

LEARN to THRIVE

STRATEGIC PLAN 2022

VERSION 1.3



TEXAS WOMAN'S
UNIVERSITY

PURPOSE

Educate a woman, empower the world.

MISSION

Texas Woman's University cultivates engaged leaders and global citizens by leveraging its historical strengths in health, liberal arts, and education, and its standing as the nation's largest public university primarily for women. Committed to transformational learning, discovery, and service in an inclusive environment that embraces diversity, Texas Woman's inspires excellence and a pioneering spirit.

VISION

Texas Woman's will be known as the premier public university for a woman-focused education, leadership development and graduating thriving citizens who have a strong sense of community, health, prosperity, and a sense of purpose.

CORE VALUES

Fundamental to who we are and what drives our actions

OPPORTUNITY

DIVERSITY

EXCELLENCE

CREATIVITY

COLLABORATION

CARING

WELLBEING

PRINCIPLES

Guiding principles that emerge from Texas Woman's history and frame its future

- The growth of students is nurtured in a safe environment that fosters personal connections, resiliency, and a philosophy of education as a lifelong process.
- Our commitment to excellence and integrity permeates all that we do.
- Diversity and collaboration are fundamental to our academic culture of innovation, research, and creative expression.
- Liberal arts develop the whole person, inspire inquiry, encourage application, and cultivate success in careers and graduate education.
- Graduate education provides opportunities for individual advancement and develops professionals to serve society.
- People and cutting-edge technology drive the discovery and creative expression that fuel our educational enterprise.

AREAS OF DISTINCTION

Building on historical strengths and contemporary potential, Texas Woman's is focused on becoming a global leader in these four areas.



WOMEN & LEADERSHIP

At Texas Woman's, women have found their voices and discovered the courage to lead. Continuing in this tradition, Texas Woman's will contribute knowledge and best practices that encourage women and men, together, to lead, thrive, and prosper in professional, organizational, and community settings for the advancement of humanity.



HEALTH

With a historical commitment to the health of others, Texas Woman's leads in the discovery of best practices in the care and wellbeing of the human body and mind. Texas Woman's will continue to bring health care leadership and advanced practice to emerging economies, and will provide opportunities for students to experience other cultures and health care systems.



EXPERIENTIAL LEARNING

From its inception, Texas Woman's emphasized experiential learning with the university motto "We learn to do by doing," and today continues to recognize the important connection between experience and learning. Texas Woman's will provide opportunities for students to bridge theory with practice in higher education.



VETERANS

In a state with nearly two million veteran residents, Texas Woman's embraces the opportunity to provide leadership and insight into improving the quality of life for veterans and their families. Building on its established history of service to veterans as well as archives and research with particular expertise of women in the military, Texas Woman's will continue to serve those who served our country.

STRATEGIC IMPERATIVES

The following imperatives have no order of importance; each needs to be strong and interconnected for overall success.



LEARN

WE COMMIT TO GREATER PURPOSE THROUGH TEACHING AND LEARNING

Texas Woman's will educate individuals through a student-centered education focusing on the teaching and learning of the whole person for empowerment and long-term success.

OBJECTIVES

1. Infuse knowledge and skills that prepare students for successful lives and careers
2. Foster curiosity to help students find meaning and purpose
3. Capitalize on diversity and multiple perspectives to advance learning and innovation
4. Achieve the highest level possible of degree completion while maintaining the high level of excellence expected from a Texas Woman's graduate



DISCOVER

WE SEEK NEW WAYS TO IMPROVE OUR WORLD THROUGH CREATIVE EXPRESSION AND RESEARCH THAT MATTERS

Texas Woman's will grow its contributions to discovery by empowering the institution and its community to fully engage in the discovery process.

OBJECTIVES

1. Elevate scholarly productivity and external funding to establish Texas Woman's in a robust position as a doctoral research university within the Carnegie classification framework
2. Advance research and creative arts that benefit the human experience
3. Foster collaborative connections that increase research and creative activity, encourage innovation, and benefit our local and global communities
4. Provide education and experience in research for the next generation of scholars



SERVE

WE TRANSFORM LIVES THROUGH INCLUSIVE NETWORKS AND PURPOSEFUL PARTNERSHIPS

Texas Woman's will express its ethic of service through engagement with local, state, national, and international communities as a means to empower the lives of those who serve as well as those the university serves.

OBJECTIVES

1. Exemplify an ethic of service through meaningful contributions to our communities
2. Cultivate mutually beneficial partnerships that advance the mission of Texas Woman's
3. Produce engaged and active citizens through service that intentionally fosters development of the whole person



LEAD

WE LEAD IN MULTIFACETED WAYS BY APPLYING OUR INDIVIDUAL AND COLLECTIVE EXPERTISE

Texas Woman's will provide systematic and meaningful opportunities for students, staff and faculty to celebrate the value of diversity in leadership and to acquire skills that empower them to lead with distinction, intentionality, and purpose.

OBJECTIVES

1. Prioritize a culture that empowers faculty and staff to lead
2. Prioritize a culture that empowers students to grow as leaders



INVEST

WE COMMIT TO EXCELLENCE WITHIN PEOPLE AND SUSTAINABLE AND SAFE UNIVERSITY ENVIRONMENTS

Adding to the well-known triple-bottom-line framework, Texas Woman's will invest in people, prosperity, place, and planet to ensure a sustainable future.

OBJECTIVES

1. People - recruit, develop, and retain top talent
2. Prosperity - enable Texas Woman's to accomplish its goals through astute resource stewardship and revenue diversification; maintain a private college feel at the cost of a public university
3. Place - develop excellent learning, living, and working environments across all campuses by improving infrastructure and processes and by removing barriers to productivity
4. Planet - cultivate a sustainable university community by reducing environmental impact

STRATEGIC INITIATIVES

The initiatives were developed to achieve the objectives articulated within the imperatives. Almost every initiative was developed with the intent of “moving the needle” on more than one objective.

PHASE 1: 2017

INNOVATIVE ACADEMIC PROGRAMS

Create a process to:

1. Assess and address societal needs, develop innovative programs, and modify current programs to address those needs (e.g., women in STEM fields such as informatics, which leverages our historic strengths in health and interprofessional collaboration),
2. Develop innovative pathways to degree completion, including expansion and support for community college transfer programs and second-admit programs,
3. Develop an integrated approach to scheduling and program offerings that maximizes ancillary services, space utilization and parking, with a focus on student opportunity, and
4. Explore geographic and campus expansion opportunities that will leverage programs of distinction.

VISIBILITY

Create a comprehensive strategy to increase the visibility and awareness of the university among all of our constituents (e.g., students, donors, medical community, alumni, faculty, staff, partners, government, professional associations, employers, media), and to leverage the value of our locations within major medical centers.

INSTITUTE FOR WOMEN'S LEADERSHIP

Create a nationally distinctive, comprehensive center for women in leadership, business, politics, and public policy, while also developing a unified vision of leadership across the university to guide student development opportunities.

HEALTH & WELLBEING

Develop a university-wide culture of health and wellbeing that emphasizes self-care, healthy lifestyle, and resilience for students.

PURPOSEFUL PARTNERSHIPS

Establish the process and criteria for beneficial partnerships along with measures of impact, including community service, faculty research and collaboration, and student internship and employment opportunities.

TALENT ACQUISITION & DEVELOPMENT

Create a comprehensive university strategy to attract, acquire, develop, and retain diverse talent necessary for long-term university success.

MASTER PLAN & SPACE UTILIZATION

Develop a master plan and space utilization process to identify needs and effectively manage space, with special attention focused on sustainability and meaningful use of protected green space.

COMPETITIVE SPORTS

Identify and implement competitive team sports to augment the student experience and align with university strategic priorities.

PHASE 2: 2018

BELONGING

Initiate a “belonging” strategy to create a climate where each person—student, faculty, and staff—feels a sense of valued place at the university.

RESEARCH CULTURE

Develop support services and infrastructure that fuel a vibrant research culture across the university.

PROCESS EFFICIENCIES

Develop efficient and effective processes to streamline and enhance operations and foster a culture of continuous improvement.

FINANCIAL VITALITY

Develop the sustainability and agility of the institution through financial and operational modeling, long-term planning, and identification of new revenue opportunities.

TRANSFER STUDENT SUCCESS

Design innovative approaches to seamless curricular and co-curricular support of transfer students.

PHASE 3: 2019

GLOBAL PERSPECTIVES

Increase global perspectives through faculty exchanges, enrollment of international students, education abroad, and international collaborations.

INNOVATIVE CHILDCARE SOLUTIONS

Launch an initiative to develop sustainable solutions that address childcare needs within the context of academic success.

HEALTH CARE PROFESSIONALS

Address the shortage of health care professionals by leveraging Texas Woman’s leadership in graduating high-quality faculty to teach and prepare the next generation of health care professionals.

PURPOSE & SKILLS

Institutionalize the Pioneering Pathways: Learn by Doing (TWU’s five-year quality enhancement plan; twu.edu/qep) to enhance opportunities for students to find their sense of purpose, develop marketable skills, and increase graduation rates.

BACKGROUND

Founded in 1901 as the state's only public university dedicated to the education of women, Texas Woman's has grown, prospered, and advanced in bold ways. It pioneered distance education; expanded undergraduate and graduate programs; extended its reach by adding campuses in Dallas and Houston and admitting men; and broke new ground in areas ranging from pedagogy to research and creative arts.

Texas Woman's developed a focus on health and wellbeing, on a learn-by-doing pedagogy, and on diversity with an emphasis on women. This distinctive approach extends learning beyond the classroom to prepare students not just for jobs but for careers, leadership, service, health, and happiness. Texas Woman's provided education for individuals who were marginalized because of their gender; it now extends that mission to diverse populations. Texas Woman's is inclusive while maintaining a focus on the unique contributions that women bring to all facets of human endeavor, from corporate boardrooms and virtual classrooms to intensive care units, senate chambers, research laboratories, performance halls and community outreach centers. Texas Woman's aspires to address the needs of a changing world and a contemporary student body.

With this plan, the four areas of distinction and five imperatives will propel Texas Woman's toward further excellence. The distinctions and imperatives will continue our historic purpose of advancing the quality of the human experience, honoring diverse people and perspectives, and pioneering discovery in areas vital to the well being of Texans.

TWU.EDU/STRATEGIC-PLAN

"Marking a trail in a pathless wilderness, pressing forward with unswerving courage, she met each untried situation with a resourcefulness equal to the need. With a glad heart she brought to her frontier family her homeland's cultural heritage. With delicate spiritual sensitiveness she illumined the dullness of routine and the loneliness of isolation with beauty and with life abundant. And with all she lived with casual unawareness of her value to civilization. Such was the pioneer woman, the unsung saint of the nation's immortals."

Jessie H. Humphries, Pioneer Woman Statue Inscription

Texas Woman's University is an equal opportunity institution that strives to create and actively promote a welcoming and supportive educational and employment environment. TWU does not discriminate on the basis of race, age, color, religion, sex, sexual orientation, gender identity, genetics information, national or ethnic origin, veteran's status or disabilities.

AUGUST 2018