



# GROWING IN A PANDEMIC

PRESIDENT'S REPORT 2020



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# PANDEMIC STRIKES, TARLETON RESPONDS

COVID-19 hit hard, and it hit fast.

About the time Tarleton Texans were leaving for spring break, the coronavirus slammed the country and the world, forcing universities to create new instructional paradigms — seemingly overnight — and to reimagine health and safety protocols for a return to campus.



Tarleton tackled challenges head-on to create a university experience second to none. It looked different. Felt different. Still, it was *Tarleton*, a community defined by determination, passion and unwavering commitment to expand access, opportunity and innovation for all.

Faculty swiftly adopted new teaching methods. Staff identified creative solutions. And students demonstrated extraordinary persistence and strength in pursuit of academic excellence.

Before the pandemic, only 61 percent of Tarleton faculty had taught an online course, and only 66 percent of students had ever enrolled in one.

That changed March 23.

Nearly 3,160 courses, more than 659 faculty and 12,205 students went virtual to mitigate the spread. Staff able to work remotely transitioned to telecommuting. Housing and dining employees continued to care for students who chose to remain on campus.

On May 1 Tarleton announced its gates would fully reopen for fall 2020.

In preparation, every nook was sanitized, and plans were made for deep cleaning throughout the semester. Seating in classrooms and lab spaces was reconfigured to meet CDC physical distancing guidelines. Dining options included more to-go. Everyone — students, faculty, staff, visitors — donned face coverings.

Hand-sanitizing stations sprang up across campus, and computer stations were disinfected after each use. Student health and counseling services offered virtual appointments, and events for prospective and

first-year students, along with recruitment, shifted online. Athletic competitions moved to spring 2021, with the promise of a full-fledged Homecoming.

Fall 2020 classes were offered in two delivery modes, online and HyFlex, and training courses ensured everyone understood their role in protecting the community. Free COVID-19 testing was implemented. On-campus isolation housing was created.

The approach was logistically challenging, labor intensive and expensive but the right thing to do. And it proved successful.

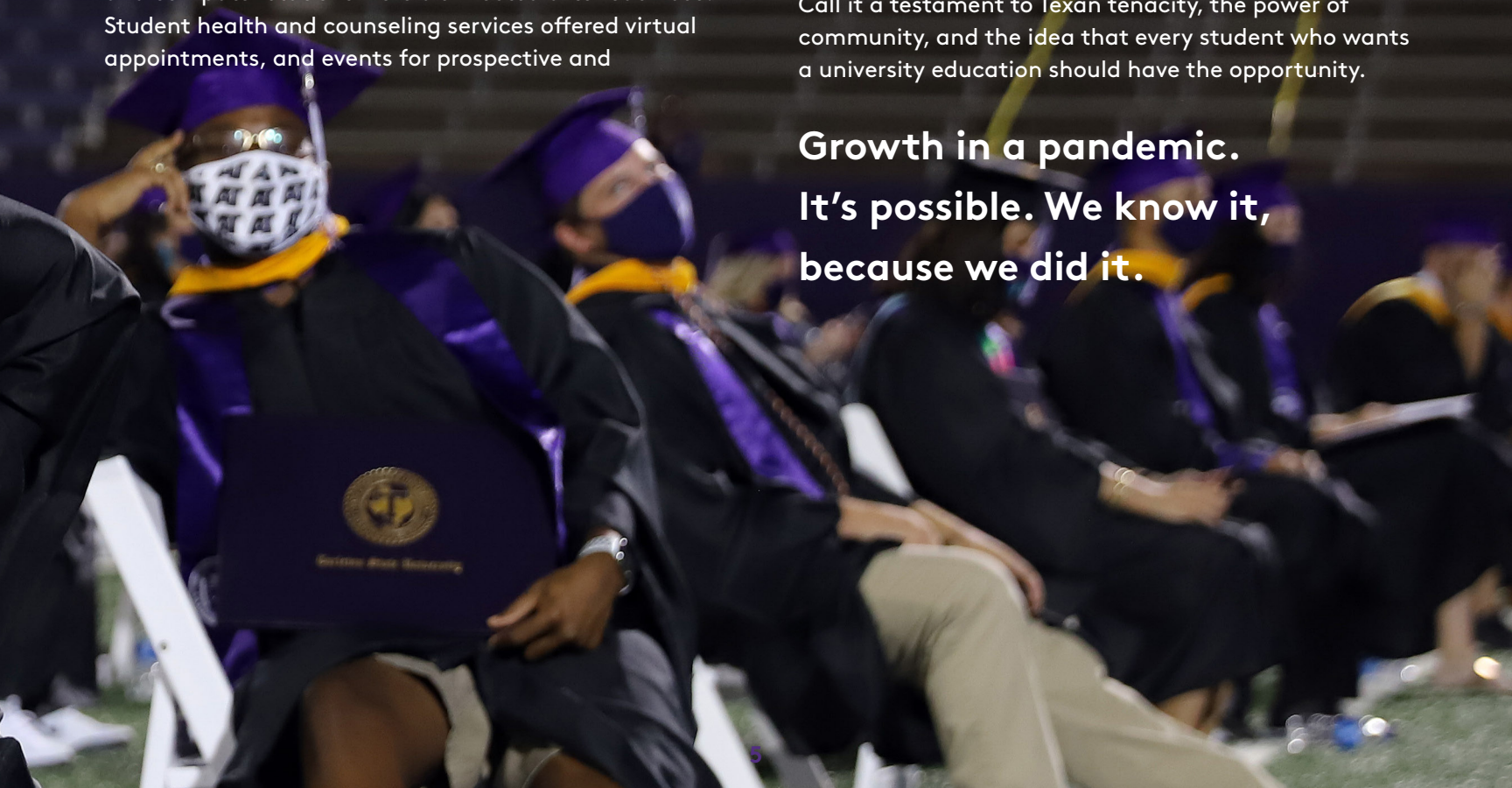
While universities nationwide experienced sharp declines, Tarleton scored all-time-high enrollment. Summer saw a 10.19 percent growth over the previous year, and fall numbers increased 6.42 percent from fall 2019.

Fall marked the first time since 2013 that Tarleton's graduation ceremonies took place outdoors. Spring and summer 2020 commencements were combined for an August celebration at Memorial Stadium to minimize personal exposure, and fall graduation followed suit.

The university added degree programs, moved to NCAA Division I as a member of the Western Athletic Conference, partnered with area high schools to provide scholarships, continued renovating and constructing, reduced student debt, enjoyed philanthropic success and started work on a strategic 10-year plan to become *the* premier comprehensive regional university in the nation.

Call it a testament to Texan tenacity, the power of community, and the idea that every student who wants a university education should have the opportunity.

**Growth in a pandemic.  
It's possible. We know it,  
because we did it.**



**We cannot allow COVID-19 to define our fate.  
We must create it.**

2020 was a year like no other. Packed with success, as always, but full of exceptional challenges.

We worked with more than 50 area high schools to create pathways to Tarleton, transitioned to NCAA Division I, expanded lab facilities at the Agriculture Center, opened a new Engineering Building, created the Leadership and Military College, launched our first PhD and started planning a second building on our Fort Worth campus.

While many universities saw sharp declines, Tarleton scored record enrollment. Summer saw a 10.9 percent growth over the previous year, and fall numbers increased more than 6 percent for a record 14,022 students. The incoming freshman class was up almost 10 percent from last year at 2,276. More than 5,000 members of the Texan family reported an ethnicity other than white.

In an unprecedented time for higher education, we're growing.

And all of this as we continue to navigate a pandemic, plan strategically for the next decade and prepare for reaffirmation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

I am profoundly grateful for our students, who met the demands of rapid change with resilience and purpose. For our faculty, who quickly adopted teaching methods to create a top-shelf online learning experience. For our staff, who worked tirelessly to support

students, faculty and one another; and to our alumni, who continue to contribute their time and talents in myriad ways to support our community and the world.

The future will look a little different, but no question, better days lie ahead. One thing is certain: Tarleton State University is determined to expand access, opportunity and innovation for current and future Texans. To become *the* premier comprehensive regional university in the nation.





# GROWING ACADEMIC DISTINCTION

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Bold ideas.  
Bright tomorrows.

**Seeded more than 120 years ago by John Tarleton, the founder's dreams are playing out in grand style. Degree programs are growing and enrollment records shattering and academic partnerships thriving as Tarleton State University reaches for the stars.**

**Very good is not good enough. The bull's-eye is on greatness.**



*Communication studies majors get true-to-life broadcast experience in a state-of-the-art TV studio complete with control room, newsroom and media labs.*

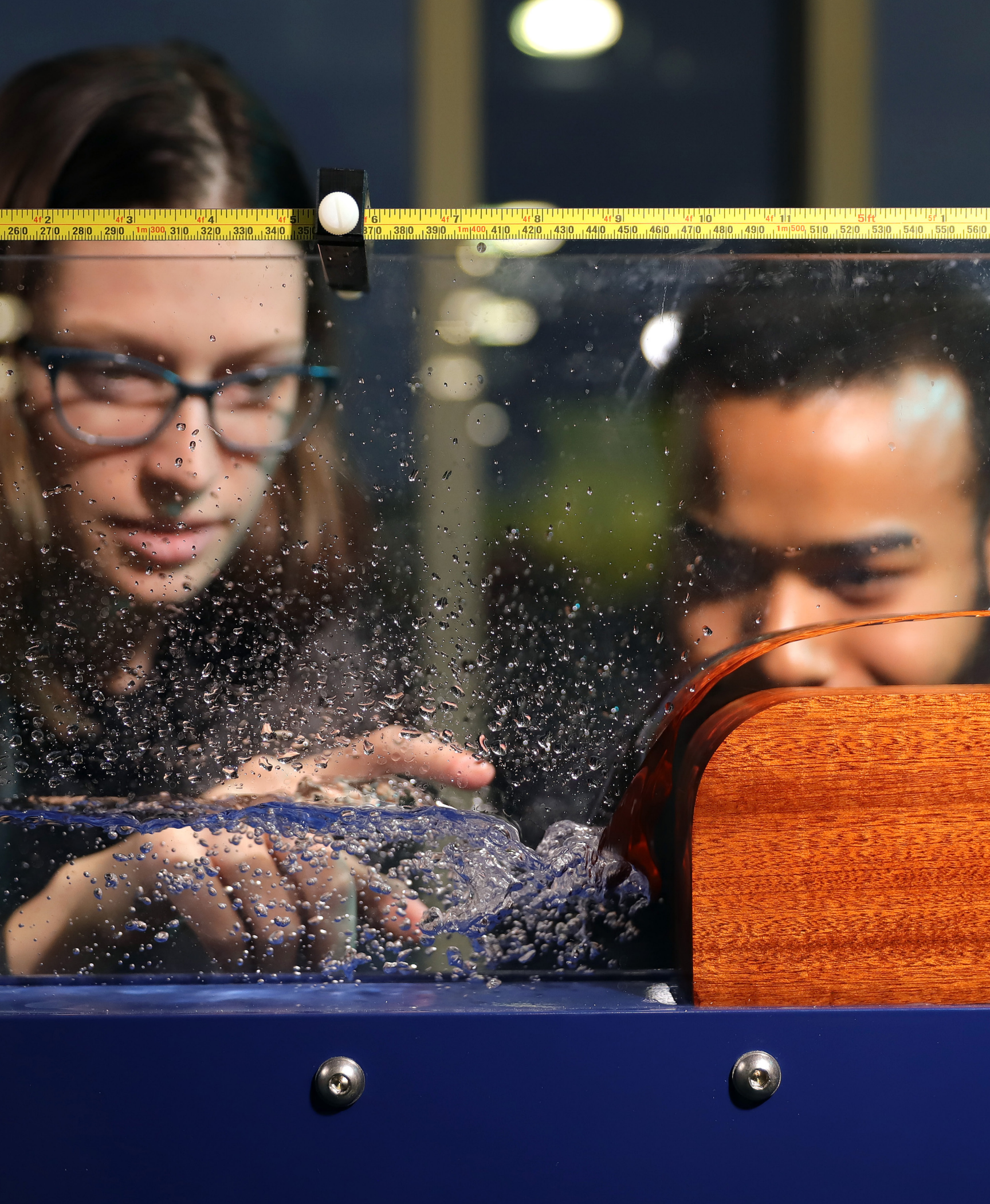
Tarleton added five academic programs in 2020 and sought approval for three more, launched a residency for teachers, streamlined the route for nursing transfer students, inked its first admissions agreement with an out-of-state university, and established the Leadership and Military College, the result of rapid growth in its Texan Corps of Cadets.

All during a pandemic.

The hit to enrollment experienced at some schools didn't happen here. Summer 2020 saw a 10.19 percent growth over the previous year. Fall numbers increased 6.42 percent from fall 2019 for a record 14,022 students. And the incoming freshman class was the biggest ever, up 9.5 percent from 2019.

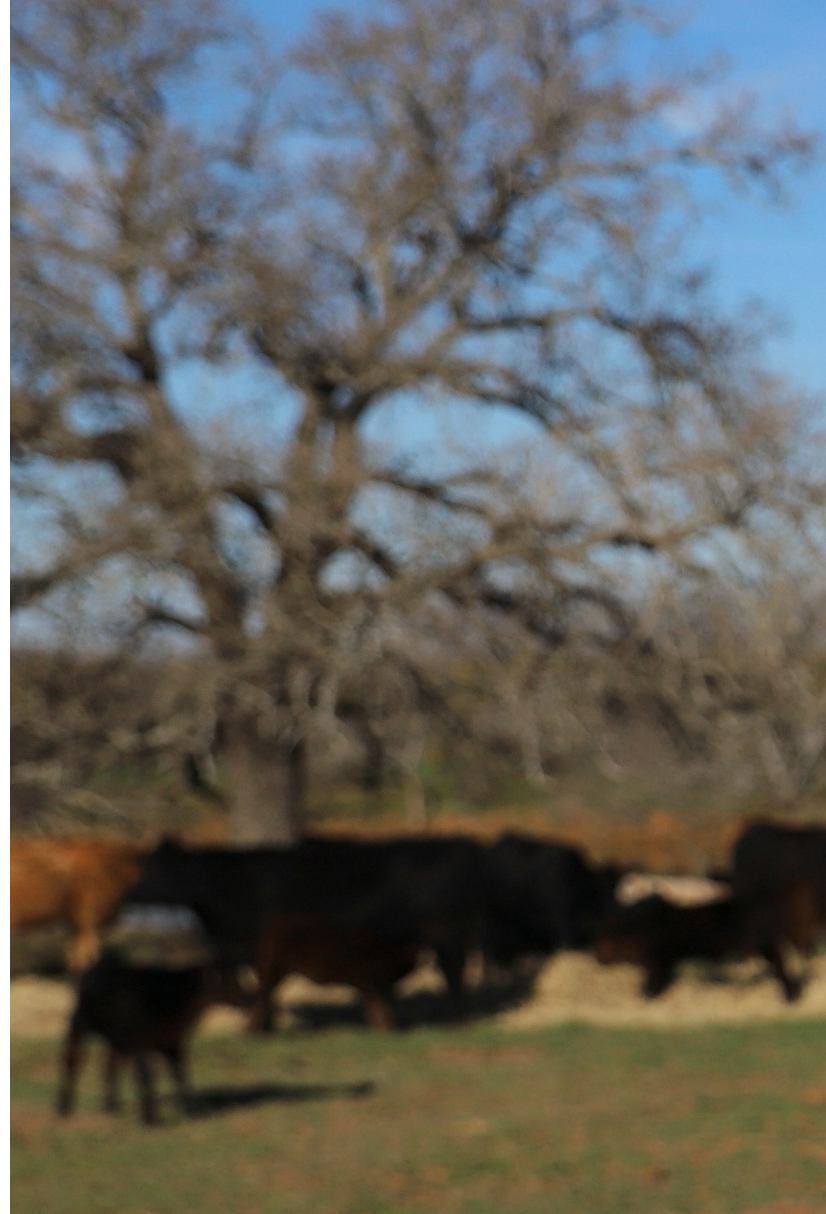
Growth for 2020 was the largest in 25 years, reflecting Tarleton's reputation as a first-choice destination for the brightest minds in the region, and to faculty and staff who foster their success.





*A state-of-the-art fluids laboratory supports students at all levels of their research and education in the School of Engineering.*

*The spirit that inspired a farmer and rancher to start a college in 1899 is the same spirit that propels Tarleton today. Even in a pandemic, the stars shine bright.*



*A one-of-a-kind teacher preparation and certification model provides rich field-based experiences in a student's very first semester.*

Other records: More than 5,000 students reported an ethnicity other than white — up 6 percent from 2019 and 70 percent over 2014. Almost 3,000 were Hispanic, bringing the university closer to its goal of official recognition as an Hispanic-serving institution. The number of African American students was up 6.47 percent.

Enrollment in graduate programs exceeded 2,000 — an almost 16 percent jump from 2019 — and the Fort Worth campus saw a 16.42 percent increase for a record 2,247 students in fall 2020.

Over the past several years Tarleton has implemented dozens of programs to ensure Texan success, including support for first-generation and transfer students; advanced hands-on learning opportunities; supplemental instruction, mentoring and tutoring; and programs focused on STEM (science, technology, engineering and mathematics) curriculum.

Tarleton engineering students have doubled in the last decade, and for them the School of Engineering becomes a stand-alone college in 2022. A master's program in computer engineering, approved in 2020, and another in mechanical engineering — pending sanction from the Texas Higher Education Coordinating Board — will ready students for today's market and careers yet imagined.



*A new stand-alone bachelor's degree in agricultural communication combines the knowledge of agricultural science and the skills needed for careers in public relations, marketing and journalism.*

A bachelor's degree in geographic information systems allows students with military, technical or vocational education credits to complete their degree quicker; an undergraduate program in communication sciences and disorders prepares students for jobs as speech-language pathologists; and a bachelor's degree in agricultural communication includes internships with agricultural publications, radio stations, livestock organizations, commodity groups and governmental agencies. A BS in sport management blends the love of athletics with a penchant for business.

Undergraduate programs in nutrition science and public administration are slated for 2021, with THECB approval.

The university's first PhD, new in fall 2019, continues to position Tarleton as a leader in defining U.S. criminal justice policies, while a technology component will take the school's nationally recognized doctorate in educational leadership to the next level in 2021.

A one-year residency for teacher candidates — a collaboration with University-School Partnerships for Renewal of Education Preparation — is providing extended hands-on practice, part-time work and priority consideration for full-time employment. School partners gain the advantage of

“growing their own” and the chance to hire first-year educators with a year of apprenticeship.

Then there's the collaboration with Tarrant County College that makes it easier than ever for nursing students to transition from an associate degree to a bachelor's. The agreement for both schools to offer co-curricular concurrent enrollment comes at a time when the demand for nurses far outstrips supply.

Near year's end 2020, Tarleton announced an agreement with Southwestern Oklahoma State University guaranteeing high-achieving SOSU environmental chemistry and chemistry students acceptance to its graduate-level environmental science program. Similar agreements with other regional institutions are in the works.

Make no mistake, growth in Texan Nation is more than numbers. More than degrees. More than academic partnerships. It's the result of hard work and good fortune.

The spirit that inspired a farmer and rancher to start a college in 1899 is the same spirit that propels Tarleton today. Even in a pandemic, the stars shine bright. ■

# GROWING INNOVATIVE RESEARCH

Life-changing discoveries.  
Game-changing faculty.

**As the world braces for the full impact of COVID-19, Tarleton State University's commitment to robust research and entrepreneurship is more vital than ever. Our economy and quality of life depend on it.**

Distinguished professors and skilled student researchers are meeting the challenge head-on, incubating new technologies, accelerating innovation and making connections to support the communities Tarleton serves.

They're reshaping what we know about everything from racial profiling to water treatment, from grassland revitalization to pain management. They're reaching beyond the university, beyond the state, beyond the nation to create a regional research powerhouse — a vortex of excellence.

The engine throttle is wide open.

The Texas Center for Rural Research, Innovation and Economic Development will bridge the gap between academic concepts and real-world challenges when it debuts in 2021 with its own vice president. The center will address workforce needs, deepen faculty-led student discovery and cultivate collaborations with industry, government agencies and other higher education institutions.



*Tarleton's Texas Institute for Applied Environmental Research and the Texas AgriLife Research Center in Stephenville are collaborating to mitigate watershed issues resulting from hurricanes on the Texas Gulf Coast.*



*Dr. Rajani Srinivasan's patented research on the use of polysaccharides in food-grade materials to separate solids, pollutants and pathogens from contaminated water and wastewater is gaining national attention.*

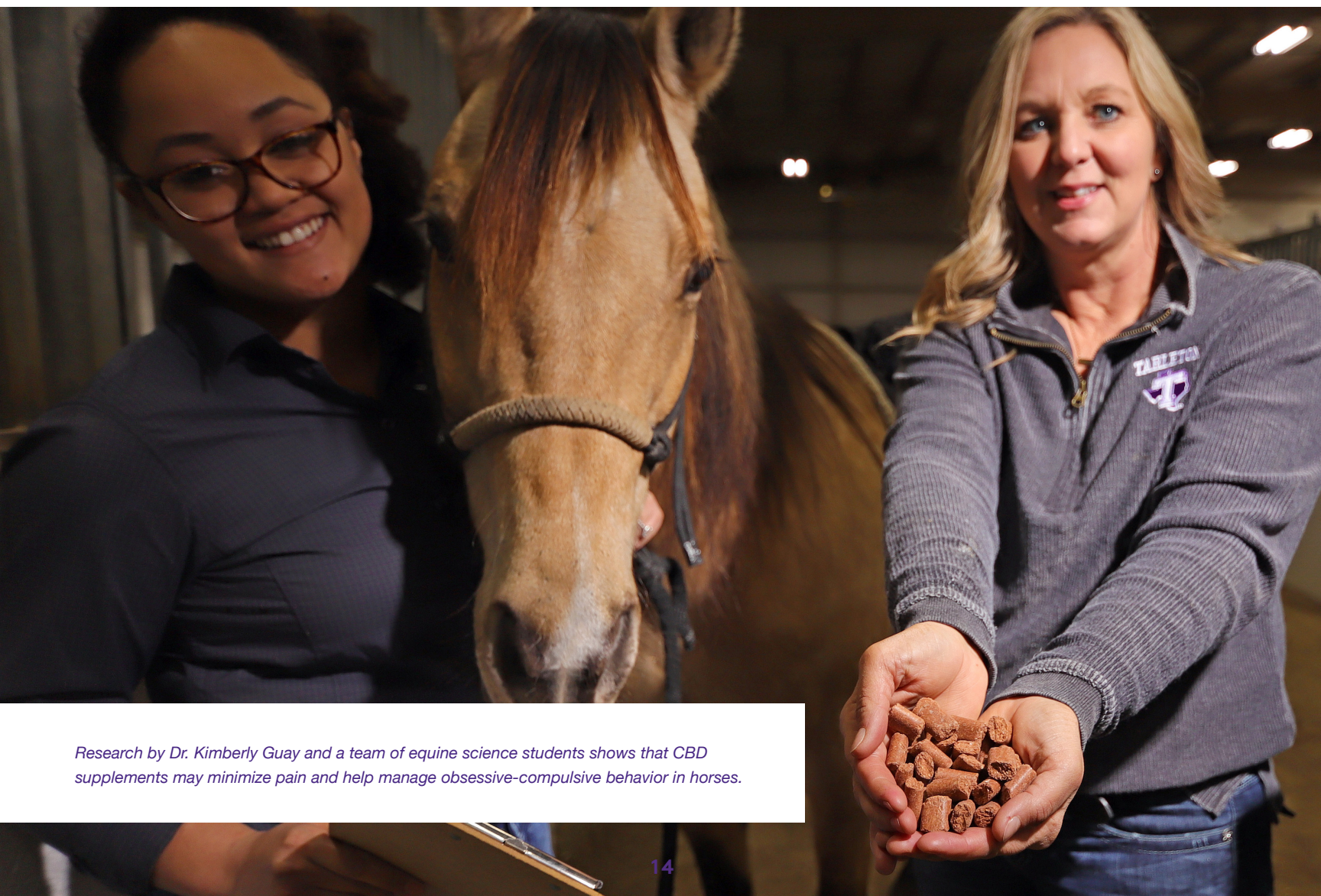
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*There's no slowing down.  
A powerful instinct for  
innovation permeates  
Tarleton culture and  
furtheres our commitment  
to provide visionary  
research opportunities  
that ignite regional  
economic growth.*

Tarleton was the only school in The Texas A&M University System — one of 119 colleges and universities nationwide — to receive the Carnegie Foundation for the Advancement of Teaching's prestigious 2020 Community Engagement Classification. The honor is a first for the university and a testament to its pledge to use resources, knowledge and research to serve the greater good.

For example, Tarleton's Institute for Predictive Analytics in Criminal Justice is strengthening criminal justice policies based on rigorous academic study. The institute's first project — a detailed examination of in-custody deaths — could improve screening processes before someone is handcuffed or booked into jail. A joint initiative with The Texas A&M University System, IPAC comes at a time when racial profiling, use of force and increased officer safety are of national concern.

A team of five environmental and civil engineering majors embraced a real-life challenge to capture first place in the spring 2020 Water Environment Association of Texas Design Competition. Led by Wesley Lozano and mentored by Dr. Kartik Venkataraman and Tarleton alumni at Garver Engineering, the team designed upgrades for the wastewater treatment plant in Pflugerville, Texas. The students represented Texas at the national contest in October.



*Research by Dr. Kimberly Guay and a team of equine science students shows that CBD supplements may minimize pain and help manage obsessive-compulsive behavior in horses.*

Momentum continued with a patent for Dr. Rajani Srinivasan's use of polysaccharides in food-grade plant materials — tamarind seeds, psyllium husks, cactus cladodes, okra fruits and aloe vera leaves — to separate solids, pollutants and pathogens from contaminated water and wastewater.

Tarleton's Texas Institute for Applied Environmental Research, in collaboration with the Texas A&M AgriLife Research Center in Stephenville, received a \$1.5 million grant from the Texas General Land Office to work on mitigating watershed issues resulting from hurricanes on the Texas Gulf Coast.

And a team led by Dr. Eunsung Kan is developing a biochar-assisted phytoremediation system to enhance water quality during dairy manure application in three Texas counties, including Erath, home to Tarleton's Southwest Regional Dairy Center — the only teaching and research operation of its kind in the state.

Complementing the water research, phase one of a three-year project to revitalize Texas grasslands is in full swing. Funded by a grant from the USDA's National Institute of Food and Agriculture, the interdisciplinary work advances high-impact learning for students underrepresented in ecology, conservation, engineering, political science and economics.



*Tarleton researcher Dr. Ryan Morgan and two former students discovered a previously unknown plant species belonging to *Cyclopteris*, an extinct genus of seed fern.*

Tarleton researcher Ryan Morgan and two former students have discovered a previously unknown species of plant life. Dr. Morgan and his team found a single fossilized leaf of the new species belonging to *Cyclopteris*, an extinct genus of seed ferns, in sandstone beds of the Placid Shale near Ranger in Eastland County.

A project to digitize Texas herbarium collections continues Tarleton's long-standing partnership with the Botanical Research Institute of Texas. BRIT received funding for the \$1.5 million project from the National Science Foundation, bringing together 46 collaborating herbaria to mobilize data from nearly two million plant specimens gathered in Texas and Oklahoma. The Tarleton Herbarium has moved its collection of 7,000 specimens to BRIT.

Hemp for horses? Dr. Kimberly Guay and equine science students are sorting facts from fiction to quantify how CBD affects inflammation, stress and negative actions in horses. If hemp for horses emerges as the revolutionary solution that some supplement companies claim, then maybe it could enhance the well-being of livestock like cattle and swine.

All of this is just a sampling. There's no slowing down. A powerful instinct for innovation permeates Tarleton culture and furthers our commitment to provide visionary research opportunities that ignite regional economic growth.

Doing more, achieving more, becoming more to enrich our world. Even in a pandemic. ■



# GROWING STUDENT SUCCESS

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Powerful connections.  
Precision progress.

**Tarleton students come from all parts of Texas, 43 states and almost three dozen countries. They love the university — its people, its traditions, its commitment to student triumphs in and out of the classroom.**

From the moment they arrive, students know they're part of something big. Part of the Tarleton family. And families stick together, especially in a global crisis.

Whether increased financial assistance or reduced residential rates or COVID-19 testing and telehealth services, Tarleton moved quickly in 2020 to meet unexpected needs.

An online information hub, TexConnect, was created to do just what it says — link Tarleton Texans with resources to not only survive but thrive. And a new University College forged a network of programs and services to support first- and second-year students.

More than \$5.4 million in 2020 Coronavirus Aid, Relief and Economic Security (CARES) Act funding helped 3,997 students facing financial hardship due to COVID-19. Two grants from the Governor's Emergency Education Relief fund totaled almost \$1.6 million, benefiting 1,479 students. And 568 more received aid through The Texas A&M University System Regents' Grant, the Texas Public Education Grant and Tarleton's own Student Emergency Fund.

Students saw a decrease in fall 2020 on-campus residential rates thanks to regent approval for the university to buy private student housing and terminate ground leases — a huge win for students and their parents given the financial uncertainty created by the pandemic.







From the moment they arrive, students know they're part of the Tarleton family.  
Summer Duck Camp 2020 moved back to the Stephenville campus to keep the family together, and safe.



*Having more than 100 student organizations means thousands of possibilities for students to find their place. Members of Tarleton's 18 fraternities and sororities make up more than 75 percent of leaders at student orientations and camps.*

If an ounce of prevention still equals a pound of cure, then Tarleton is doing some heavy lifting with free on-campus COVID-19 testing for students, faculty and staff. The testing reflects an agreement between the A&M System and Curative Inc., a national testing company.

Dining options include more to-go, and a Meals for Vets program provides eligible student veterans with a free hot meal daily on the Stephenville campus.

On-campus isolation housing is available; telehealth and telecounseling services supplement in-person visits; dairy products can be found at the Stephenville Purple Pantry thanks to a partnership with Dairy MAX; and most programming and on-campus events come with a live-stream choice to support CDC physical distancing guidelines and mitigate the spread of COVID-19.

That's but a sampling of efforts to keep the Tarleton family together, and safe.

With 2020 came remote Texan Orientations (one in Spanish) for prospective students and their families, virtual experiences to acquaint first-year students with services, and virtual recruitment for Greek life.

But not everything went virtual. Traditions like summer Duck Camp for incoming freshmen and transfer students and fall Homecoming are just better in person.

Duck Camp moved from an off-site location to the Stephenville campus, and Homecoming was reimaged as Texan Spirit Week with time-honored activities like the Silver Bugle Hunt, Purple Out Picnic and Launching of the Ducks. A full week of Homecoming events was planned for spring 2021 to coincide with Tarleton's pandemic-shifted football season.



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## There's student success outside COVID-19 ...

Having more than 100 student organizations means thousands of possibilities for students to find their place at Tarleton, and a number of substantive leadership and service opportunities provide personal development and community involvement.

Student-led discussions sponsored by the Office of Diversity, Inclusion and International Programs explore topics from Afro-Latinx realities to living with autism. And organized intramurals, club sports and cutting-edge physical training are available at the Tarleton Rec Center.

In addition to being the voice of Tarleton Texans, the Student Government Association volunteers at community undertakings and assists with food and toy drives. The association is planning a campus-wide CAN-struction competition — building giant structures with cans of food and then donating them to on-campus and community pantries — for early 2021.

Philanthropy and leadership are mainstays of Greek life, too, with members of Tarleton's 18 fraternities and sororities dedicated to the greater good through support and service for nonprofits. Greeks make up more than 75 percent of Texan Reps, Alumni Ambassadors, and leaders for summer orientations and camps.

## ... and a commitment to placing a high-quality education within reach of all students

Formed in 2020 as a platform for Texans to share their hopes and concerns, the Advisory Board on Diversity, Equity and Inclusion promotes ways to increase access and opportunity; overcome barriers that impede academic, personal and professional success; and ensure that everyone at Tarleton enjoys a welcoming environment.

At Tarleton State University, we learn together and work together and serve together. Our diverse experiences and thinking bring us together. We belong to each other. Today and tomorrow.

We're a family. The Tarleton family. ■



*Dining Services provided more to-go options for spring and summer 2020, including food trucks strategically located across the Stephenville campus.*

# GROWING NATIONAL AWARENESS

Bigger spirit.  
Boundless possibilities.

**July 1, 2020, marked the start of a new era. Tarleton State University moved to NCAA Division I as the ninth full-time member of the Western Athletic Conference, increasing national recognition for athletes and academic programs.**



*President James Hurley, right, and WAC Commissioner Jeff Hurd seal the deal to move to NCAA Division I.*

Thirteen of Tarleton's 14 sports immediately will compete in the WAC, while the football program will contend as an independent at the Football Championship Subdivision (FCS) level until fall 2021.

Founded in 1962, the WAC crowns team and individual champions in 19 sports — nine men's and 10 women's. In addition to Tarleton, the conference comprises California Baptist University, Chicago State University, Dixie State University, Grand Canyon University, New Mexico State University, Seattle University, the University of Texas Rio Grande Valley and Utah Valley University. Abilene Christian, Lamar, Sam Houston State and Stephen F. Austin will join in 2021, followed by Southern Utah in 2022.

Tarleton's move came at the right time for the right reasons, completing a three-decade trek that began with competition at the non-scholarship level.

HERE COME THE

# TEXANS





*Men's coach Billy Gillispie joined the Texans in 2020, ready to take Tarleton's successful basketball program to the next level. He has coached since the early 1980s, with stops at high school, junior college and Division I, and at UT El Paso, Texas A&M, Kentucky and Texas Tech as head coach.*

Part of the Lone Star Conference (NCAA Division II) in 1994-2020, the Texans secured 37 championships, nine tournament wins and 14 regional victories. And they boast eight individual national championships in track and field.

The move to D-I extends the university's geographic reach, supports enrollment growth, elevates the value of a Tarleton degree, improves diversity, expands partnership opportunities and aligns with the university's goal to be *the* premier comprehensive regional institution in the nation.

In the classroom and on the playing field, Tarleton is a talent magnet for some of the brightest minds and most gifted student-athletes. Not to mention deeply accomplished faculty, tirelessly supportive staff and highly recognized coaches — coaches like Billy Gillispie.

Gillispie is new to Tarleton but not to men's basketball. Their 15th head coach earned his share of accolades — Big 12 Coach of the Year twice, co-SEC Coach of the Year, WAC Coach of the Year — before joining the Texans in 2020. He is one of 14 active D-I coaches in the country to

*It's our time  
to stand up.  
Stand out.  
Stand together.  
The world will  
know we're here.*



win three Coach of the Year awards in three conferences. He also has a national Junior College Coach of the Year award to his credit.

Coach Gillispie has big shoes to fill following the Reisman father-son duo — Lonnn and Chris. Lonnn racked up a record 654 career wins before becoming Vice President for Intercollegiate Athletics in 2019, and Chris spent 17 years on the Texans staff before taking over for his dad.

Head football coach Todd Whitten has renewed his contract for six more years. Coach Whitten is a proven winner as Tarleton State's all-time wins king with a career 81-39 record. In 2019 he passed W.J. Wisdom's 71 wins for the most in Tarleton football history.

Whitten is a five-time LSC Coach of the Year. Over the last two seasons he led the Texans to their highest national ranking in school history, back-to-back undefeated regular seasons and conference championships, and a 23-2 record.

Tarleton's long-awaited invitation to join the WAC came in fall 2019. So did student approval, with almost 70 percent of Texans voting to increase intercollegiate athletic fees in one of

the largest voter turnouts in school history.

Shifting fall 2020 sports to spring 2021, including traditional Homecoming activities, because of COVID-19 didn't diminish enthusiasm.

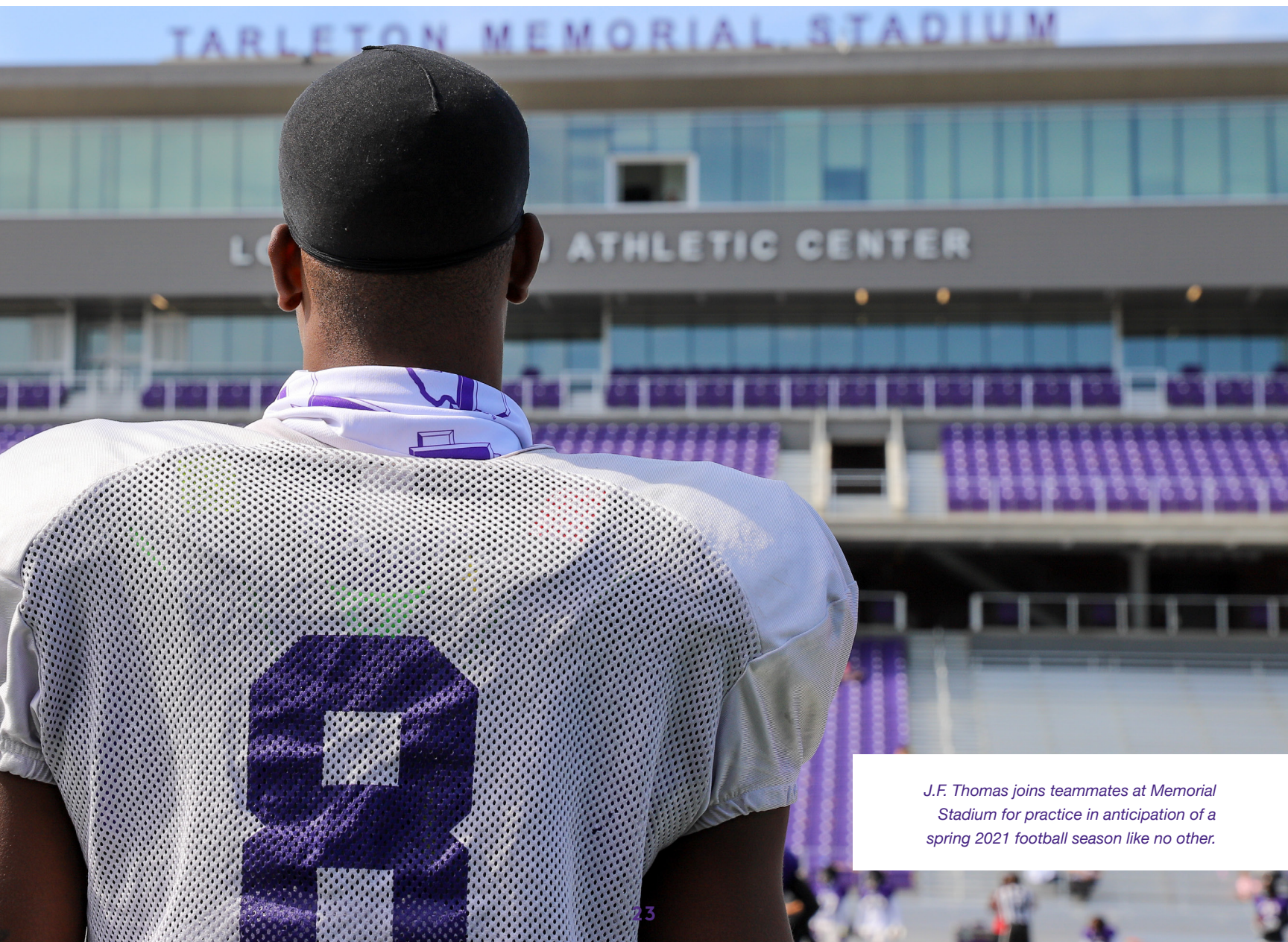
The marching band is ready. Cheerleaders and spirit teams are ready. Fans and supporters are ready. Coaches are ready. And student-athletes are conditioning, strength training and practicing for a spring like no other.

Tarleton Athletics and Tourbeau Sports Group will broadcast six home sporting events on ESPN+ in spring 2021. Football, men's and women's basketball, volleyball and baseball will appear on the streaming network.

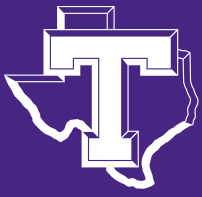
Tarleton never set out to be a secret. From our first athletic contests of the 1900s, we have always put it on the line to win big.

It's our time to stand up. Stand out. Stand together. The world will know we're here.

It surely will. ■



*J.F. Thomas joins teammates at Memorial Stadium for practice in anticipation of a spring 2021 football season like no other.*



+

**WAC**<sup>TM</sup>

MOVED TO NCAA DIVISION 1  
WESTERN ATHLETIC CONFERENCE

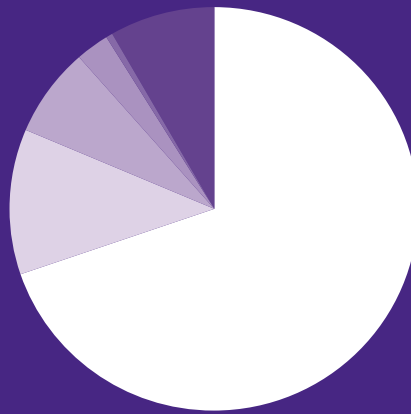


OF CLASSES HAVE  
FEWER THAN 20 STUDENTS

**100+** UNDERGRADUATE  
AND GRADUATE  
DEGREE PROGRAMS

ENROLLMENT  
BY LOCATION

- STEPHENVILLE 9,515
- FORT WORTH 2,231
- WACO 970
- MIDLOTHIAN 262
- RELLIS 33
- ONLINE 1,011



**14,022**  
FALL 2020 ENROLLMENT

STUDENT POPULATION 227  
TEXAS COUNTIES  
43 STATES  
33 COUNTRIES



**#31**

**IN TOP PUBLIC  
UNIVERSITIES**

*Regional Universities West*

*U.S. News & World Report Best College Rankings 2020*

**60%** OF STUDENTS RECEIVE  
SOME FORM OF  
**FINANCIAL ASSISTANCE**







# 22:1

STUDENT-TO-FACULTY RATIO

# 53% OF STUDENTS ARE FIRST GENERATION

1 of 7 Texas universities selected in 2020 as a **FIRST FORWARD INSTITUTION**

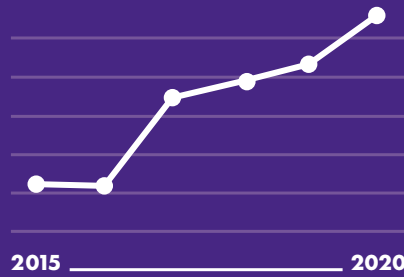
by the Center for First-generation Student Success



1 of 119 colleges and universities nationwide

— and the only school in The Texas A&M University System — to receive the prestigious **2020 COMMUNITY ENGAGEMENT CLASSIFICATION**

Carnegie Foundation for the Advancement of Teaching



# 21.65% HISPANIC ENROLLMENT

Making impressive strides in qualifying as an Hispanic-serving institution *25% requirement*

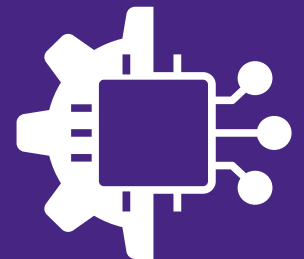
# TOP 8% IN SOCIAL MOBILITY INDEX

rankings by CollegeNet moving up to 120 of 1,458 schools



1 of 3 Texas public institutions named to the **PHI THETA KAPPA 2020 TRANSFER HONOR ROLL** for developing pathways leading to success for community college students

## 98,000-square-foot, \$54 million STATE-OF-THE-ART ENGINEERING BUILDING



In the past 5 years, the College of Education has produced more than **1,200 TEACHERS**

**ONE OF THE LARGEST** agricultural education and animal science programs in the country

# GROWING MEANINGFUL RELATIONSHIPS

Positive engagement.  
Profound impact.

**Tarleton State University knows that its success intertwines with the communities it serves. It has since the beginning.**



*Hospitals and clinics in the Metroplex are providing nursing, medical laboratory science and public health students a first-class education and an opportunity to explore career pathways.*

Community support was key when the university opened in 1899, and again when the school joined The Texas A&M University System a century ago. Residents raised an estimated \$80,000 in two weeks to buy the college farm and another \$10,000 to top off John Tarleton's original endowment.

The money and land, plus the main campus, were donated to the state in exchange for Tarleton's acceptance as a founding member of the A&M System.

Today Tarleton takes great pleasure in giving back to the region it proudly calls home.

The university is partnering with school districts statewide to guarantee admission to seniors who graduate in the top 25 percent of their class; it also is waiving ACT (American College Test) or SAT (Scholastic Aptitude Test) requirements except to qualify for scholarships. Depending on ACT or SAT scores and class rank, students graduating in the top quarter of their class from a Distinguished High School Partner are promised a \$1,000-\$5,000 scholarship. Application fees are waived for those with demonstrated need.



*Tarleton nursing students, in high demand throughout the region, receive evidence-based, hands-on training in the state-of-the-art Center for Clinical Simulation and Competency. Eighty percent pass the National Council of State Boards of Nursing Licensure exams on first try.*

*Community support is about so much more than achieving business goals or personal dreams or academic credentials. It's about the benefit gained from sharing.*



More than 50 school districts are participating in the program, with more expected in 2021. The historic, multimillion-dollar pact with the Fort Worth Independent School District includes a \$10,000 annual scholarship for one graduating senior, renewable for up to four years. The award will result in a yearly commitment of \$40,000 to the district.

When the Texas Folklore Society and the Texas Center for Community Journalism needed new homes, Tarleton was eager to make room.

Founded in 1909, the Texas Folklore Society has published more than 100 volumes of related works. On the question of a new host institution, the “aye” vote for Tarleton was overwhelming. That’s because Tarleton values the society’s work — collecting, preserving and sharing the folklore of Texas and the Southwest.

The society complements Tarleton’s W.K. Gordon Center for the Industrial History of Texas, growing research opportunities and promoting the state’s storied past and rich culture.

Support for almost 400 small-town Texas newspapers (chroniclers of that storied past) now comes from Tarleton, the new home for the Texas Center for Community Journalism, formerly housed at Texas Christian University. Created by the Texas Newspaper Foundation, the center promotes community journalism through free training vital to survival in an ever-changing business climate.

And the center connects Tarleton’s communication studies majors with journalism professionals throughout the state, opening job opportunities and providing continued career support.



*The Alvarado Independent School District is one of more than 50 regional ISDs to participate in Tarleton’s Distinguished High School Partnership, guaranteeing admission and scholarships to seniors graduating in the top 25 percent of their class.*



*Team roping heeler Paden Bray and 13 alumni did Tarleton proud at the 2020 edition of the Professional Rodeo Cowboys Association National Finals Rodeo. Paden won the average at the 10-day championship event, and former rodeo team member Jackie Hobbs-Crawford won the inaugural breakaway roping title. Tarleton was presenting sponsor for the Dec. 9 performance of the competition at Globe Life Field in Arlington, Texas. (PRCA ProRodeo photo by Clay Guardipee)*

In similar fashion, the Rural Communication Institute (#ThinkRuralComm) is connecting individuals in small towns with the resources they need to live, learn and thrive. Researchers from around the nation share their latest work on everything from healthcare access to options for rural housing at a fall summit hosted by Tarleton. A hotline provides innovative communication strategies to help small-town governments, rural authorities, water districts, electric co-ops and others reach their target population.

Undergraduate and graduate social work students at Tarleton-Waco on the McLennan Community College campus are working hand in hand with mental health agencies through multiple-semester projects and internships to improve lives, from homeless youth to ex-offenders integrating back into the community, and create hope for those in need.

Counseling majors are partnering with Tarrant County Mental Health Connection — at its invitation — to improve access to quality services for people of all ages in Fort Worth. A counseling training center at Tarleton's Fort Worth campus provides services to students as well as area residents.

Hospitals and clinics in the Fort Worth Medical District — JPS, Texas Health Resources, Cook Children's, Baylor Scott & White, Medical City — are providing medical laboratory science,

public health and nursing students a firsthand education par excellence and an opportunity to explore career pathways.

And the College of Health Sciences and Human Services continues to receive generous support from Texas Health Resources and other Erath County partners to provide relief from community food insecurity and to help residents battling depression. This initiative provides innovative student and faculty telehealth assistance, including telecounseling, nursing education and dietetic services.

A partnership with the Professional Rodeo Cowboys Association National Finals Rodeo ended 2020 on a high note. Being a presenting sponsor for an NFR performance made the historic event even more momentous for 14 qualifiers with ties to Tarleton. Usually held in Las Vegas, the event moved to Arlington, Texas, for 2020. Tarleton alumna Jackie Hobbs-Crawford made history at the Wrangler National Finals Breakaway Roping world championship, taking the event's inaugural crown.

Community support is about so much more than achieving business goals or personal dreams or academic credentials. It's about the benefit gained from sharing.

Tarleton State University has known this for 121 years. No point in stopping now. No plans to, either. ■

# GROWING SPECIAL PLACES

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World-class institution.  
World-class facilities.

**From its iconic gates in Stephenville to a distinctly urban Fort Worth campus, Tarleton State University is inspired by the power of special places. Great learning requires them. Great students and faculty demand them.**

**Places that build engagement and create impact.**

And while COVID-19 may have changed the way those places were used in 2020, it didn't deter Tarleton from renovating some and constructing more.

A \$54 million state-of-the-art School of Engineering Building — and soon-to-be college — is a testament to Tarleton's commitment to bolster the regional economy and address professional workforce needs. According to the U.S. Bureau of Labor Statistics, employment of engineers is projected to grow 4 percent over the next few years, adding 65,000 jobs nationwide.

A number of corporate and business partners provide Tarleton engineering students practitioner-based learning their senior year, and those Texans are in especially high demand. One of those supporters, Bartlett Cocke General Contractors, helped outfit the School of Engineering with a cutting-edge CAD classroom.

Expanded lab space at Tarleton's Agriculture Center, fondly called the college farm, is increasing program options and student participation in faculty-directed research. With agriculture's annual economic impact topping \$115 million in Texas and one out of seven workers employed in an agriculture-related job, more room at Tarleton makes perfect sense.





*A state-of-the-art, \$54 million School of Engineering Building and the upcoming College of Engineering speak to Tarleton's commitment to support the regional economy, meet professional workforce needs and spur innovative research.*

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*A product of history  
and tradition.  
An institution of  
scholarly learning  
and athletic  
championships,  
of memories  
and meaning.  
Tarleton State  
University is a  
very special place.*

A new classroom at the Timberlake Biological Field Station in Goldthwaite — a gift from the John and Lillie May Farley family — expands undergraduate and graduate research opportunities in everything from aquatic and plant ecology to herpetology and ornithology. Area school children also find the station a special place for learning.

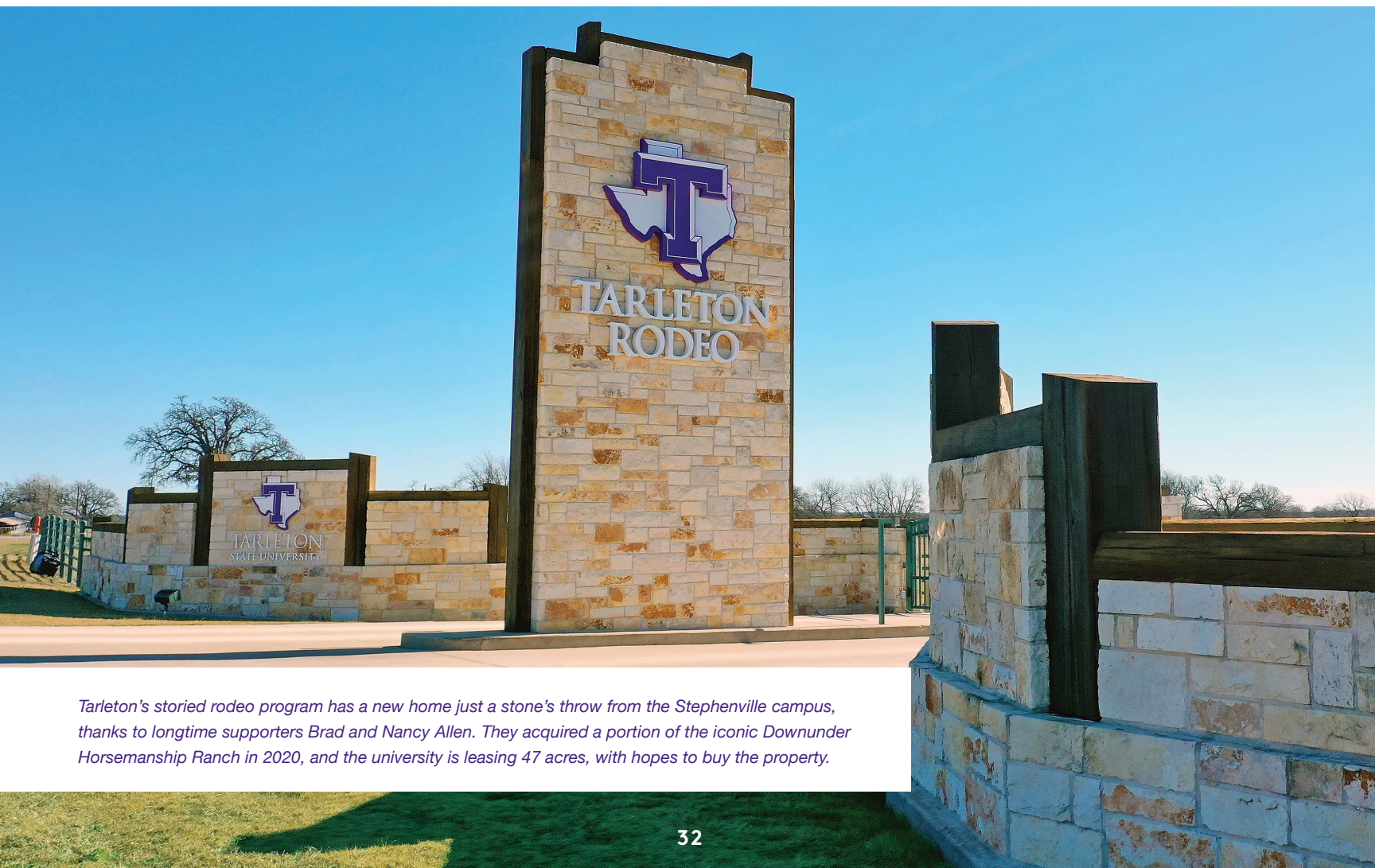
Tarleton's College of Business got a new look in 2020 with a pedestrian quad that links the southwest portion of the Stephenville campus with the rest of the school. In addition to throughways, the quad features pergolas large enough for student gatherings and outdoor classes. Phases two and three will add learning and conference spaces and enhance classroom and lab areas.

Construction of an almost \$12 million Aquatics Center on the Stephenville campus began in fall 2020, with completion set for August 2021. And a multimillion-dollar renovation of the field house on the south end of Memorial Stadium will be ready for the Texans to kick off their fall-2020-shifted-to-spring-2021 football program.

The Aquatics Center will feature an NCAA Division I indoor pool with eight 25-yard lanes and bleacher seating, an outdoor multifunctional pool for use by students and the community, and a wet training lab for kinesiology research.

The updated 16,000-square-foot field house includes more space for training and equipment, 100 new lockers, a lounge for players and offices for coaches.

Fans dreaming of watching a Texans football game from the comfort of a luxury end-zone suite will be in luck come spring 2021, when Tarleton installs six oversized tents decked out with resort-style furnishings and complete with high-end food and beverage service just beyond the northeast end of the football field.



*Tarleton's storied rodeo program has a new home just a stone's throw from the Stephenville campus, thanks to longtime supporters Brad and Nancy Allen. They acquired a portion of the iconic Downunder Horsemanship Ranch in 2020, and the university is leasing 47 acres, with hopes to buy the property.*





*The almost \$12 million Aquatics Center will feature an NCAA Division I indoor pool with eight 25-yard lanes and bleacher seating. An outdoor pool will be available for student and community use. Construction began in fall 2020.*



Tarleton’s storied rodeo program has a new home in the heart of the “Cowboy Capital.” An announcement followed the school’s December 2020 participation in the Professional Rodeo Cowboys Association National Finals Rodeo in Arlington, Texas. The university will lease a portion of the former Downunder Horsemanship Ranch — 47 of the 80 acres — acquired by longtime Tarleton supporters Brad and Nancy Allen, with hopes to buy the property pending approval by The Texas A&M University System Board of Regents and the successful outcome of a fundraising campaign.

The 2020 purchase of the Bosque Crossing Apartments, within walking distance of the Stephenville campus, increases the availability and improves the affordability of housing options. With continued enrollment growth and more Tarleton Texans living in Stephenville, more housing is needed, especially for students with families.

And it goes without saying that Tarleton needs more room at its Fort Worth location. Truth is, the university has been out of space since the campus opened in fall 2019.

Fall 2020 saw a 16.42 percent increase in enrollment, and there’s no end in sight as Fort Worth lays claim to being the 13th largest city in the nation. Construction of a second building — set to begin in 2022 — will add more than 100,000 square feet of classroom, laboratory, office and activity space, and take Tarleton’s nationally recognized education and healthcare programs to the next level.

Tarleton projects the Fort Worth campus, with additional buildings, could accommodate 9,000 students by 2030.

A product of history and tradition. An institution of scholarly learning and athletic championships, of memories and meaning. Tarleton State University is a very special place.

Just ask the folks who call it home. ■

# GROWING OPPORTUNITY

Affordable education.  
High-flying results.

**Astronauts, athletes, politicians, medical experts, entrepreneurs, celebrities — they've all graduated from Tarleton State University. They conduct biomedical experiments in space, scale vertical cliffs to win U.S. military victories, play professional ball, star in movies and represent Texas at the nation's capital.**

**Their possibilities are endless. Their impact is infinite.**

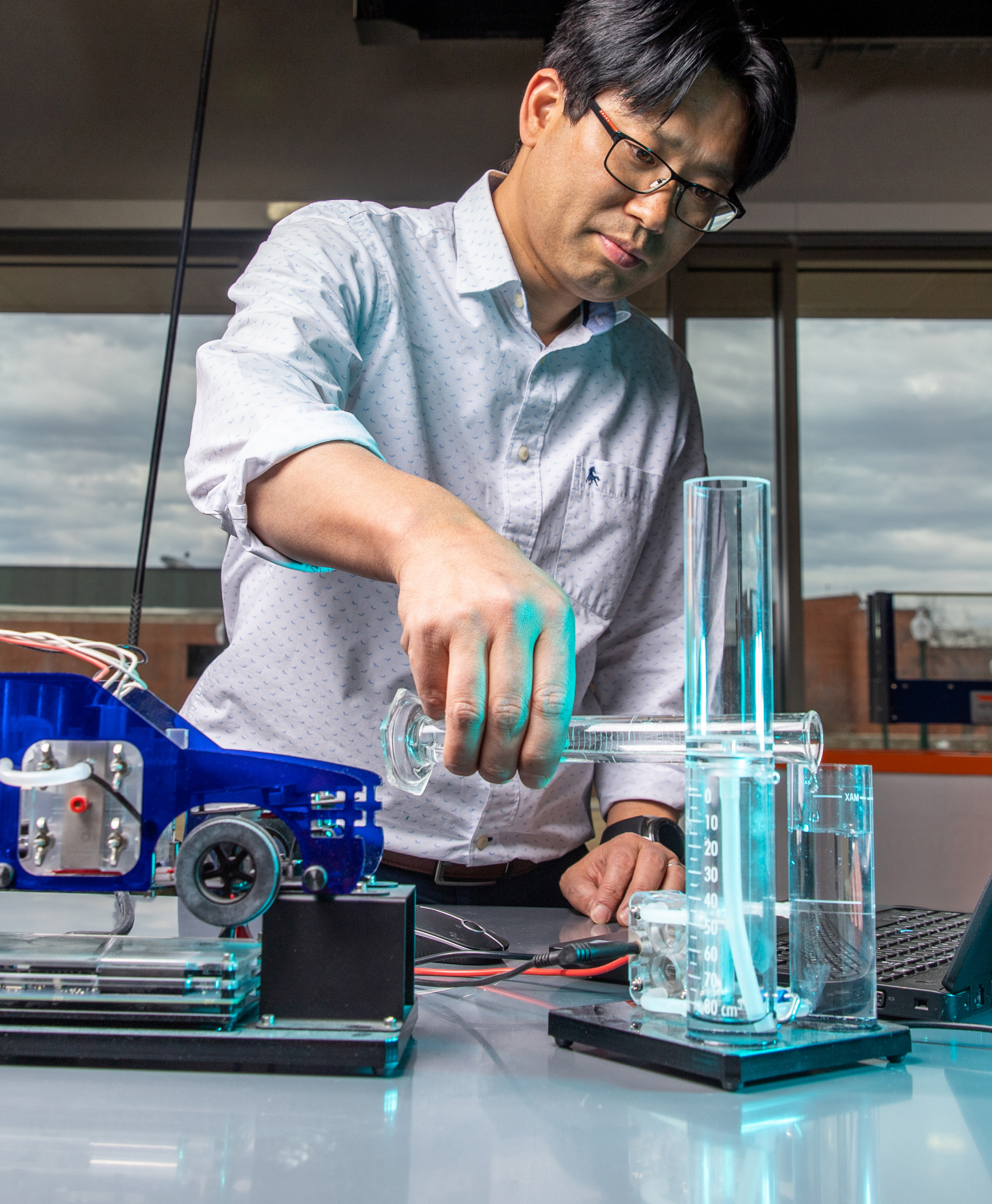


*A \$1.5 million gift from the estate of retired Air Force Col. Charles Leigon benefits the nursing program. Son and daughter-in-law Russell and Sharon Leigon presented the third-largest cash donation in Tarleton history to President James Hurley and his wife, Kindall.*

Like the young man who showed up with less than \$100 in his pocket and most of what he owned in a cardboard suitcase. He became a star athlete on Tarleton's football team, a coach, a U.S. Army hero revered on two continents, a respected state elected official and eventually Chancellor of The Texas A&M University System. Today a life-sized bronze of Maj. Gen. James Earl Rudder stands at the heart of Tarleton's Stephenville campus.

How many others have the intellect and determination to earn a university degree but are short on funds? Thankfully, providing opportunity through financial assistance is a Tarleton tradition.

Funding comes from alumni and friends who donate directly to the school or to the Tarleton State University Foundation Inc. Created 40 years ago, the foundation provides financial support via earnings on endowed funds, gifts and property. It acts independently of the university and the A&M System solely for the benefit of students who otherwise might not earn a degree.



*The McKenzie Family Endowed Professorship — a first for the university — is helping Dr. Hoe-Gil Lee design hydrogen and fuel production processes that create high-efficiency bioenergy. Mark and Susie McKenzie are Tarleton alumni.*



*A donation from the estate of Dr. Burnaby Munson for a distinguished endowed professorship in chemistry allows a faculty researcher and a team of students to explore a new drug delivery system.*

From retired Air Force Col. Charles Leigon, who wanted his legacy to include helping nursing students, to Tarleton alumni like Mark and Susie McKenzie, folks who truly “bleed purple” dig deep to help.

Tarleton received \$1.5 million from Col. Leigon’s estate in 2020, making his gift the third-largest cash donation in university history. That’s in addition to property donations, valued around \$500,000, made in concert with the 40th anniversary of Tarleton’s nursing program in 2016.

The gift comes at a time when the need for professional nurses is at an all-time high due to the global health crisis.

The McKenzie Family Endowed Professorship — a first for the university — will help Dr. Hoe-Gil Lee design hydrogen and fuel production processes that create high-efficiency bioenergy.

And a donation from the estate of Dr. Burnaby Munson for a distinguished endowed professorship in chemistry means Dr. Rajani Srinivasan and a team of undergraduate students can explore green polymers as a potential drug delivery system in chemo and gene therapies. A second gift from the Munson estate supports the O.A. Grant Scholarship Endowment.

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*Regardless of why  
or when they give,  
Tarleton donors  
ensure the school’s  
ability to uplift  
future Texans,  
empowering them  
to achieve their  
academic dreams  
and transforming  
them into leaders.*



A Tarleton Distinguished Alumnus, Dr. Munson taught chemistry at the University of Delaware, receiving numerous awards for his research on mass spectrometry.

The Tarleton Alumni Association has established the TAA Legacy Scholarship. The only criterion is for someone in the applicant's family to hold TAA membership. Eight scholarships will be awarded annually. And the Tarleton Parents Association gave 38 scholarships in 2020.

A three-year \$215,000 grant from the Texas Pioneer Foundation supports Mission Ready TEXAN, an initiative of the John Tarleton Leadership Academy to enhance retention in the Texan Corps of Cadets through staff and peer coaching to improve academic performance and career readiness.

A \$750,000 grant from the Texas Higher Education Coordinating Board will assist students who stopped short of completing their undergraduate degree and boost workers displaced by COVID-19. The Texas Reskilling Support Fund Grant Program stems from \$175 million given to the coordinating board from the Governor's Emergency Educational Relief Fund — originally part of the Coronavirus Aid, Relief and Economic Security (CARES) Act.

The Tarleton Promise, announced at the spring 2020 inaugural gala for President James Hurley, provides tuition, fees, books, and room and board to high school seniors in the top 25 percent of their class who exhaust federal and state financial aid. And the President's Guaranteed Award Program (GAP), new for fall 2020, supports high-achieving high school seniors with annual awards from \$1,000 to \$5,000 depending on class rank and ACT (American College Test) or SAT (Scholastic Aptitude Test) scores.

In addition to scholarships and endowments, Tarleton relies on donations made as part of the annual Giving Day and Giving Tuesday to further develop academic and athletic programs, and construct and update campus facilities.

Regardless of why or when they give, Tarleton donors ensure the school's ability to uplift future Texans, empowering them to achieve their academic dreams and transforming them into leaders.

Who knows the places they'll go. ■



*Former Tarleton basketball standout Nosa Ebomwonyi helps introduce a new scholarship, the Tarleton Promise, at the inaugural gala for President James Hurley. The Promise extends funding beyond state and federal aid for high-performing students with extreme financial need. Nosa helped fuel the Texans' back-to-back runs to the NCAA Division II Elite Eight and Tarleton's only Final Four appearance. His Tarleton Promise was basketball, but the one unveiled in February 2020 will be a game-changer for many students who otherwise might not be able to complete their degree.*



**Now is the time to develop a plan to propel Tarleton State University into the next decade and beyond. A comprehensive plan. A strategic framework. A bold blueprint.**

# GROWING OUR FUTURE



*Higher ed thought leaders — from left, Dr. Blake Decker, Assistant Vice Chancellor in Academic Affairs for Data Science for The Texas A&M University System; Dr. Mark Becker, President of Georgia State University; and University of Texas Athletics Director Chris Del Conte — share insights on university growth and the vital role of a future-focused strategic plan at a signature event in Fort Worth. Dr. Rachael Capua (not pictured), Director for College and Career Success for the Tarrant To & Through (T3) Partnership, addressed enhancing the student experience.*

In fact, this is the very best time — in the midst of a pandemic with all its challenges — to invest energy in shaping tomorrow. *Tarleton Forward 2030* will drive the future of higher education at Tarleton, foster innovation, grow the economy, enhance the student experience and capitalize on a move to NCAA Division I.

What Tarleton does matters. And how we do it counts.

An inclusive process kicked off in fall 2020, encouraging the entire Tarleton family to take an active role in charting the 10-year course. The plan will be ready in April 2021, aligning with Tarleton’s reaffirmation by the Southern Association of Colleges and Schools Commission on Colleges.

A half-day signature event in downtown Fort Worth — the Future Summit — drew participation from students, employees, alumni and community partners to explore themes emerging from focus groups, surveys and workshops over fall 2020.

In addition to groundwork for Tarleton’s strategic plan, the university in 2020 announced the public phase of the largest capital campaign in school history — \$100 million. Funds will be used to develop campus infrastructure, expand academic programs and support enhanced learning opportunities for students and faculty.

The announcement was made at President James Hurley’s inauguration in February, and development efforts are underway to hit the target by year’s end 2024. It’s another testament that business as usual will no longer ensure our future. Innovation and transformation are the order of the day.

If past is prologue, then Tarleton’s future is bright. Very bright. A North Star for the world to follow.



# TARLETON FORWARD!

## 2030: OUR FUTURE-FOCUSED STRATEGIC PLAN

*A quartet of higher ed thought  
leaders shared their insights:*

“

To create a culture of innovation, we think big, we think different, and along the way we tie it back to our history and legacy. If you want the world to know how wonderful you are, you have to do something to make the world notice. To do something you’ve never done before, you have to do things differently, think differently. If you keep doing what you’ve always done, you’re not going to get different results.

— DR. MARK BECKER

President of Georgia State University





*Tarleton students, employees and community members explore themes emerging from focus groups, surveys and workshops to chart a 10-year course — Tarleton Forward 2030 — for the university. The plan will be ready in April 2021 and align with Tarleton’s reaffirmation by the Southern Association of Colleges and Schools Commission on Colleges.*

As institutions of higher education, we are establishing patterns of success in students’ lives for jobs that do not yet exist. It’s not our responsibility to decide what success is for every student in the future. It’s going to look different for those students based on their circumstances, where they come from and where they’re going. Our responsibility is to pour our resources, our time, our energy into them so we can set them up for success.

**— DR. BLAKE DECKER**

Assistant Vice Chancellor in Academic Affairs for Data Science for The Texas A&M University System

Enhancing the student experience means closing the information gap, the guidance gap and the financial aid gap. ...To any new student, first-year or transfer, the power of one faculty member, a new process, a new platform — all the new things you’re talking about doing — helps students persist.

**— DR. RACHAEL CAPUA**

Director for College and Career Success for the Tarrant To & Through (T3) Partnership

Today is about the future, setting the course for what you want to become. Your goal is to become the finest regional institution in the world. That is big and bold. Keep sharing the vision: We will become *the* premier comprehensive regional university in the nation. Intercollegiate athletics plays a role in that. We’re the front porch to the university. We welcome people to our campus. When we get them on campus we talk about what our goals are, what our future holds.

**— CHRIS DEL CONTE**

Athletics Director  
University of Texas



# YEAR IN REVIEW



## FEBRUARY

### Dr. James Hurley Inaugurated as Tarleton President

Dr. James Hurley was inaugurated Feb. 28 as Tarleton State University's 16th President.

In addition to Texas A&M University System Chancellor John Sharp, speakers included state Sen. Pat Fallon (District 106), state Reps. J.D. Sheffield (District 59) and DeWayne Burns (District 58), and Texas Higher Education Commissioner Harrison Keller. Delegates representing a range of colleges and universities held a processional.

Dr. Hurley began his tenure in August 2019.

## MARCH

### Kim McCuiston Named Dean of Tarleton's Fort Worth Location



Dr. Kim McCuiston was named Dean of Tarleton State University's 80-acre Fort Worth campus along Chisholm Trail Parkway and Vice President for External Operations.

As Dean of the Fort Worth campus, she works with North Texas business and industry leaders, Tarleton faculty and staff, and community college partners to expand existing degree programs and add new ones. She's also responsible for the university's Global Campus and outreach programs in Waco, Midlothian and Bryan.

Prior to joining Tarleton in 2018 as Chief of Staff, she served 11 years with Texas A&M University-Kingsville.

### Amanda Tollett Named Chief of Staff, VP for University Relations



Amanda Kit Tollett was named Chief of Staff to Tarleton President James Hurley and Vice President for University Relations.

A Tarleton alumna, she was Chief of Staff for former state Rep. J.D. Sheffield (District 59) and has more than 10 years of experience in legislative affairs.

In addition to managing the President's Office and being an official representative of the university, Tollett coordinates legal and policy issues with The Texas A&M University System as well as state agencies and organizations. She also oversees the Department of Marketing and Communications.



## JUNE

### Governor Appoints Student Regent from Tarleton State University

Gov. Greg Abbott appointed Cahlen Cheatham the student regent for The Texas A&M University System.

John Sharp, Chancellor of the A&M System, thanked Gov. Abbott for his selection. "I look forward to working with Mr. Cheatham as the A&M System continues to build on its current momentum."

Cheatham is president of Tarleton's Student Government Association. He is pursuing a Bachelor of Science degree in agribusiness and economics.

## JULY

### Credence Baker Named Dean of Tarleton's College of Graduate Studies



Dr. Credence Baker was named Dean of Tarleton State University's College of Graduate Studies following four months as interim dean.

An Associate Professor in the College of Education's Department of Educational Leadership and Technology, Baker served in several key leadership roles in her 15 years at Tarleton, including director for the Center for Instructional Innovation and certification officer for the university. She has helped secure more than \$3.2 million in funded grants and sponsored projects, authored 22 research publications, and chaired or served as committee member on numerous dissertations and theses.

As Assistant and Associate Graduate Dean for the past five years, Baker has collaborated with college leaders and graduate faculty to develop innovative graduate programs, grow graduate grants and scholarship offerings, and market areas for sustainable growth of graduate enrollment.

## AUGUST

### Gabriel Cagwin Named VP of Tarleton's Division of Institutional Advancement



Dr. Gabriel Cagwin was named Vice President for Tarleton State University's Division of Institutional Advancement.

As part of Tarleton's leadership team, Dr. Cagwin provides strategic oversight to advancement services, alumni engagement and university event management, plus opportunities for development giving and fundraising. He also oversees Tarleton's W.K. Gordon Center for Industrial History of Texas in Thurber.

Previously Chief Business Development Officer at Arizona State University, he oversaw the fundraising campaign for the \$306 million Sun Devil Stadium renovation. He managed capital campaigns, assisted with ASU's 330-acre Athletics District to monetize university land and provide assets for the community, and helped find and maximize revenue streams.

He led the Sun Devil Club to record fundraising numbers, surpassing \$46 million consistently and topping out at \$86 million. And he helped with ASU's annual fund, major gifts, planned and estate giving, building young alumni and volunteer programs, and implementing sport-specific outreach programs.

## SEPTEMBER

### UPD Receives Prestigious Law Enforcement Award

The Tarleton State University Police Department earned "recognized" status from the Texas Police Chiefs Association, making it the 165th agency in the state to receive the honor since 2006.

Part of the association's Law Enforcement Recognition Program, the award follows a critical two-year self-review of department policies, procedures, facilities and operations, plus an on-site review by state police chiefs. Fewer than 200 of the state's more than 2,000 police departments have earned TPCA recognition.

### Statue of University Ring Unveiled

Thanks to the Tarleton Alumni Association, a statue of the university's official class ring was unveiled in fall 2020 on the Stephenville campus.

The 4-foot bronze reminds current students that they're supported by a network of Tarleton graduates. And it's a great place for photos as those students await the day they receive their own class ring.

"This is a dream come true," TAA Board President Ranae Lane, '99, said at the September reveal. "The Alumni Association is proud to present this statue to President James Hurley and the university. What an accomplishment!"

Proceeds from TAA's annual golf tournament and partnerships with Jostens — Tarleton's official ring provider — and statue creator MTM Recognition financed the three-year project.



## NOVEMBER

### Tarleton Counseling Service Renews Victims Assistance Grant

The Tarleton Counseling Center received the second continuation since 2017 of the Victims Assistance Grant — \$221,520 to help students who experience violence.

The grant, awarded by the Governor's Office through the federal Campus Victim Assistance Program, provides salaries for a full-time advocate and three full-time counselors trained to assist survivors of physical and sexual abuse, intimate partner abuse, domestic violence, stalking and harassment, and to work with students who come to Tarleton from the foster care system. The grant also provides prevention training for students, staff and Tarleton police officers.

## DECEMBER

### Rupa Iyer Named Vice President for Research



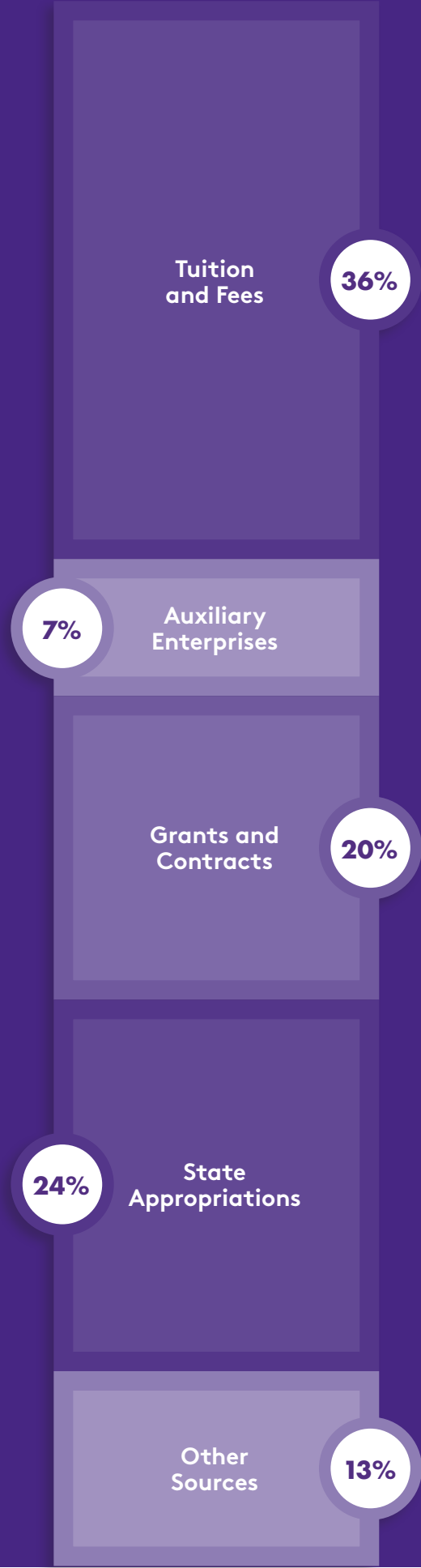
Following a comprehensive national search, Dr. Rupa Iyer was appointed the first Vice President for Research, Innovation and Economic Development at Tarleton State University.

A veteran higher education administrator and scholar, Dr. Iyer is expanding research opportunities while developing strategic partnerships to meet workforce demands and spur business activity statewide. She heads the new Center for Research, Innovation and Economic Development.

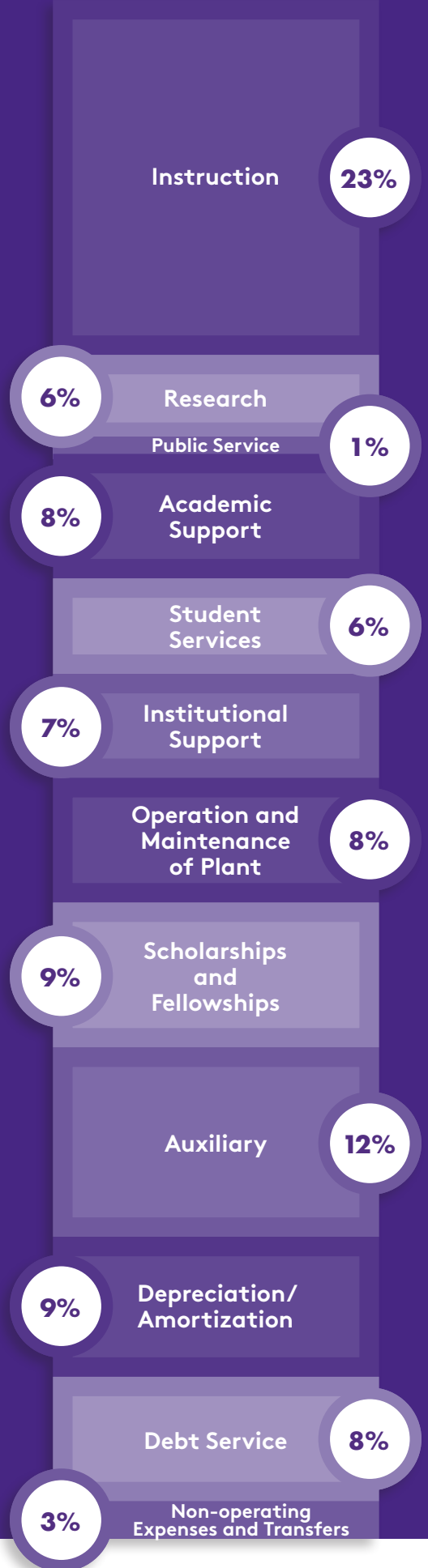
As founding director of biotechnology programs at the University of Houston in 2005, she generated millions of dollars in state and federal funding to develop research and education programs and to design laboratories.

# FY 2020

## REVENUES TOTAL \$232,448,136



## EXPENSES TOTAL \$231,589,961



# EXECUTIVE STAFF

**Dr. James Hurley**  
President and CEO

**Dr. Karen Murray**  
Provost and Executive Vice President  
for Academic Affairs

**Lori Beaty**  
CFO and Vice President  
for Finance and Administration

**Dr. Gabriel Cagwin**  
Vice President for Institutional Advancement

**Dr. Javier Garza**  
Vice President for Enrollment Management

**Dr. Rupa Iyer**  
Vice President for Research, Innovation  
and Economic Development

**Dr. Kim McCuiston**  
Vice President for External Relations  
and Dean of Tarleton-Fort Worth

**Lonn Reisman**  
Vice President for Intercollegiate Athletics

**Dr. Kelli C. Styron**  
Vice President for Student Affairs

**Amanda Tollett**  
Chief of Staff to the President and  
Vice President for University Relations

## DEANS

**Dr. Steve Damron**  
College of Agricultural  
and Environmental Sciences

**Dr. Chris Shao**  
College of Business

**Dr. Kim Rynearson**  
College of Education

**Dr. Credence Baker**  
College of Graduate Studies

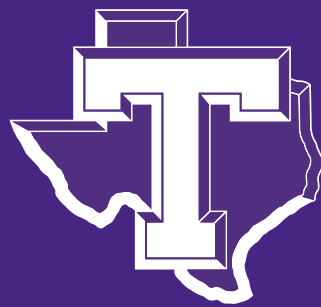
**Dr. Sally Lewis**  
College of Health Sciences  
and Human Services

**Dr. Eric Morrow**  
College of Liberal and Fine Arts

**Dr. Michael Huggins**  
College of Science and Technology







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