



# Tarleton Forward

*Strategic Planning for the Next Decade*

## 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 will be reviewing our progress on these actions quarterly, and on an annual basis, 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 oversee an analysis of gaps in graduation rates by program, student demographics, and campus, leveraging this data to pinpoint barriers to completion, including inefficient processes and loan availability, by end of 2021.
      - Academic Affairs will oversee the implementation of first-year initiatives and the offering of a graduate orientation course to help newly admitted undergraduate and graduate students successfully navigate the transition to Tarleton and achieve their educational goals, by end of 2022.
    - 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 develop a transparent award letter that makes it easier for students to understand their loan offer, by end of 2021.
      - Financial Aid staff will be trained to counsel students to minimize loan debt by taking advantage of non-loan aid options, by end of 2021.
  - **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 oversee the development of plans to achieve enrollment targets for incoming freshmen, master's students, returning students, and transfers supported by a comprehensive marketing plan, retention initiatives, and strong programmatic alignment with students' needs and market demands, by end of 2021.
  - Divisional vice presidents will assess recruitment and retention initiatives to measure return on investment (ROI) and strategically reallocate resources to support enrollment targets and foster a culture of student outreach and partnership, by end of 2022.
- 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 increase awareness of the financial benefits associated with graduate and professional study, including deferred loan payments and increased earning potential, by end of 2021.
  - Students will be able to explore clear pathways to earn a master's degree via an intuitive website, and their diverse needs will be supported by flexible learning formats and increased scholarship availability, by end of 2022.
- **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:**
    - University College will oversee the development of a plan to increase access to academic and experiential learning opportunities and establish processes to improve engagement with academic support services among FTIC students who are Pell-eligible, by end of 2021.
    - The use of predictive analytics will inform student success efforts by identifying those who are at risk and facilitating timely outreach to connect them with support services, by end of 2021.
    - Financial Aid and Career Services will oversee the assessment of work study programs to maximize part-time employment opportunities for students with financial need, by end of 2021.

- Students' financial wellness will be supported by programming, resources, and tools designed to enhance financial management and literacy, by end of 2021.
  - 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 oversee the implementation of co-curricular software and develop training for staff and student leaders, by end of 2021.
    - A pilot program will introduce the purpose, goals, and structure, informing the development of the full-scale program, which will be rolled out to FTIC students in Fall 2022 and supported by branded promotional materials.
    - Baseline key performance indicators (KPIs) will enable iterative improvement, by end of 2023.
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## 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 oversee efforts to make study abroad trips more inclusive and affordable by end of 2023.
      - Academic deans will lead an initiative to develop senior capstone experiences for each college by end of 2024.
      - Academic Affairs will oversee efforts to increase high-impact teaching and learning practices and define technology requirements by discipline to reach a broader student base, by end of 2025.
    - 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.
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- **Core actions:**
  - The Center for Educational Excellence will lead an initiative to identify the next faculty cohort for ACUE training (Association of College and University Educators) by end of 2021, with additional faculty cohorts identified and trained annually through end of 2026.
  - The Center for Educational Excellence will enhance course development support resources by end of 2023.
  - The Center for Educational Excellence and Library will lead an initiative to increase the availability and accessibility of open educational resources that enhance student learning in lectures and lab courses by end of 2025.
- **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 Health Sciences & Human Services will lead the development of nine degree proposals, including budget and market demand information, by end of 2021.
  - The College of Agricultural & Environmental Sciences will lead the development of two degree proposals, including budget and market demand information, by end of 2021.
  - The College of Business will lead the development of two degree proposals, including budget and market demand information, by end of 2021.
  - The College of Education will lead the development of three degree proposals, including budget and market demand information, by end of 2021.
  - The College of Science & Technology will lead the development of eight degree proposals, including budget and market demand information, by end of 2021.
  - The College of Liberal & Fine Arts will lead the development of one degree proposal, including budget and market demand information, by end of 2021.
- 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 School of Engineering will oversee efforts to prepare a budget and execute steps to transition from a school to a college by fall 2022.
  - The Leadership and Military College will lead initiatives to grow enrollment and implement retention strategies to support persistence among cadets, as well as increase the number of Army and Air Force ROTC contracts, enabling Tarleton to achieve senior military college designation by fall 2027.
  - Academic Affairs will oversee efforts to implement OnRamps dual enrollment offerings in algebra and pre-calculus by fall 2021 and achieve enrollment targets by end of 2023.
  - The College of Science & Technology will lead initiatives to recruit STEM students and increase the number of degree programs they can pursue, by 2025.
- **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 benchmark hiring packages offered by peer and aspirational institutions, determine resources needed to implement competitive hiring packages at Tarleton, and recommend new standards, by end of 2022.
    - Deans will begin phasing in competitive hiring packages as new faculty employment offers are extended, by end of 2023.
  - 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 to add, develop

implementation strategies, and share their findings and recommendations with Tarleton's leadership, by end of 2022.

- Academic Affairs and University College and will begin phasing in plans to achieve best practice ratios, by end of 2023.
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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 of a division with VP level leadership dedicated to diversity, equity, and inclusion across the university programs, policies, and business practices by 2023.
    - **Core actions:**
      - A model for Tarleton's new DEI division will be developed and approved by end of 2021.
      - The Executive Cabinet will lead a review to identify which departments and positions will report to the DEI division, by end of 2022.
      - Internal and external communications will educate faculty, staff, students, and the local community about the new DEI division's structure, goals, and responsibilities, by end of 2022.
    - 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, Inclusion, and International Programs in collaboration with Student Affairs and Strategic Initiatives will oversee efforts to select a best-practice campus climate survey tool by end of 2021.
      - University Relations, with Executive Cabinet support, will secure funding to administer the survey and create a climate survey roadmap website that provides transparency and accountability, by end of 2021.
      - The DEI Campus Climate Survey will be deployed by end of 2022 to measure the campus community's current perceptions of how Tarleton supports diversity, equity, and inclusion issues.
  - **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:**
    - Enrollment Management, the Registrar's Office, and College of Graduate Studies will oversee an initiative to identify underrepresented populations and communities to pursue for increased enrollment, by end of 2022.
    - Undergraduate Recruitment will lead efforts to identify barriers that prevent underrepresented students from applying to and enrolling at Tarleton, which will inform the development of targeted marketing and communication plans, by 2023.
    - University College and the College of Graduate Studies will oversee initiatives to identify barriers that threaten persistence among underrepresented students, develop retention strategies that address these issues, and provide access to resources to help students achieve their educational goals, by 2023.
  - 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:**
    - University College will oversee efforts to identify gaps in graduation rates by program, student demographics, and campus, leveraging this information to pinpoint barriers to retention and success, by end of 2021.
    - First-year initiatives will help underrepresented students successfully transition to Tarleton, and integrated programs will offer support throughout their college experience, by end of 2022.
  - Increase recruitment and retention of employees reporting other than White 5% above baseline values by 2026.
  - **Core actions:**
    - Employee Services will lead the establishment of baseline demographics that represent the racial and ethnic makeup of Tarleton's workforce and streamline hiring practices and funding to ensure open positions are advertised in venues that reach diverse talent, by end of 2021.
    - The Executive Cabinet will engage Employee Services in certifying the diversity of applicant pools and search committees by end of 2021.
    - The university's definition of diversity will be standardized by end of 2022 to promote equal employment practices.
- **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, Inclusion, and International Programs and Academic Affairs will oversee the creation of an intercultural competence working group that will help DEI select Tarleton's core cultural competencies, as well as identify a survey instrument and methodology to assess them, by end of 2021.
    - Based on survey results, DEI will identify strengths and weaknesses, as well as inventory how the core competencies are addressed in Tarleton's current courses, extra-curricular programs, community programming, and faculty and staff development activities, by end of 2022.
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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:**
      - Tarleton's research administration and support will be reorganized to report to the new vice president for research, innovation, and economic development by end of 2021.
      - Priority research areas will be identified by end of 2021, and additional infrastructure, staff, funding, and facilities will empower faculty to conduct research, by end of 2022.
  - **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 oversee efforts to define the Regional Alliance's role and scope and identify stakeholders and potential partners, by end of 2021.
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- The Regional Alliance's charter will be approved, and its facility design will be finalized by end of 2022.
- Achieve Association of Public and Land Grant Universities (APLU) member status by 2026.
  - **Core actions:**
    - Research, Innovation, and Economic Development will oversee efforts to review APLU membership criteria, identify peer institutions that have achieved membership status, and begin negotiating Tarleton's eligibility and membership, by end of 2021.
- **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 lead the development of a comprehensive recruitment plan for each outreach location, pursue partnership opportunities with nearby community colleges, and collaborate with Academic Affairs to support and market pathway options for transfer students, by 2021.
      - University College will oversee the expansion of student services at outreach locations to enhance the new student experience and increase retention, by end of 2022.
      - External Operations will lead initiatives to increase Tarleton's visibility by building relationships with community leaders and organizations in outreach locations, by end of 2022.
  - Grow the number of academic programs offered in Fort Worth by 10 programs by fall 2023.
    - **Core actions:**
      - Extension and Off-Campus Education will lead an initiative to analyze the Dallas/Fort Worth metroplex's employment needs, identify community college programs aligned with Tarleton's degrees, and collaborate with academic units to approve the strategic implementation of six planned programs, by end of 2021.
      - Tarleton-Fort Worth will offer four new academic programs by end of 2022.

## 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 oversee the development of a compensation philosophy by job category, by end of 2021.
    - Peer benchmarking and collaboration with the A&M System Benefits Administration office will help determine if current salaries, wages, and work-life balance benefits are competitive, by end of 2021.
    - An annual review schedule will be created by end of 2021 to ensure Tarleton's compensation structure is evaluated yearly.
  - Increase employee engagement scores 10% above baseline values by 2026.
  - **Core actions:**
    - Employee Services and Marketing & Communications will oversee the development and deployment of an employee engagement survey aimed at identifying potential growth and wellness programs and opportunities to increase collaboration among employees, by end of 2021.
    - Survey participation will become part of the annual employee review process, by end of 2021.
    - Survey feedback and research on employee engagement best practices will inform the development of an action plan with supporting communication plan for academic year 2021-22.
- **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 oversee the recruitment of a director of strategic financial planning/budget services and identify an experienced

- partner to help develop a well-documented, zero-based budget process by end of 2021.
  - This work will be supported by historical data on core mission expenditures and benchmarked against peer and aspirant institutions, by end of 2021.
- 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 oversee the recruitment of an associate vice president for development to grow fundraising, by end of 2021.
  - Institutional Advancement will oversee growth in the University's level of constituent engagement through increasing the number of monthly donor meetings and developing programs for students and parents that create and nurture a long-lasting culture of philanthropy, by end of 2021.
  - Improving the accuracy of the alumni/donor database will enhance the effectiveness of these efforts, by end of 2022.
- **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 oversee the development of communications, merchandising, and national broadcasting plans, by end of 2021, to capitalize on athletic events, including one Power Five football game every year for the next five years.
  - Continually rank in the top five of the Western Athletic Conference's Commissioner's Cup by 2025.
  - **Core actions:**
    - Athletics will oversee the hiring of a women's soccer coach who will recruit the first women's soccer team and build a program to compete in the Western Athletic Conference with a goal of finishing in the top five by year 4.
    - Campus Operations will oversee the construction of a first-year soccer facility that meets NCAA standards and attracts top talent, by end of 2022.
    - Athletics will oversee the recruitment and retention of high-quality coaches and student athletes across all sports, striving for both athletic and academic excellence, by end of 2022.