising from an average of $6.9 million/year over the last 10 years to $10 million/year by 2025.

• **Core actions:**
  • Institutional Advancement will increase meetings with donors, start a student engagement program and parent philanthropy program, and increase engagement opportunities across the State of Texas and the prominence of the Tarleton Foundation as the face of fundraising for the university.

• **Strategy V-C:** Elevate the institutional profile by capitalizing on national exposure and visibility as a NCAA Division I University.
  
  • **Objectives**
- Increase social media followers on athletic social accounts by 20% and university social accounts by 10% annually through 2025.

- Core actions:
  - Athletics and Marketing & Communications will capitalize on the TCU football game on social media and media coverage with a social media plan in the event of a Tarleton win, capitalize on Power Five games played across all sports during FY23, and capitalize on university and athletics facility upgrades and construction progress.
  - Marketing & Communications will capitalize on The College Tour by creating and implementing a social media plan centered around the launch of our show and viewing events.
  - Marketing & Communications will increase usage of short-form video content via Instagram Reels.
  - Marketing & Communications will collaborate with University Licensing to set up co-Brand opportunities for student-athlete NIL partnerships with University licensees.
  - Marketing & Communications will create a university-centered enrollment video commercial spot for use at Men’s Basketball Paradise jam and other prominent television broadcasted games.
  - Marketing & Communications will broadcast all available home football, volleyball, and basketball games on ESPN+ for increased brand awareness and create individual social media channels for all 16 of Tarleton’s intercollegiate sports and the main Athletics channel across all three platforms to create a constant flow of Tarleton coverage on social media.

- Continually rank in the top five of the Western Athletic Conference’s Commissioner’s Cup by 2025.

- Core actions:
  - Athletics will expand Texan Alley and Memorial Stadium, re-brand the athletic weight room, and hire an assistant registrar for athletics.
  - Athletics will complete a new Oscar Frazier track and hire an additional academic coordinator and senior associate AD for business operations.
  - Athletics will oversee a new indoor turf facility, new baseball/softball stands, and phase II of the football field house remodel.
  - Athletics will oversee the Wisdom Gym training room expansion and the Athletic Administration and Academic Success Building.